

Sudhakar V. Balachandran
Columbia Business School
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ACADEMIC POSITIONS

Columbia University, Graduate School of Business. Assistant Dean for Teaching Excellence,
Feb 2011 – Present

Columbia University, Graduate School of Business. Assistant Professor, July 2001 – Feb
2011

RESEARCH & PUBLICATIONS

Refereed Academic Publications

S. Balachandran, P. Joos, and J. Weber "Do Voting Rights Matter: Evidence from the Adoption of Equity-Based Compensation Plans" Contemporary Accounting Research, Forthcoming 2012.

S. Balachandran, and P. Mohanram "Using Residual Income to Refine the Relationship between Earnings Growth and Stock Returns" Review of Accounting Studies, Forthcoming 2012.

S. Balachandran, and P. Mohanram "Is the Decline in the Value Relevance of Accounting Driven by Increased Conservatism?" Review of Accounting Studies, 2011.

S. Balachandran, and P. Mohanram "Are CEOs Compensated for Value Destroying Growth in Earnings?" Review of Accounting Studies, 2010.

S. Balachandran "How Does Residual Income Affect Investment? The Role of Prior Performance Measures" Management Science, 2006.

S. Balachandran, M. Carter, and L. Lynch "Sink or Swim? Firms' Responses to Underwater Options" Journal of Management Accounting Research, 2004

Working Papers

"Did Executive Compensation Encourage Extreme Risk-Taking in Financial Institutions? with **B. Kogut (Columbia)** and **H. Harnal (UBS Securities)**

"Contracting and Compensation around the World." with **M. Badia (IESE)** **B. Jorgensen (Columbia)**

Other Research in Progress

"Accounting Information in Debt Markets" with M. Subrahmanyam (NYU), R. Jankowitsch (Vienna), U. Kahn (Columbia)

Refereed Practitioner Publications

S. Balachandran, and B.V. Balachandran "Cost Culture through Cost Management Maturity Model" Cost Management Journal, November 2005.

S. Balachandran, "Implementing Activity Based Management Successfully; How You Do It Is Important" Handbook of Cost Management, Warren Gorham and Lamont, 2000

Practitioner Publications and Case Studies

S. Balachandran "The Social Enterprise Accounting Detective" Columbia Case Works 2009

S. Balachandran, G. Sadka "WorldCom" Columbia Case Works 2009

S. Balachandran, "Volkswagan" Columbia Case Works 2009

S. Balachandran "The Satyam Scandal" Forbes Opinions Page, Jan 7, 2009.

S. Balachandran, G. Sadka, D. Kaplan "Beanie Kids Holiday Camp" Columbia Case Works 2008

S. Balachandran, W. Holden "The Indiana Milk Distribution Company" Columbia Case Works 2008

S. Balachandran "Paying for a Pulse" Forbes Opinions Page, Oct 15, 2008.

S. Balachandran, R Gordon, M Kimbrough, M Srinivasan "Whole Foods Acquisition of Wild Oats." Harvard Business School Press, case number N-109-029, 2008.

S. Balachandran "Calculating Compensation" The Financial Times, May 26, 2006.

S. Balachandran, "How to Build a Culture of Cost Management" The Financial Times, August 18, 2005.

S. Balachandran & R. Ruback "Whirlpool Europe." Harvard Business School Press, case number N-202-017, 2001

S. Balachandran, "Implementing Activity Based Management Successfully; How You Do It Is Important" Handbook of Cost Management, Warren Gorham and Lamont, 2000

INVITED PRESENTATIONS

- University of Illinois Chicago (2012)
- Rutgers (2011)
- Southern Methodist University (2010)
- INSEAD (2010)

INVITED PRESENTATIONS (cont)

- Burton Workshop, Columbia University (2010)
- Baruch College (2010)
- The University of Houston (2010)
- Review of Accounting Studies Conference (2009)
- Contemporary Accounting Research Conference (2008)
- Journal of Accounting Auditing and Finance Conference (2008)
- Burton Workshop, Columbia University (2007)
- London School of Economics (2007)
- Oxford University/Yale SOM conference on Corp Governance (2007)
- Burton Workshop, Columbia University (2006)
- INSEAD (2006)
- New York Four Schools Accounting Conference (2005)
- Harvard University (2005)
- Yale University (2004)
- Rutgers University (2004)
- Ohio State University (2004)
- Burton Workshop, Columbia University (2003)
- University of Minnesota, Empirical Accounting Conference (2002)
- University of Notre Dame (2002)
- AAA Annual Meeting (2001)
- Columbia University (2000)
- Massachusetts Institute of Technology (2000)
- Rice University (2000)
- Stanford University (2000)
- University of Chicago (2000)
- University of California Berkeley (2000)
- Washington University St. Louis (2000)
- Yale University (2000)
- Institute of Management Development (IMD), Lausanne, Switzerland (1999)

TEACHING

- Recipient, **Dean's Award For Excellence in Teaching**, 2006
- Managerial Accounting Core Course, MBA, and Executive MBA (2001- 2011) Latest Year Mean Teaching Evaluation **4.8 out of 5**, Median Evaluation **5 of 5**. Prior Year Mean **4.9 of 5**, Median **5 of 5**
- Teaching Financial Accounting Core MBA course, fall 2007
- Visiting Professor at INSEAD (2010)
- Program Director, Columbia Management Institute, Columbia Business School Executive Education
- Program Director, Finance for Sales and Marketing Executives at Pernod Ricard USA, Developed and Delivered with Columbia Business School Executive Education.

TEACHING (cont)

- Program Director, Finance and Accounting for Non-Financial Executives, Columbia Business School Executive Education (2008- present)
- Program Directors, Essentials of Financial Management, Columbia Business School Executive Education (2008)
- Program Faculty, Finance and Accounting for Non-Financial Executives, Columbia Business School Executive Education (2002 - 2005)
- Program Faculty, Accounting Essentials for Corporate Directors, Columbia Business School Executive Education and The New York Stock Exchange (2002, 2003)
- Program Faculty, *Cost Management Executive Program*, J.L. Kellogg Graduate School of Management (1999, 1996, 1995)
- Program Faculty, *Shareholder Value Management Executive Program*, Institute of Management Development (1999)
- Program Developer and Faculty, *Business Process Re-engineering Executive Program*, J.L. Kellogg Graduate School of Management, and SASIN School of Management, Chulalongkorn University, Bangkok, Thailand (1995, 1994)

OTHER ACADEMIC ACTIVITIES

- Ad Hoc Referee, Contemporary Accounting Research, The Accounting Review, Review of Accounting Studies, Management Science, Journal of Management Accounting Research, and others
- AAA Best Dissertation Award Committee (2004)
- Question Writer, Columbia Accounting Department Doctoral Qualifying Exam (2003, 2004, 2008, 2009)
- Workshop Organizer, Columbia University Burton workshop (2002)
- Discussant, Finance Economics and Accounting Conference, University of Maryland (2002)
- Dissertation Committee for Andrew Anabila (2002)
- AAA New Faculty Consortium Participant (2001)
- Seminar Series Organizer, Columbia University (2001)
- Discussant, Managerial Accounting Section Conference, American Accounting Association (2001)
- AAA Doctoral Consortium Participant (1998)

UNIVERSITY SERVICE

- Columbia Business School Core Curriculum Revision Committee
- Columbia Business School Academics Committee
- Columbia Business School Teaching Curriculum Committee
- University Senate – Two Terms
- Core course coordinator, Financial Planning and Analysis, Performance Measurement, Managerial Accounting
- Member MBA Committee, Columbia Business School
- Trip Leader, Chazen Institute Study Trip to Cuba

UNIVERSITY SERVICE (cont)

- Core Course Coordinator, Managerial Accounting, Columbia Business School
- Core Course Exemption Policy Committee Member
- Presenter, "Getting to Know the Core" Program
- New Student Orientation Committee Member
- Business School Representative to The Columbia University Senate
- Honors and Prizes Committee, Columbia University
- Accounting Department Search Committee
- Micro Economics Department Search Committee
- Presenter, New Faculty Orientation Program

ACADEMIC AWARDS AND HONORS

- Yale SOM Millstein Center Research Award (\$10,000 research grant)
- Dean's Award For Excellence in Teaching, Columbia Business School
- Chazen Institute Award For International Research, Columbia Business School (received twice, for \$6000 and \$4000 research grant)
- Lang Center Award For Research, Columbia Business School (\$10,000 research grant)
- Arthur Andersen Doctoral Dissertation Fellowship
- Harvard Business School Doctoral Program Fellowship
- Member of Beta Gamma Sigma Management Honor Society

EDUCATION

HARVARD BUSINESS SCHOOL, Cambridge, MA, 1995-2001

Doctorate in Business Administration. Concentration in Accounting

Dissertation: *"The Role of Over-Investment and Under-Investment in the Performance of Firms that Adopt Residual Income Based Compensation."*

Dissertation Committee: Srikant Datar (Co-chair), Krishna Palepu (Co-chair), Paul Healy, Robert Kaplan

J.L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT, Evanston, IL, 1988-1990

Masters of Business Administration with Highest Distinction

NORTHWESTERN UNIVERSITY, Evanston, IL, 1983-1987

Bachelor of Science in Industrial Engineering

WORK EXPERIENCE

BAXTER HEALTHCARE CORPORATION, Deerfield, IL, 1992-1995

Section Manager, Corporate Headquarters

Managed an internal consulting team (3-4 full time staff) that served Baxter's business units and customers

- Delivered consulting services to business units including Baxter Japan, Scientific Products, Cardiovascular Group, and Hospital Supply Division
- Led a Strategic Planning initiative for Duke University Medical Center

ERNST & YOUNG, Chicago, IL, 1990-1992

Manager, Performance Improvement Consulting Practice

- Re-engineered the order fulfillment process of a durable goods manufacturer in Europe
- Specialist in the application of Activity-Based Costing, and other leading edge cost management practices

ARTHUR ANDERSEN & CO, Chicago, IL, 1986-1988

Consultant, Management Information Consulting Practice

Developed information systems and associated business processes for clients

References available upon request. Last Revised, February 2012