

## CV for ASHIS GUPTA

ADDRESS:  
2403- 510 – 6<sup>TH</sup> AVENUE, S.E.  
Calgary, Alberta T2G 1L7

### SKILLS

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A lifetime steeped in the Arts and Humanities – at academic and practical levels – combined with managerial and business skills – once more, at practical, academic, and professional levels.

### EXPERIENCE

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PUBLISHER, BAYEUX ARTS, INC., CALGARY ([www.bayeux.com](http://www.bayeux.com)) - 1994 -PRESENT

DISTINGUISHED VISITING PROFESSOR (VOLUNTEER POSITION), AMBEDKAR UNIVERSITY, DELHI (AUD) – 2011 – PRESENT

CHIEF FINANCIAL OFFICER, (VOLUNTEER POSITION) FAUD FOUNDATION, SANTA BARBARA, CALIFORNIA – 2012 – PRESENT.

PROFESSOR, HASKAYNE SCHOOL OF BUSINESS, UNIVERSITY OF CALGARY, 1978 – 2003.

ADVISOR AND RESEARCH ASSOCIATE, HARVARD BUSINESS SCHOOL, BOSTON, MA., 1973 – 1978.

ADJUNCT PROFESSOR, UNIVERSITY OF MARYLAND, UNIVERSITY COLLEGE, 2005 – 2007.

BOSTON UNIVERSITY, DEPT. OF ENGLISH, LECTURER, 1976 – 1977. ALSO TUTORED BLACK STUDENTS AT THE UNIVERSITY'S MARTIN LUTHER KING JR. CENTER.

WAR CORRESPONDENT FOR THE BOSTON PHOENIX, 1971-1972, INDIA – PAKISTAN 'BANGLADESH' WAR.

UNIVERSITY OF WITWATERSRAND, SOUTH AFRICA, SEMINARS ON SMALL BUSINESS DEVELOPMENT, 1988.

WARSAW SCHOOL OF ECONOMICS, POLAND, EXECUTIVE MBA PROGRAM, TAUGHT MANAGEMENT COMMUNICATIONS, 1993

UNIVERSITY OF XI'AN, CHINA, COURSES IN CROSS-CULTURAL COMMUNICATION, 1994.

CUBA, MINISTRIES OF ENERGY AND EXPORTS, MANAGEMENT COURSES AND SEMINARS ON INTERNATIONAL COMMUNICATION, 1998 - 2006.

ALEXANDRA CENTRE'S CITY OF CALGARY WRITING PROGRAM, SINCE 1983, TAUGHT *CREATIVE WRITING (FICTION)* TO ASPIRING WRITERS. SEVERAL PUBLISHED.

## EDUCATION

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STANFORD UNIVERSITY - COMPLETED STANFORD'S *PROFESSIONAL PUBLISHING PROGRAM*, 1997.

STANFORD UNIVERSITY - COMPLETED *PUBLISHING FOR THE WEB PROGRAM*, 2000.

HARVARD UNIVERSITY, *POST-DOCTORAL INDIVIDUAL STUDIES PROGRAM*, 1977-1978. GRADUATE SCHOOL OF BUSINESS ADMINISTRATION; SPECIALIZED IN LINGUISTICS (AT MIT), SOCIAL PSYCHOLOGY, AND COMMUNICATION.

BOSTON UNIVERSITY, *DOCTOR OF PHILOSOPHY, ENGLISH LITERATURE*, 1976. GRADUATE SCHOOL OF ARTS & SCIENCES; SPECIALIZING IN 17<sup>TH</sup> CENTURY ENGLISH LITERATURE; UNPUBLISHED DOCTORAL DISSERTATION: *THE AMBIGUITIES OF MORAL EXPERIENCE IN SPENSER'S FAERIE QUEENE*. AWARDED DAVID BONNEL GREEN PRIZE 1973 FOR BEST ESSAY ON LITERATURE OF THE VICTORIAN ERA.

BOSTON UNIVERSITY, *MASTER OF ARTS, CREATIVE WRITING IN ENGLISH*, 1973. GRADUATE SCHOOL OF ARTS & SCIENCES; FICTION THESIS SUBSEQUENTLY ENLARGED AND PUBLISHED AS "DYING TRADITIONS."

CALCUTTA UNIVERSITY, *BACHELOR OF ARTS, HONORS IN ENGLISH LITERATURE*, 1960. PRESIDENCY COLLEGE AND ST. XAVIER'S COLLEGE; RANKED FIRST IN ORDER OF EXCELLENCE, CALCUTTA UNIVERSITY; RECIPIENT OF GOLD AND SILVER MEDALS AND OTHER AWARDS.

ST. XAVIER'S SCHOOL, PATNA, INDIA. *UNIVERSITY OF CAMBRIDGE OVERSEA SCHOOL CERTIFICATE*, 1956. RECIPIENT OF "XAVIER GOLD MEDAL" 1956 FOR OUTSTANDING ACHIEVEMENT.

## VOLUNTEER EXPERIENCE

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SINCE 2011, I HAVE VOLUNTEERED AT AMBEDKAR UNIVERSITY, DELHI (A Delhi Capital Territories Flagship University, established 2011). I have helped set up their Publications Program, and also the School of Business, Public Policy & Social Entrepreneurship. I also established FAUD (Friends of Ambedkar University, Delhi), a tax-exempt Foundation registered in California, which has so far raised over US\$500,000.

PRESIDENT, CALGARY SOCIETY FOR IMMIGRANT WORKERS, 1989 – 1991.

PRESIDENT, CARRD (Citizens against Racial & Religious Discrimination), CALGARY, 1990 - 1991.

PRESIDENT, BENGALI CULTURAL ASSOCIATION OF CALGARY, 1988 – 1989.

CAMROSE INTERNATIONAL INSTITUTE, CAMROSE, ALBERTA. Board Member, 1992 – 1995.

CALGARY IMMIGRANT EDUCATIONAL SOCIETY. Board Member and Former President, 1990 – 2013.

## AWARDS & AFFILIATIONS

UNIVERSITY OF CAMBRIDGE, ELECTED LIFE MEMBER OF COLLEGE - CLARE HALL, 1997.

VISITING FELLOWSHIP, CLARE HALL, 1996.

VISITING SCHOLAR, ST. EDMUND'S COLLEGE, 1985-....

UNIVERSITY OF WESTERN ONTARIO. VISITING SCHOLAR, NATIONAL CENTRE FOR MANAGEMENT. RESEARCH DEVELOPMENT, FALL 1989.

CANADA COUNCIL FOR THE ARTS, ARTS AWARD, 1992, FOR WORK ON "REQUIEM FOR THE LAST INDIAN", A NOVEL PUBLISHED 2015.

ALBERTA FOUNDATION FOR THE ARTS, WRITING AWARD, 1998.

PAN-CANADIAN WORDFEST, FOUNDING MEMBER (1997) OF THE BOARD OF DIRECTORS

## PUBLICATIONS

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### Books (Literary)

***Dak Ghar: The House that Calls***– Fiction.

***Requiem for the Last Indian*** - Fiction

***The Gospel according to Clarence Thomas*** – Poetry, satire.

***Krishna, A Love Story*** – Fiction

***Rahul, A Different Love Story*** – Fiction

***For New Orleans & Other Poems (Editor)***. Anthology.

***Dying Traditions*** – Fiction.

***The Toymaker from Wiesbaden*** – Fiction.

### Books (Academic)

***Ecological Nightmares and the Management Dilemma: The Case of Bhopal***, 1991. Ajanta Books International.

***The Organizational Context: Cultural Reflections in the Value Systems of eight major Corporations in India***, 1991. Ajanta Intl.

***Indian Entrepreneurial Culture***, 1994. (Wishwa Prakashan, imprint of Wiley Eastern).

### Chapters in Books / Academic Articles

#### CULTURE

**“Islam and the Rest”** – A review of *Journey into Islam: the Crisis of Globalization* by Akbar Ahmed. Biblio, Sept-Oct, 2007.

**“Distributive Justice: The Elusive Challenge for Business Ethics”.** Presentation at *Business as an Agent of World Benefit: A Global forum called by The Academy of Mgmt., United Nations Global Compact, and Case Weatherhead School of Management.* Cleveland, October 2006.

**“Culture and Entrepreneurship in India,”** in Brigitte Berger (ed.), *The Culture of Entrepreneurship,* (San Francisco: Institute for Contemporary Studies, 1991.

**"Wealth and *The Bhagavad Gita,*"** in J. Lipner (ed.), *The Bhagavad Gita for our times,* (New Delhi: Oxford University Press, 2000).

**“Coping with Failure: Religious and Spiritual Support for Entrepreneurs,”** in Heinz Klandt (ed.), *Internationalizing Entrepreneurship Education and Training,* (Koln: Josef Eul Verlag, 2001) 426-435.

**"Pakistan, India, and Bangladesh - A Legacy of Wholeness."** The Book Review, Volume XXII, Number 3, March 1998.

**"The Paradoxes inherent in Indian Entrepreneurial Work Values."** *Proceedings, Fifth International Society for Study of Work & Organizational Values Conference,* Montreal, August 1996.

**Mahatma Gandhi and the Paradox of the Indian Entrepreneur."** *Proceedings, Gandhi and Human Development: An International Conference,* University of Calgary, Aug. 1993.

**Symbolic Richness of the Concept of Entrepreneurship: Observations from a Study in India.** *Proceedings, Administrative Sciences Association of Canada Conference,* Halifax, Nova Scotia, June 1994.

**Work Values embodied in the *Bhagavadgita:* How relevant are they today?** *Proceedings, Sixth International Society for Study of Work & Organizational Values Conference,* Istanbul, July 1998.

**Implications of the Historic Roots of Contemporary Indian Entrepreneurship.** *Proceedings, Administrative Sciences Association of Canada Conference, Quebec City, 1992.*

**MANAGEMENT STRATEGY:**

**“Sands, Taylor & Wood: A Case Study,”** in Derek Abell & John S. Hammond (eds.), *Strategic Market Planning*, (Englewood Cliffs, New Jersey: Prentice Hall, 1979), 408-430.

**“Brighton Fish Pier: A Case Study,”** in Daryl Wyckoff and W. Earl Sasser (eds.), *The Chain Restaurant Industry*, (Lexington, Mass.: D.C. Heath & Company, 1978), 45-62.

**“The Informal Education of the Indian Entrepreneur.”** Journal of Small Business and Entrepreneurship, 9 (4), July-Sep 92.

**The Paradox of Organisational Experience.** In *Proceedings, Pan-Pacific Conference III*, Seoul, 1985.

**East meets West to force a Collaboration in Management Education.** In *International Labour Office, MDRS Bulletin*, No. 19, 1986. (With P.M. Maher)

**The Role of Canadian Management Schools in Training Managers for Asia.** In *Business Quarterly*, Summer 1986.

**Organisational Frames of Reference.** In *Indian Journal of Training and Development*, Vol. XVI, No. 4, Oct-Dec, 1986. (Awarded 'Best Paper Award, 86')

**Is Organizational Culture a Myth?** In *Proceedings, Pan-Pacific Conference IV*, Taipei, May 1987.

**Contextual Compatibility in Canada-India Opportunities.** In *Proceedings, 1988 Canada-India Opportunities Conference* edited by Ashis Gupta (The International Centre, University of Calgary, 1988).

**Rationality, Cultural Consciousness, and Economic Behavior: The Complex Case of Older Societies.** *Proceedings, Pan-Pacific Conference V*, Singapore, May, 1988.

**The Social Context of Indian Management.** *Workshop on The Social Context of Small-Scale Business Development* at the Centre for Policy Studies, Graduate School of Business, University of the Witwatersrand, South Africa, Aug. '88

**Organizational Reconciliation of Economic & Environmental Factors: A Key Policy Challenge for Business in the 1990's.** In *Proceedings, First International Federation of Scholarly Associations Management Conference*, Tokyo, 1992. (With Craig Fleisher)

**COMMUNICATION:**

**"Management Communication: The Ultimate Approach."** In *Proceedings, 14th Annual Meeting of the American Institute for Decision Sciences*, San Francisco, 1982. (Awarded 'Honourable Mention', Decision Sciences Instructional Award)

**Satellite Communication: Forward to the Brave New World.** In *IEEE Communications*, Vol. 22, No. 9, September 1984.

**Profiling: A Function Aid to Effective Communication.** In *IEEE Transactions on Professional Communication*, PC-26, (4), December 1983.

**Technology and Culture: Pitfalls for Multinationals,** In *Proceedings, 43rd Annual Meeting of the Academy of Management*, Dallas, August 1983.

**The Dilemma of Organizational Communication: Coping with Communication Fallout across Cultural Barriers.** In *Proceedings, Annual Conference of the Association for the Advancement of Policy, Research and Development*, Newport Beach, Nov. 1982.

**Introduction.** *Proceedings of the Canada-ASEAN Roundtable on Opportunities for Mutual Learning and Discovery* edited by Ashis Gupta (International Centre, The University of Calgary, 1990).

**Withering away of the Middleman in an Internet World: The Paradoxical Mask of Anonymity in some future transactions,** In *Proceedings, Seventh International Society for Study of Work & Organisational Values Conference*, Jerusalem, July 2000.

#### WEB-BASED EDUCATION

**“Genesis – Blueprint for an Educational Institution”.** A presentation (with Professor Ron Purser of San Francisco State University) at *Business as an Agent of World Benefit: A Global forum called by The Academy of Management, United Nations Global Compact, and Case Weatherhead School of Management*. Cleveland, October 2006.

**An Exploration and Critique of Collaboration in an Online Education Environment,** In *Proceedings, Merlot International Conference*, Nashville, TN, USA, July 2005.

**New Approaches to Education where it’s Needed Most.** In *Proceedings, Latin American and Caribbean Symposium on Education, Science and Culture in the Information Society – SimPLAC’ 2002, Havana, February 2002*.

**The Internet as an Aid to Rural Entrepreneurship.** In *Proceedings, Rural Entrepreneur-ship and Innovation Conference, University of Paisley, Scotland, October 2002*.

**Genesis–Blueprint for an Educational Institution.** *Proceedings of the International Roundtable Conference*. Management Development Institute, New Delhi, December 2000.



## WRITING

**“The Extraordinary Composition of the Expatriate Writer,”** in *Writers of the Indian Diaspora*, Jasbir Jain (editor). (Delhi: Rawat Publications, 1998).

## PUBLISHING

**Trade Relationships - Strategies & Directions for Small, Independent Publishers - The Case of Bayeux Arts, Inc.** In *Proceedings, IntEnt 1997 Conference*, Monterey Bay, June 1997.

**Primitive Channels, Unresearched Logistics, Unequal Alliances - Case Study of a Small, Independent Canadian Publisher.** In *Proceedings, Institute of Business Administration & Technology Conference*, London, England, July 1997.

**Bayeux Arts, Inc. - Case Study of a Publishing Company, its functioning and absent industry support systems.** In *Proceedings, 13th Annual Conference of the Canadian Council for Small Business and Entrepreneurship*, Montreal, October 1996.

## HISTORY

**The Uneasy Legacy of the Bhopal Gas Disaster.** In *Proceedings, Second World Business Congress: Managing East-West Business in Turbulent Times*, Turku School of Economics and Business Administration, Finland, June 1993.

**From the Arts to Executive Education: The Founding of the Banff School of Advanced Management.** In *Proceedings of the 2001 Administrative Sciences Association of Canada Conference*, London, Ontario. (With Prof. Vern Jones). “Best Paper Award (History).”

**In the shadow of Strategy and Planning: Lessons from the Braer Disaster.** In *Proceedings, TIMS XXXII Conference*, Anchorage, Alaska, June 1994.

**"James Bay: An Explosive Agenda of Politics, Money, and the Environment,"** in World Affairs, June 1992.

**"Reflections on some Social and Ecological Implications of the Bhopal Gas Disaster."** Chemsearch and Industry, Vol. VI, (1), January-February, 1991.

**MANAGEMENT 'CASES' PUBLISHED AND DISTRIBUTED  
BY THE HARVARD BUSINESS SCHOOL CASE CLEARING HOUSE:**

The Cat Scanners: Examines Communication and the larger 1978 environment. Specifically, the nature of information flows between marketers of high technology health care products, the medical profession, and patients and the resultant profile of a health care system.

Mary Cunningham & William Agee - Lessons from the Upheaval at Bendix: Management as Communication. Societal change/values as they affect perceptions within organizations and the larger environment.

U.S.A. 1980 - The Choices facing President Carter:  
Discusses the U.S. political and economic scene in early 1980 and some of the policy options available to President Jimmy Carter. Examines income policy, monetary and fiscal policy and energy policy in the national context as well as in terms of their international implications.

(With HBS Professor George Lodge)

Olson Metals: Information needs for the formulation of a sound pricing strategy in a small engineering company.  
(With HBS Prof Neil Churchill)

J.B. Kunz and Company (A case): A leading U.S. manufacturer of bank passbooks finds the industry in decline and sets out to investigate new opportunities. (With HBS Prof Derek Abell)

J.B. Kunz and Company (B case): The process of communication and information gathering that opens the door to innovation. (With Prof Derek Abell)

B.F. Goodrich (A case): Examines the rationale for linkage between the planning and accounting control processes. (With HBS Professor W. McFarlan)

B.F. Goodrich (B case): Discusses the structure of a new cost-reporting and transfer- pricing system. (With Professor F. Warren McFarlan)

**'CASES' AND NOTES DISTRIBUTED THROUGH HARVARD BUSINESS SCHOOL'S INTERCOLLEGIATE CASE CLEARING HOUSE AS UNIVERSITY OF CALGARY'S *Management communications casebook:***

Bayeux Chronicle: Study of communications networks and other factors affecting the communications process within a large city newspaper.

Urban Development Corporation Limited: Discusses the control of communication flows within a small organization.

Organization: Subordinate and Coordinate Relationships - From Sentence to Paragraph to the Final Document: Discusses the elements that hold a fragment of writing together and suggests methods to develop the necessary skills for doing so.

Note on Meetings: Discusses the process, dynamics and requisites of effective meetings, and the dangers of hidden agendas and 'groupthink'.

Note on Oral Presentations: A comprehensive guide to effective oral presentations.

Note on Barriers to Communication: Applies basic communications models to the larger sphere of the environment and value systems to discuss the nature and

emergence of communication barriers.

Note on Personal Understanding: Focuses attention on this oft-neglected aspect of communication.

Executive Communication - A Matter of Perspective:  
An introductory note focusing on the unique nature of Management Communications.

### OTHER WRITINGS

#### **Newspaper Articles:**

**"The India we left behind"**. Op-ed in *The Hindu*, Feb. 2013.

**"India's Commonwealth Games,"** The Globe and Mail On-Line, October 2010.

**"Third World Problems move North,"** The Globe and Mail, Toronto, October 15, 1991. (Polarization on the basis of Colour)

**"A New Crusade of Hypocrisy,"** The Globe and Mail, Toronto, February 1, 1991. (A critique of the Gulf War)

**"A Report from Bangladesh,"** The Boston Phoenix, January 1972. (Report from the Bangladesh War front)

**"Bangladesh: Land of Refugees,"** The Boston Phoenix, February 1972. (Survey of the aftermath of the Bangladesh War)

**"A Case for India,"** The Boston Globe, December 1971. (A political discussion of India's role in the 'Bangladesh' War.)

**"Poverty Insurance,"** The Hindusthan Times, July 1970. (Thoughts on the battle against poverty)

#### **Invited Conference Participation**

**The Humanism of Rabindranath Tagore.** *A Sunday morning presentation* to the Unitarian Church, Calgary. December 2001.

**Harnessing Culture for a New Generation of Entrepreneurs.** *6th International Conference Internationalising Entrepreneurship*, Arnhem, The Netherlands, June 1996.

**"The Role of Traditional Knowledge and Rationality in Determining Human action."** Contributed paper, XXIV International Congress of Psychology, Sydney, August 1988.

**The Impact of Computers on Higher Education in India and Canada.** Participated as an Observer on behalf of the International Development Research Centre (IDRC) at a *Conference* in Surat, India, February 1987.

**Some Structural Needs of Changing Gender Roles: Observations in the case of India.** Contributed paper at the *Third International Interdisciplinary Congress on Women*, Trinity College, Dublin, July 1987.

**Business History: Relevance to Cross-Cultural Studies.** Invited paper, *Indian History Congress*, Srinagar, India, October 1986.

**Infrastructures for the Development of Small-Scale Industries.** Paper presented at the *National Workshop on Technology for Local Enterprises*, conducted by International Development Research Centre of Canada, New Delhi, November 1986.

**Canadian Perspectives on Communications Research.** Chairperson and Rapporteur, *35th Annual Conference of the International Communication Association*, Honolulu, May 1985.

**The Emerging Corporate Culture: International and Technological Dimensions."** Symposium Co-ordinator, *Conference of the Administrative Sciences Association of Canada*, Guelph, 1984.

**Reflections on an Emerging Dichotomy in Organizations.** Contributed paper, *Second International Interdisciplinary Congress on Women*, Groningen, Netherlands, April. 1984.

**Mapping the Communication Process: Strategic parameters for Figures of Authority.** Paper at the *44th Annual Meeting of the Academy of Management*, Boston, August 1984.

**Trans-National Implications of Satellite Communications.** Invited paper, *XIV Conference of the International Association for Mass Communication Research*, Prague, August 1984.