

## ANAN SHETH

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### WORK EXPERIENCE

<b>Orfalea College of Business, California Polytechnic State University</b> Assistant Professor in Industrial Technology, Packaging, and Entrepreneurship <u>Research focus:</u> <i>Corporate entrepreneurship and innovation</i>	2024-present
<b>School of Business, Stevens Institute of Technology</b> Post-doctoral Research Fellow at the Consortium for Corporate Entrepreneurship <u>Research focus:</u> <i>Corporate entrepreneurship and innovation</i>	2021-2023

### EDUCATION

<b>The Institute for Innovation Science, Purdue University</b> Ph.D. in Civil Engineering with a concentration in: Innovation and Transformational Design <u>Dissertation title:</u> <i>Pathways to Enterprise Resilience: Essays on building risk and opportunity intelligence in large companies</i>	2016-2021
<b>The Lyles School of Civil Engineering, Purdue University</b> Master of Science	2014-2016
<b>The department of Civil Engineering, Manipal Institute of Technology</b> Bachelor of Engineering	2008-2012

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### FUNDING, AWARDS & ACCOLADES

1. Awardee for the OCOB Summer Undergraduate Research Project (SURP)	2025
2. Co-PI on a research grant by the Innovation Research Interchange (IRI)	2024
3. PI on a research grant by the <b>Government of Queensland, Australia</b>	2023
4. <b>Teaching performance accolade</b> from the <b>Vice Provost</b> for Teaching Innovation and Faculty Affairs at the Stevens Institute of Technology	2023
5. Travel grant by the Society for Advancement in Management Studies (SAMS)	2022
6. Co-PI on a research grant awarded by the Decision, Risk, and Management Science program, <b>National Science Foundation (NSF)</b>	2020-2021
7. Best social innovation business plan award by the Burton D. Morgan <b>Business Model Competition</b> , Purdue University	2020
8. Travel grant by the Purdue University Graduate School	2019
9. Scholarship from the Construction Management Association of America	2015
10. Finalist at a <b>global innovation challenge</b> by Schneider Electric, France	2012

## PEER-REVIEWED JOURNAL PUBLICATIONS

1. Koen, P., & Sheth, A., DiPaola, M., and Hill, L. a., (2024). Scaling Transformational Innovations: Lessons for the C-Suite. **Harvard Business Review**. 102 (6 | Nov-Dec).

The article presents a playbook for the C-Suite for scaling up transformational innovations by implementing tactics necessary to implement ambidexterity.

*Impact factor: 6.87*

*ABS-3*

*FT-50*

2. Sheth, A., & Sinfield, J. v. (2024). Advancing the Complex Adaptive Systems approach to Enterprise Risk Management with Quantified Risk Networks (QRNs). **Nature Scientific Reports 14, 22312**.

The paper advances the complex adaptive system (CAS) perspective of enterprise risk management (ERM) finding that enterprise risk networks have a small-world structure, which helps quantify the uncertainty of the impact of unexpected events on an enterprise. It provides a method for firms to enhance their risk monitoring and better contextualize identified risks across organizational silos.

*Impact factor: 4.3*

3. Sheth, A., & Sinfield, J. v. (2023). Risk Intelligence and the Resilient Company. **MIT Sloan Management Review 64(4)**.

The article describes a process to build risk and opportunity intelligence for resilience across a wide range of changing business contexts faced by complex enterprises.

*Impact factor: 3.177*

*ABS-3*

*FT-50*

4. Morkan, B., Bertels, H.m., Sheth, A., & Holahan, P.j. (2023). Building Megaproject Resilience with Stakeholders: The Roles of Citizenship Behavior and Critical Transition Mechanisms. **International Journal of Project Management: Special Issue on Resilience in Project Studies**.

This is a case study introducing a theoretical model for critical transition mechanisms of scaling project-level resilience from individual-level stakeholder behavior.

*Impact factor: 9.073*

*ABS-2*

*ABDC-A*

5. Sheth, A., & Sinfield, J. v. (2022). An analytical framework to compare innovation strategies and identify simple rules. **Technovation**.

The article introduces a framework to compare innovation strategies on a common basis and identifies simple rules to implement archetypal innovation forms.

*Impact factor: 11.373*

*ABS-3*

6. Sheth, A., & Kusiak, A. (2022). Resiliency of Smart Manufacturing Enterprises via Information Integration. **Journal of Industrial Information Integration**.

The paper is a systematic literature review of risk and resilience in manufacturing and introduces a framework for resilience based on complex adaptive systems theory.

*Impact factor: 11.718*

7. Sheth, A., & Sinfield, J. v. (2021). Systematic problem-specification in innovation science using language. *International Journal of Innovation Science*.

The article leverages the structure in natural language and develops a framework and an AI tool for the ideation phase in innovation management.

*Impact factor: 3.19*

*ABS-1*

8. Sinfield, J. v., Sheth, A., & Kotian, R. r. (2020). Framing the Intractable – Comprehensive Success Factor Analysis for Grand Challenges. *Sustainable Futures*.

The article develops an improved method for the problem-framing process for wicked problems based on holism and knowledge graphs from search engine data.

*Impact factor: 2.8*

### **Papers in-preparation**

1. Sheth, A., Khurana, I. Scaling up production of transformational battery innovations. *Journal to be determined*.

The article focuses on the challenges of scaling up production of new battery technologies.

2. Sheth, A., Koen, P. Scaling Disruptive Innovations in Large Capital-Intensive Manufacturing Companies. *California Management Review*.

The article focuses on innovation scaling risks in large manufacturing companies and the tactics to help mitigate them.

3. Sheth, A., Koen, P. “Where to play?” A Typology of Exploratory Innovation for Large Incumbent Firms. *Academy of Management Review*. *Rejected after Round 1 revision*

The article theorizes a more nuanced exploration space based on technical, market, and organizational readiness and uncertainty.

*Impact factor: 13.856*

*ABS-4\**

*FT-50*

### **PEER-REVIEWED CONFERENCE PAPERS**

1. Sheth, A. (2025). Studying enterprise risks as complex networks. *Industry Studies Conference – Massachusetts Institute of Technology*.
2. Sheth, A. (2025). Overcoming scaling-risk in non-incremental product innovations in manufacturing companies. *Industry Studies Conference - Massachusetts Institute of Technology*.
3. Sheth, A. (2024). Towards a risk-based industry classification system using supervised machine learning. *Industry Studies Conference - Sacramento*.
4. Sheth, A., Koen, P. (2024). “Where to Play?” A Typology of Exploratory Innovation for Large Incumbent Firms. *The Academy of Management Annual Meeting*.
5. Morkan, B., Bertels, H., Sheth, A., & Holahan, P. (2023). Managing with stakeholders: Citizenship behavior action strategies for mega project resilience. *Eastern Academy of Management*.

6. Sheth, A., & Sinfield, J. v. (2019). Simulating self-organization during strategic change: Implications for organizational design. *ACM SIGCHI - Collective Intelligence*.
7. Sheth, A., & Sinfield, J. v. (2018). Applying 'simple-rules' to simulate managerial adaptation to strategic change. *European Group for Organizational Studies*.

## INVITED TALKS

1. Scaling capital-intensive innovations in large-incumbent firms. *Jake Jabs College of Business and Entrepreneurship, Montana State University*.
2. Defining a typology of exploratory innovations in large-incumbent firms. *Stevens School of Business, Stevens Institute of Technology*.
3. A comprehensive typology of complex supply chain risk networks. *Complex Adaptive Supply Networks – Research Accelerator, Arizona State University*

## PROFESSIONAL MEMBERSHIPS

- Academy of Management (AOM)
- Industry Studies Association (ISA)
- Institute for Operations Research and the Management Sciences (INFORMS)
- The Society for Decision Making Under Deep Uncertainty (DMDU)

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## TEACHING EXPERIENCE

**Professor** at the OCOB, Cal Poly SLO

Jan 2024 –  
present

BUS-310: Introduction to Entrepreneurship

Course description:

- An interdisciplinary course offered to undergraduates across all six colleges at Cal Poly and typically attracts students from 14-18 majors including business administration.
- It has equal distribution of experience level across sophomores, juniors, and seniors.
- It splits a quarter 50-50, emphasizing learning by thinking in the first half and transitioning to learning by doing in the second half.
- It is a project-based course taking student teams from idea to opportunity discovery and customer development through to execution.
  - Each team develops low-medium fidelity prototypes, which it then uses to pitch their venture
- The course prepares student teams to participate in other initiatives by the Cal Poly Center for Innovation & Entrepreneurship (CIE) including Elevator pitch competition, Innovation Quest, Summer Accelerator, and Demo Day

BUS-470: Entrepreneurship Choice & Strategy

Course description:

- An advanced special elective offered to undergraduate students concentrating in entrepreneurship.

- The course is based on an upcoming book by Joshua Gans, Erin Scott, and Scott Stern which emphasizes the power and importance of choice and strategy in going from idea to venture.
  - Four dimensions of core choice are in focus – customer, technology, organization, and competition
  - Combinations of core choices leads to venture strategies – Intellectual Property, Disruption, Value Chain, Architectural
  - The final piece of the course focuses on testing between strategies and choosing one
- The course material is taught using case studies and other instruction material made available by the textbook publisher – W.W. Norton.
  - I contributed to the development of the Instructors' Manual and PowerPoint Slides for the book

**Instructor** at the School of Business, Stevens Institute of Technology

2021 – 2023

MGT-103: Introduction to Entrepreneurial Thinking

Mandatory course for first-year engineering students

Key course tenets:

- To impart *entrepreneurial thinking* as a systematic problem-solving process to engineers, by focusing on customer jobs-to-be-done and apply tools from the lean start-up method to conduct low-resource and rapid hypotheses testing in solution validation and development.
- To teach engineers how to effectively communicate a complicated product solution.
  - Students develop short explainer videos that are put up for university-wide voting for prize money and recognition.
- Using active learning methods such as flipped classroom to instill teamwork, coordination, and leadership.
  - The course uses 5 case studies and 2 simulations from the Harvard Business School Publishing teaching resource stack.
- I received a special mention and note of appreciation for my teaching performance for this course from the Vice Provost for Teaching Innovation and Faculty Affairs at the Stevens Institute of Technology

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## MENTORING EXPERIENCE

SURP through OCOB, Cal Poly

Summer  
2025

- Mentored two students (one rising senior and another rising junior)

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## SERVICE CONTRIBUTION

Co-organizing the inaugural **Paper Development Workshop** on “Space Economy – Opportunities for Management Research” at the Academy of Management Meeting, Copenhagen, Denmark.

Summer 2025

Updating the set of journal quality metrics and journal scores for Entrepreneurship journals to be used as an input to an updated journal list for the ITPE area.	Summer 2025
Serving as a board member on the Board of Editors of Research-Technology Management (RTM). RTM is an award-winning peer-reviewed scholarly-practitioner journal in the fields of innovation management, R&D management, and technology. It is published by Taylor & Francis on behalf of the Innovation Research Interchange (earlier Industrial Research Institute)	2025 – 2028
Managing the <b>knowledge repository</b> of the Steven's Consortium of Corporate Entrepreneurship. Activities include recording and processing consortium videos, managing the CCE YouTube page (private), and maintaining the consortium website ( <a href="http://stevenscce.com">stevenscce.com</a> ).	2022 – present
Authoring the instructor's manual and PowerPoint <b>teaching material</b> , for the new Entrepreneurship Choice and Strategy <b>textbook</b> authored by <i>Joshua Gans, Erin L. Scott, and Scott Stern</i> , and published by W.W. Norton Publishers.	Global release Winter 2025
Contributing to the development of <b>new instructor training processes</b> for the BUS 310 class at Cal Poly by sharing and fine-tuning syllabus with other instructors and having a candidate instructor shadow my class.	2024 – present
Serving as a member of the Orfalea College of Business <b>Graduate Programs Committee</b> (GPC), which involves assessing new course proposals.	2024 – present
Developing a comprehensive <b>alumni database</b> of the Entrepreneurship Concentration cohorts of the OCOB – ITPE program (2010 – 2024).	2024 – present
Contributing on the <b>membership committee</b> of the <b>Industry Studies Association</b> focused on developing guidelines for virtual engagement, building visibility in ISA disciplines, and increasing overall participation.	2024 – 2026
Building the websites for the <a href="http://Institute for Innovation Science">Institute for Innovation Science</a> and the <a href="http://Innovation Science Lab">Innovation Science Lab</a> at Purdue University	2020 – 2021

## INDUSTRY EXPERIENCE

### **Researcher**, Purdue and Stevens projects with the *Procter & Gamble Co.*

Engaged in focused research projects with the P&G's Corporate R&D, and Feminine Care and Oral Care Business Units 2018 – 2022

### **Research fellow**, *DigitalDx Ventures*

Participated in developing the organization structure for their first venture fund 2020

### **Research fellow**, *Purdue Ventures*

Led due diligence for an early-stage Purdue-licensed technology for a \$500,000 seed funding round 2019

### **Assistant Project Manager**, *V Create Architects*

Led the delivery for two construction projects ~67,000 sft. of space  
on time and within budget

2012 – 2014

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