

12-23-20

**RANJAY GULATI**  
*Harvard Business School*  
*Morgan Hall 317*  
*Soldiers Field Park*  
*Boston, MA 02163*  
*E-mail: rgulati@hbs.edu*

**Academic Position:**

HARVARD UNIVERSITY, Harvard Business School	Boston, MA
Paul R. Lawrence MBA Class of 1942 Professor of Business Administration	2019-Present
Unit Head, Organizational Behavior	2011-2018
Chair, Advanced Management Program	2012-2018
Jaime and Josefina Chua Tiampo Professor of Business Administration	2008-2018
MBA Class of 1962 Visiting Professor of Business Administration	2007-2008
NORTHWESTERN UNIVERSITY, Kellogg School of Management	Evanston, IL
Michael L. Nemmers Distinguished Professor of Strategy and Organizations	2001-2008
Co-Director, Heizer Center for Entrepreneurship	2006-2008
Michael L. Nemmers Associate Professor of Management and Organizations	1999-2001
Associate Professor of Management and Organizations	1996-1999
Assistant Professor of Management and Organizations	1993-1996
Research Director, Center for Research on Technology, Innovation, and E-Commerce	2000-2002

**Education:**

HARVARD UNIVERSITY	Cambridge, MA
Ph.D. in Organizational Behavior (Joint program between the Department of Sociology and the Harvard Business School), 1987-1993	
SLOAN SCHOOL OF MANAGEMENT, M.I.T	Cambridge, MA
S.M., Management, 1985-1987	
WASHINGTON STATE UNIVERSITY	Pullman, WA
B.S., <i>summa cum laude</i> , Computer Science, 1983-1985. Studied as two year exchange fellow.	
ST. STEPHEN'S COLLEGE	Delhi, India
B.A. (Honors), Economics, 1980-1983	

**Honors:**

ACADEMY OF MANAGEMENT	
<i>Academy of Management Fellow -2015</i>	
STRATEGIC MANAGEMENT SOCIETY	
<i>Dan and Mary Lou Schendel Best Paper Prize – 2014</i>	
<i>Strategic Management Society Fellow – 2013</i>	
ASIAN INSTITUTE OF MANAGEMENT	
<i>Birla Fellow – 2012</i>	Manila, Philippines

LONDON BUSINESS SCHOOL	London, UK
<i>Ghoshal Award for Rigor and Relevance in the study of Management – 2012</i>	
NORTHWESTERN UNIVERSITY, Kellogg School of Management	Evanston, IL
<i>Best Professor Award – Kellogg-Schulich Executive MBA Program – 2007-2008</i>	
<i>Best Professor Award – Kellogg-Schulich Executive MBA Program – 2004-2005</i>	
<i>Chair’s Core Course Teaching Award – Kellogg MBA Program – 2004-2005</i>	
<i>Best Professor Award – Kellogg-HKUST Executive MBA Program – 2002-2003</i>	
<i>Chair’s Core Course Teaching Award – Kellogg MBA Program – 1998-1999</i>	
ACADEMY OF MANAGEMENT	
<i>West Press Award for Best Paper in Organization and Management Theory, Academy of Management – 1996 (with J. Westphal and S. Shortell)</i>	
<i>Free Press Award for Best Dissertation in the Business Policy and Strategy Division, Academy of Management – 1994</i>	
HARVARD UNIVERSITY	Cambridge, MA
Harvard MacArthur Fellow, MacArthur Foundation – 1992-1993	
Fellow, Consortium on Competitiveness and Cooperation, Sloan Foundation – 1991-1992	
WASHINGTON STATE UNIVERSITY	Pullman, WA
Phi Kappa Phi, Beta Gamma Sigma, President's Honor Roll	
ST. STEPHEN'S COLLEGE	Delhi, India
Awarded only exchange fellowship to study at Washington State University, 1983	
Government of India Merit Scholarship – 1980-1983	

**Editorial Board Memberships:**

Associate Editor, Strategy Insights Journal (2018-present)

Academy of Management Journal (2013-Present)

Academy of Management Annals (2013-Present)

Co-Guest Editor, Academy of Management Journal, Special Issue on “Multiplex Networks” (2013)

Co-Guest Editor, Strategic Management Journal, Special Issue on “Organizational Architecture” (2012)

Strategic Entrepreneurship Journal (2008-Present)

Strategic Organization (2002-2005)

Management and Organization Review (2002-2008)

Strategic Management Journal (2000-2013)

Co-Guest Editor, Strategic Management Journal, Special Issue on “Strategic Networks” (2000)

Academy of Management Review (1996-1999)

Organization Science (1996-2005)

Administrative Science Quarterly (1996-2012)

### **Professional Leadership:**

Elected Program Chair of the Business Policy and Strategy Division, Academy of Management (1999-2004)

Elected Representative-at-large of the Organization and Management Theory Division, Academy of Management (1999-2001)

Elected member, Executive Committee of the Business Policy and Strategy Division, Academy of Management (1997-1999)

Fellow, World Economic Forum (2004)

### **Books:**

Gulati, Ranjay, Anthony Mayo, and Nitin Nohria, Management, Second Edition. Cengage, 2016 (First Edition, 2013).

Gulati, Ranjay, Reorganize for Resilience: Putting Customers at the Center of Your Organization, Harvard Business Press, 2009. Finalist, George R. Terry Book Award, Academy of Management, 2011.

Gulati, Ranjay, Managing Network Resources: Alliances, Affiliations, and other Relational Assets, Oxford University Press, 2007.

### **Edited Books:**

Henderson, Rebecca, Ranjay Gulati, and Michael Tushman (eds.), Leading Sustainable Change: An Organizational Perspective, Oxford University Press, 2015.

Ranjay Gulati, Mohanbir S. Sawhney, and Anthony Paoni (eds.), Kellogg on Technology and Innovation, J. Wiley and Company, 2002.

Mohanbir S. Sawhney, Ranjay Gulati, and Anthony Paoni (eds.), TechVenture: New Rules on Value and Profit from Silicon Valley, J. Wiley and Company, 2001.

Mohanbir S. Sawhney and Ranjay Gulati (eds.), Kellogg TechVenture, 2000, published as a CD-ROM and book, Nminds publications.

### **Publications:**

Gulati, Ranjay and Wiedman, Mark. “What Really Prevents Companies from Thriving in a Recession.” Harvard Business Review, September 2, 2020.

Raveendran, Marlo, Silvestri, Luciana, and Gulati, Ranjay, “The Role of Interdependence in the Microfoundations of Organization Design: Task, Goal, and Knowledge Interdependence.” Academy of Management Annals, 14, no. 2, August 10, 2020.

Gulati, Ranjay and Cooper, Frank. “Companies Must Go Beyond Random Acts of Humanitarianism.” Harvard Business Review, August 6, 2020.

Ozmel, Umit, M. Deniz Yavuz, Timothy E. Trombley, and Ranjay Gulati. "Interfirm Ties Between Ventures and Limited Partners of Venture Capital Funds: Performance Effects in Financial Markets." Organization Science 31, no. 3 (May–June 2020): 698–719.

Gulati, Ranjay. “The Soul of a Start-Up: Companies can sustain their entrepreneurial energy even as they grow.” Harvard Business Review, 97(4), pp. 84-91. 2019.

Gulati, Ranjay. “Structure That’s Not Stifling: How to give your people essential direction—without shutting them down.” Harvard Business Review, 96(3), 68-79. 2018.

Gulati, Ranjay. “GE’s Global Growth Experiment” Harvard Business Review, pp 52-53, September/October, 2017.

DeSantola, Alicia and Gulati, Ranjay. Scaling: Organizing and Growth in Entrepreneurial Ventures. Academy of Management Annals, 11(2), pp.640-668. 2017.

Gulati, Ranjay, & DeSantola Alicia. “Start-Ups That Last: How to Scale Your Business” Harvard Business Review, 94(3):54-61, pp 64-61, March 2016.

Zhelyazkov, Pavel and Ranjay Gulati. “After The Break-Up: The Reputational Consequences of Withdrawal from VC Syndicates.” Academy of Management Journal, Vol 59, No 1, pp 277-301, Feb 2016.

Tatarynowicz, Adam, Maxim Sytch, and Ranjay Gulati. “Environmental Demands and the Emergence of Social Structure: Technological Dynamism and Interorganizational Network Forms” Administrative Science Quarterly, Vol 61, No 1, pp 52-86, 2016.

Silvestri, Luciana and Ranjay Gulati. "From Periphery to Core: A Process Model for Embracing Sustainability," In Henderson, Rebecca, Ranjay Gulati, and Michael Tushman (eds), Leading Sustainable Change: An Organizational Perspective, Oxford University Press, 2015

Gulati, Ranjay, Charlotte Krontiris, and Charles Costa. "How The Other Fukushima Plant Survived" Harvard Business Review, pp 111-115, July/August, 2014.

Shipilov, Andrew, Ranjay Gulati, Martin Kilduff, and Stan Li. "Relational Pluralism Within and Between Organizations." Academy of Management Journal, Vol 57, No 2, pp 449-459, 2014.

Gulati, Ranjay and Sameer Srivastava. "Bringing Agency Back Into Network Research: Constrained Agency and Network Action." Research in the Sociology of Organizations, Vol 40, pp 73-94, edited by Dan Brass et al., 2014.

Gulati, Ranjay. "Blend Offence and Defence." Business Today, January 19, 2014. (As told to Vivek Kaul, originally titled "Is Cost Cutting By Companies of Any Help During Recession?")

Puranam, Phanish, Ranjay Gulati, and Sourav Bhattacharya, "How Much to Make and How Much to Buy? An Analysis of Optimal Plural Sourcing Strategies," Strategic Management Journal, pp 1145-1161, Vol 34, 2013.

Gulati, Ranjay and Maxim Sytch. "Markets as Networks: The Dynamics and Implications of Interorganizational Network Structures." Palgrave Encyclopedia of Strategic Management, edited by D. Teece and M. Augier, 2014.

Ozmel, Umit, Jeff Reuer, and Ranjay Gulati. "Signals Across Multiple Networks: How Venture Capital and Alliance Networks Affect Interorganizational Collaboration." Academy of Management Journal, Vol 56, No 3, pp 852-866, 2013.

Sytch, Maxim, Adam Tatarynowicz, and Ranjay Gulati. "Toward a Theory of Extended Contact: The Incentives and Opportunities for Bridging Across Network Communities." Organization Science, pp 1658-1681, November-December, 2012.

Gulati, Ranjay, Franz Wohlgezogen, and Pavel Zhelyazkov. "The Two Facets of Collaboration: Cooperation and Coordination in Strategic Alliances." Academy of Management Annals, pp 531-583, Vol 6, 2012.

Gulati, Ranjay, Phanish Puranam, and Michael Tushman. "Meta-Organizational Design: Rethinking Design in Interorganizational and Community Contexts." Strategic Management Journal, pp 571-586, Vol 33, 2012.

Gulati, Ranjay, Maxim Sytch, and Adam Tatarynowicz. "The Rise and Fall of Small Worlds: Exploring the Dynamics of Social Structure." Organization Science, pp 449-471, March-April, 2012.

Gulati, Ranjay, Dovev Lavie, and Ravi Madhavan. "How Do Networks Matter? The Performance Effects of Interorganizational Networks." Research in Organizational Behavior, pp 207-224, December, 2011.

Oldroyd, James and Ranjay Gulati, "A Learning Perspective on Intraorganizational Knowledge Spill-Ins," Strategic Entrepreneurship Journal, pp 356-372, December, 2010.

Comstock, Beth, Ranjay Gulati, and Stephen Liguori, "Unleashing the Power of Marketing," Harvard Business Review, pp 90-98, October, 2010.

Vermeulen, Freek, Phanish Puranam, and Ranjay Gulati, "Change for Change's Sake," Harvard Business Review, pp 70-76, June, 2010.

Gulati, Ranjay, "Is Your Company a Pusher or a Partner?" Chief Executive Magazine, March-April, 2010.

Gulati, Ranjay, N. Nohria, and F. Wohlgezogen, "Roaring Out Of Recession," Harvard Business Review, pp 62-69, March, 2010.

Gulati, Ranjay, "Wanted: A New Approach to Inventiveness," Financial Times, July 26, 2010.

Gulati, Ranjay, D. Lavie, and H. Singh, "The Nature of Partnering Experience and the Gains from Alliances," Strategic Management Journal, 30(11), pp 1213-1233 2009.

Gulati, Ranjay, and Phanish Puranam, "Renewal Through Reorganization: The Value of Inconsistencies between Formal and Informal Organization." Organization Science, Vol 20, No 2, pp 422-440, 2009.

Gulati, Ranjay and N. Nohria, "Tasting the Fruits of Effective Innovation." Financial Times, February 5, 2009.

Gulati, Ranjay, "Creating Superior Customer Value in a Connected World." Chapter in Business Network Transformation: Strategies to Reconfigure Your Business Relationships for Competitive Advantage, Edited by Jeffrey Word, John Wiley, 2009.

Gulati, Ranjay, "Czar Power," Forbes.com, January 7, 2009.

Sytch, Maxim and Ranjay Gulati, "Creating Value Together." Sloan Management Review, Business Intelligence, 50(1), 2008.

Gulati, Ranjay, James Oldroyd, and Phanish Puranam, "Staring You in the Face," Wall Street Journal, September 22, 2008.

Gulati, Ranjay, Parth Mehrotra, and Maxim Sytch, "Breaking Up is Never Easy: Planning for Exit in a Strategic Alliance." California Management Journal, Vol 50, No 4, pp 147-163, 2008.

Gulati, Ranjay, and Jackson Nickerson, "Interorganizational Trust, Governance Choice, and Exchange Performance." Organization Science, pp 1-21, 2008.

Gulati, Ranjay, and Maxim Sytch, "Does Familiarity Breed Trust? Revisiting the Antecedents of Trust" Managerial and Decision Economics, Vol 29, pp 165-190, 2008.

Pollock, Tim, and R. Gulati, "Standing Out From the Crowd: The Visibility-Enhancing Effects of IPO-related Signals on Alliance Formation by Entrepreneurial Firms." Strategic Organizations, Vol 5(4), pp 339-372, 2007. [*A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, pp 11-16, 2002]*

Gulati, Ranjay, "Tent-Poles, Tribalism, and Boundary Spanning: The Rigor-Relevance Debate in Management Research." Academy of Management Journal, Vol 50, No 4, pp 775-782, 2007.

Gulati, Ranjay, and Maxim Sytch, "Dependence Asymmetry and Joint Dependence in Interorganizational Relationships: Effects of Embeddedness on a Manufacturer's Performance in Procurement Relationships." Administrative Science Quarterly, Vol 52, pp 32-69, 2007.

Gulati, Ranjay, "Silo Busting: Transcending Barriers to Build High Growth Organizations" Harvard Business Review, pp 98-108, May, 2007.

Gulati, Ranjay, Maxim Sytch, and Parth Mehrotra, "Preparing for the Exit." Wall Street Journal, Business Insight Report, March 3, 2007.

Higgins, Monica, and R. Gulati, "Stacking the Deck: The Effect of Upper Echelon Affiliations for Entrepreneurial Firms." Strategic Management Journal, Vol 27, pp 1-26, 2006.

Gulati, Ranjay, and James Oldroyd, "The Quest for Customer Focus." Harvard Business Review, April, 2005.

Gulati, Ranjay, and D. Kletter, "Shrinking Core-Expanding Periphery: The Relational Architecture of High Performing Organizations." California Management Review, Vol 47, No 3, pp 77-104, 2005.

Gulati, Ranjay, P. Lawrence, and P. Puranam, "Adaptation in Vertical Relationships: Beyond Incentive Conflict." Strategic Management Journal, Vol 26, pp 415-440, 2005.

Gulati, Ranjay, "How CEOs Manage Growth Agendas: A Commentary." Harvard Business Review, pp 124-126, July-August, 2004.

Higgins, Monica, and R. Gulati. "Getting Off to a Good Start: The Effects of Upper Echelon Affiliations on Interorganizational Endorsements." Organization Science, Vol 14, pp 244-263, 2003.

Gulati, Ranjay, and M. Higgins. "Which Ties Matter When? The Contingent Effects of Interorganizational Partnerships on IPO Success." Strategic Management Journal, Vol 24, pp 127-144, 2003.

Gulati, Ranjay, and Lihua Wang, "Size of the Pie and Share of the Pie: Implications of Structural Embeddedness for Value Creation and Value Appropriation in Joint Ventures." Research in the Sociology of Organizations, Vol 20, pp. 209-242, 2003.

Gulati, Ranjay, and Alex Panas, "The Brave New World of Wireless Web." The Smart Manager, Q3, pp 30-41, 2003.

Gulati, Ranjay, S. Huffman, and G. Neilson, "The Barista Principle: Starbucks and the Rise of Relational Capital." Strategy and Business, pp 1-12, August, 2002.

Gulati, Ranjay, Dania Dialdin, and Lihua Wang, "Organizational Networks." In Joel A. C. Baum (ed.), Companion to Organizations, Basil Blackwell, pp 281-303, 2002.

Gulati, Ranjay, and James Gillespie, "Alliances and Joint Ventures." In N. Smelser and P. Baltes (eds.), International Encyclopedia of the Social and Behavioral Sciences, pp 392-397. Oxford, England: Elsevier Science, 2001.

Gulati, Ranjay, and Jason Garino, "Get the Right Mix of Bricks and Clicks" Harvard Business Review, pp 107-114, May-June, 2000.

Khanna, Tarun, Ranjay Gulati, and Nitin Nohria, "The Economic Modeling of Strategy Process: Clean Models and Dirty Hands." Strategic Management Journal, Vol 21, pp 781-790, 2000.

Gulati, Ranjay, Nitin Nohria, and Akbar Zaheer, "Strategic Networks," Strategic Management Journal, Vol 21, pp 203-215, 2000.

Gulati, Ranjay, and Ed Zajac, "Reflections on the Study of Strategic Alliances." In D. Faulkner and M. De Rond (eds.), Cooperative Strategy, pp. 365-374, Oxford University Press, 2000.

Gulati, Ranjay, and James Westphal. "Cooperative or Controlling? The Effects of CEO-board Relations and the Contents of Interlocks on the Formation of Joint Ventures." Administrative Science Quarterly , Vol 44, pp 473-506, 1999.

Gulati, Ranjay, and Martin Gargiulo, "Where Do Interorganizational Networks Come From?" American Journal of Sociology, Vol 104, pp 1439-1493, 1999. Reprinted in *The Management of Durable Relations*, edited by Jeroen Weesie and Werner Raub, 2000.



Gulati, Ranjay, "Network Location and Learning: The Influence of Network Resources and Firm Capabilities on Alliance Formation." Strategic Management Journal, Vol 20, pp 397-420, 1999.

Gulati, Ranjay, and Harbir Singh, "The Architecture of Cooperation: Managing Coordination Costs and Appropriation Concerns in Strategic Alliances." Administrative Science Quarterly, Vol 43, pp 781-814, 1998.

Gulati, Ranjay, "Alliances and Networks." Strategic Management Journal, Vol 19, pp 293-317, 1998.

Khanna, Tarun, Ranjay Gulati, and Nitin Nohria, "The Dynamics of Learning Alliances: Competition, Cooperation, and Relative Scope." Strategic Management Journal, Vol 19, pp 193-210, 1998. A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, 1994.

Westphal, James, Ranjay Gulati, and Steve Shortell, "Customization or Conformity? An Institutional and Network Perspective on the Content and Consequences of TQM Adoption." Administrative Science Quarterly, Vol 42, pp 366-394, 1997. This paper received the *West Press Best Paper Prize* in Organization and Management Theory at the Academy of Management and appeared in the Academy of Management Best Papers Proceedings, 1996.

Nohria, Nitin, and Ranjay Gulati, "What is the Optimum Amount of Organizational Slack? A Study of the Relationship Between Slack and Innovation in Multinational Firms." European Management Journal, Vol 15, pp 603-611, 1997. This is a longer version of the paper we jointly published in Academy Management Journal in 1996.

Nohria, Nitin, and Ranjay Gulati, "Is Slack Good or Bad for Innovation?" Academy of Management Journal, Vol 39, pp 1245-1264, 1996. A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, 1995.

Gulati, Ranjay, "Social Structure and Alliance Formation Patterns: A Longitudinal Analysis." Administrative Science Quarterly, Vol 40, pp 619-652, 1995. This paper was part of my dissertation, which received the *Free Press Best Dissertation Award* at the Academy of Management in 1994.

Gulati, Ranjay, "Does Familiarity Breed Trust? The Implications of Repeated Ties on Contractual Choice in Alliances." Academy of Management Journal, Vol 38, pp 85-112, 1995.

Gulati, Ranjay, Tarun Khanna, and Nitin Nohria, "Unilateral Commitments and the Importance of Process in Alliances." Sloan Management Review, Vol 35, pp 61-69, 1994. A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, 1992.

Nohria, Nitin, and Ranjay Gulati, "Firms and their Environments." In N. Smelser and R. Swedberg (eds.), Handbook of Economic Sociology, pp 529-555, Princeton University Press, 1994.

## **Blogs:**

Gulati, Ranjay, & DeSantola, Alicia. “Startups Can’t Revolve Around Their Founders If They Want to Succeed.” Harvard Business Review. March 4, 2016. <https://hbr.org/2016/03/startups-cant-revolve-around-their-founders-if-they-want-to-succeed>

Gulati, Ranjay. How to Do Away with the Dangers of Outsourcing. Harvard Business School Working Knowledge. June 6, 2013.

Gulati, Ranjay. Inside Best Buy’s Customer-Centric Strategy. Harvard Business Review Blog. April 12, 2010.

Gulati, Ranjay. A New Business Strategy: Give Up the Core. Harvard Business Review Blog. May 7, 2009.

### **Podcasts:**

Gulati, Ranjay. Finding (and Keeping) Your Company’s Soul. Harvard Business Review Ideacast. July 30, 2019. <https://hbr.org/podcast/2019/07/finding-and-keeping-your-companys-soul>

Gulati, Ranjay. “Harvard Business School Professor Reflects on Jack Welch”. WGBH. March 2020. <https://www.wgbh.org/news/science-and-technology/2020/03/02/harvard-business-school-professor-reflects-on-jack-welch>

Gulati, Ranjay. Finding (and Keeping) Your Company’s Soul. Harvard Business Review Ideacast. July 30, 2019. <https://hbr.org/podcast/2019/07/finding-and-keeping-your-companys-soul>

### **Manuscripts under preparation and in revision:**

Raffaelli, Ryan, Tiona Zuzul, Ranjay Gulati, and Jan Rivkin. “Transforming the Federal Bureau of Investigation: Outcome and Process Framing.” Working Paper No. 16-084. *Academy of Management Journal*, Revise & Resubmit, 2020.

DeSantola, A. & Gulati, R., “The Young Venture Lifecycle Revisited: Stage-Contingent Benefits of Technical, Commercial and Process Activities.” Revise & Resubmit, 2020.

Vanneste, Bart, and Ranjay Gulati, “Regional Trust, Purchasing, and SME Performance: A Model.” Revise & Resubmit, 2020..

Gulati, Ranjay and Luciana Silvestri, “Brokerage and Cognition: Driving Integration at the Limits of Formal Structure.” Working Paper, 2019.

Edmondson, Amy, and Ranjay Gulati, “Unpacking Organizational Agility.” Work in Progress, 2019.

Gulati, Ranjay, “Cultivating Courage.” Work in Progress, 2019.

Gulati, Ranjay, “Scaling New Ventures for Successful Growth.” Work in Progress, 2019.

Audia, Pino, and Ranjay Gulati, “Reciprocity of ties within organizations.” Work in Progress, 2019.

## **HBS Teaching Material:**

“Freedom Within a Framework at Recruit.” Harvard Business School Case 421-042.

“Pete Carroll: Building a Winning Organization through Purpose, Caring, and Inclusion.” Harvard Business School Case 421-020.

“The Genesis Lab at Novartis.” Harvard Business School Case 620-007.

“Teaming Up to Win the Rail Deal at GE (A).” Harvard Business School Case 420-058.

“Teaming Up to Win the Rail Deal at GE (B).” Harvard Business School Case 420-059.

“Volkswagen and Suzuki (A): A Match Made in Heaven?” Harvard Business School Case 420-037.

“Volkswagen: An Alliance Breaks Down (B1).” Harvard Business School Case 420-038.

“Suzuki: An Alliance Breaks Down (B2).” Harvard Business School Case 420-039.

“Netflix: A Creative Approach to Culture and Agility.” Harvard Business School Case 420-055.

“Barber Cardiosystems.” Harvard Business School Case 919-505.

“Warby Parker: Scaling a Startup.” Harvard Business School Case 419-042.

“The Future of GE’s Global Growth Organization.” Harvard Business School Case 418-079.

“The Future of GE’s Global Growth Organization Video Supplement: The Impact of GGO.” Harvard Business School Video Supplement 420-705.

“The Future of GE’s Global Growth Organization Video Supplement: Setting Future Priorities for GGO.” Harvard Business School Video Supplement 420-706.

“The Future of GE’s Global Growth Organization Video Supplement: Measuring the Impact of GGO and its Regional Teams.” Harvard Business School Video Supplement 420-707.

“The Future of GE’s Global Growth Organization Video Supplement: Building a Flexible GGO Model for Different Regions.” Harvard Business School Video Supplement 420-708.

“The Future of GE’s Global Growth Organization Video Supplement: Strategic Logic for GGO.” Harvard Business School Video Supplement 420-709.

“Alaska Airlines: Empowering Frontline Workers to Make It Right.” Harvard Business School Case 418-063.

“Alaska Airlines: Empowering Frontline Workers to Make It Right Video Supplement (A).” Harvard Business School Video Supplement 419-708.

“Alaska Airlines: Empowering Frontline Workers to Make It Right Video Supplement (B).” Harvard Business School Video Supplement 419-709.

“Rebuilding a Community: Father Vien The Nguyen.” Harvard Business School Case 416-052.

“BlackRock (A) – Selling the Systems.” Harvard Business School Case 717-404.

“BlackRock (B) – Acquire MLIM?” Harvard Business School Case 717-405.

“BlackRock (C) – Integrating BGI.” Harvard Business School Case 717-406.

“BlackRock (D) – Organizing for the Future.” Harvard Business School Case 717-407.

"Micromax: Scaling the Largest Indian Mobile Handset Company." Harvard Business School Case 415-034.

"Indus Towers: From Infancy to Maturity." Harvard Business School Case 415-005.

"Jones Lang LaSalle 2001-2012 Video Supplement." Harvard Business School Video Supplement 413-704.

"Corporate Solutions at Jones Lang LaSalle 2001 (A)." Harvard Business School Case 113-114.

"Integrated Services at Jones Lang LaSalle 2005 (B)." Harvard Business School Case 113-115.

"Growing Integrated Services at Jones Lang LaSalle 2008 (C)." Harvard Business School Case 113-116.

"Jones Lang LaSalle (2012): Integrated Services and the Architecture of Complexity (D)." Harvard Business School Case 113-117.

"Corporate Solutions at Jones Lang LaSalle (2001)." Harvard Business School Case 409-111.

"Corporate Solutions at Jones Lang LaSalle (2001) (TN)." Harvard Business School Teaching Note 409-069.

"Jones Lang LaSalle: Reorganizing around the Customer (2005)." Harvard Business School Case 410-007.

"Jones Lang LaSalle: Reorganizing around the Customer (2005) (TN)." Harvard Business School Teaching Note 410-069.

“Cisco Systems (2001): Building and Sustaining a Customer Centric Culture.” Harvard Business School Case 409-061.

“Cisco Systems (2001): Building and Sustaining a Customer-Centric Culture (TN).” Harvard Business School Teaching Note 410-127.

“Cisco Business Councils (2007): Unifying a Functional Enterprise with an Internal Governance System.” Harvard Business School Case 409-062.

“Cisco Business Councils (2007): Unifying a Functional Enterprise with an Internal Governance System (TN).” Harvard Business School Teaching Note 410-126.

“Cisco in 2012: Reorganizing for Efficiency and Flexibility.” Harvard Business School Case N9-413-069.

“Federal Bureau of Investigation, 2009.” Harvard Business School Case 710-452.

“Federal Bureau of Investigation, 2001, 2007, and 2009 (TN).” Harvard Business School Teaching Note.  
5-711-487.

“Federal Bureau of Investigation, 2007.” Harvard Business School Case 710-451.

“Target: Responding to the Recession.” Harvard Business School Case 510-016.

“Indus Towers: Collaborating with Competitors on Infrastructure.” Harvard Business School Case 110-057.

**Teaching Experience:**

HARVARD UNIVERSITY, Harvard Business School

Boston, MA

**MBA Teaching**

Leadership in Organizations (Core Course)

**Executive Teaching**

Chair and Faculty member, Advanced Management Program

Co-director of executive program on Building and Leading Customer Centric Organizations

NORTHWESTERN UNIVERSITY, Kellogg School of Management

Evanston, IL

**MBA Teaching**

Strategies for Managing Organizations (Core Course)

Creating and Managing Strategic Alliances

Managing High-tech Start-ups

TechVentures

Building and Leading High-tech Organizations

Strategy Implementation

**Ph.D. Teaching**

Seminar on Networks and Organizations

Seminar on Organizational Theory

**Executive Teaching**

Co-Director of Executive Program on Building and Leading Customer Centric Organizations

Director of Custom Program for GE Healthcare and one for GE Senior Executives

Director of Executive Program on Customer Relationships in the Network Economy

Co-Director of Executive Program on Managing Strategic Alliances and Acquisitions (India School of Business)

Director of Executive Program on Winning Strategies in E-commerce

Director of Executive Program on Sustainable Competitive Advantage in the Network Economy

### **Doctoral Dissertation Committees:**

Michael Christensen (Chair, In Progress)  
Luciana Silvestri (Consultant)  
Alicia DeSantola (University of Washington)  
Pavel Zhelyazkov (HKUST, Hong Kong)  
Franz Wohlgezogen (Bocconi, Italy)  
Venkat Kuppaswamy (University of North Carolina, Chapel Hill)  
Maxim Sytch (Chair, University of Michigan, Ann Arbor)  
Kristina McElheran (formerly at Harvard Business School, now at University of Toronto)  
James Oldroyd (Ohio State University)  
Douglas Frank (INSEAD)  
Chris Forman (Carnegie Mellon University)  
Dania Dialdin (Chair, Mckinsey and Company)  
Lihua Olivia Wang (Columbia University and now San Jose State)  
Xiaoli Yin (Purdue and now San Francisco State)  
Angelique Augereau (McKinsey and Company)  
Brenda Ellington-Booth (Northwestern University)  
Nicole Dubbs (Columbia University and now consultant)  
James Westphal (University of Texas at Austin and now University of Michigan)

### **External Students:**

Dovev Lavie (Ph.D at Wharton, Faculty at University of Texas, Austin then at Technion, now at London Business School)  
Matt Semadeni (Ph.D at Texas A & M, now at Indiana)  
Bart Vanneste (Ph.D at London Business School, Faculty at INSEAD, now at University College London)

### **University Presentations:**

Penn State, York University, University of Wisconsin – Madison, University of Illinois - Urbana-Champaign, Purdue University, University of Southern California, National Taiwan University, Duke University, University of Waikato (New Zealand), Harvard Business School, Massachusetts Institute of Technology, Ohio State University, Brigham Young University, University of Utah, University of Texas – Austin, Dartmouth College, University of Toronto, National Council of Applied Economic Research (New Delhi, India), University of Michigan, Duke University, University of Illinois-Urbana-Champaign, University of Chicago, Stanford University, New York University, University of Utrecht, University of Minnesota, INSEAD, London Business School, Rutgers University, Columbia University, Carnegie Mellon University, University of Maryland, University of Pennsylvania, Harvard University.

### **Recent Conference and University Presentations:**

“Trust between Individuals and Organizations,” panel presenter at the *Academy of Management Meeting*. Boston, August, 2019.



“Dynamics of Young Venture Development,” seminar presentation at Stanford University Department of Industrial Engineering and Engineering Management, 2017.

“Dynamics of Young Venture Development,” seminar presentation at University of Chicago Booth School of Business, 2017.

“Familiar vs. Trusted Partners: Relationship Length and Strength in Interfirm Contract Design” (with Martina Luetkewitte and Thomas Mellewigt-presenter). Presented at *Academy of Management Meeting*. Vancouver, August, 2015.

“A New Look at Corporate Parenting: Linking Structure and Cognition in the Multibusiness Firm.” Distinguished speaker at symposium at *Academy of Management Meeting*. Philadelphia, August, 2014.

“After the Break-Up: The Relational and Reputational Consequences of Withdrawals from VC Syndicates.” (with Pavel Zhelyazkov-presenter) Presented at *Academy of Management Meeting*. Philadelphia, August, 2014.

“Rethinking the Architecture of Global Corporations.” Presented at *Strategic Management Society Conference*. Madrid, September, 2014.

“Dynamics of Social Structure: Implications for Collaboration & Innovation.” Presented at *Academy of Management Meeting*. Orlando, August, 2013.

“How Compliance and Networks Shape Status.” Presented at *Academy of Management Meeting*. Orlando, August, 2013.

“Going into the Field: How Experiential Methods Complement Case-Based Teaching.” Presented at *Academy of Management Meeting*. Orlando, August, 2013.

“Unleashing the Marketing Potential of Your Organization.” Presented at the *Marketing Science Institute*. Boston, April, 2012.

“Willing and Able? Cooperation and Coordination in Strategic Alliances.” presented at *Academy of Management Meeting*. San Antonio, August, 2011.

“Interorganizational Trust,” keynote address at *Workshop on Trust Within and Between Organizations*. Madrid, 2010.

“The Rise and Fall of Small Worlds,” seminar at the *Olin School of Business*, Washington University, St Louis, 2010.

“Compensatory Fit in Integrated Architectures: The Upside of Structural Ambiguity” presented at *Academy of Management Meeting*, Montreal, August, 2010.

“The Micro-Foundations of Performance in Vertical Relationships” presented at *Academy of*

*Management Meeting*, Montreal, August, 2010.

“Trust Within and Between Firms” presented at *Academy of Management Meeting*, Montreal, August, 2010.

“Growth Strategies in Turbulent Markets,” keynote address at *Confederation of Indian Industries*, New Delhi, India, 2010.

“Reorganize for Resilience: Putting Your Customers at the Center of Your Organization to Realize Profitable Growth,” keynote address at the *Association for Corporate Growth*, Chicago, 2010.

“Growth Strategies in Turbulent Markets,” keynote address at *American Chamber of Commerce*, Hong Kong, 2010.

“Reorganize for Resilience: Putting Your Customers at the Center of Your Organization to Realize Profitable Growth,” speaker at *Marketing Science Institute Conference* on “Realizing Opportunities for Profitable Growth” at the Kellogg School of Management at Northwestern University, Evanston, 2010.

“Service Supremacy: The New Economic Elixir,” speaker in the Outer Realm series at *TieCon* (The Indus Entrepreneurs Annual Conference), San Francisco, 2010.

“Network Interdependencies: Relationships Between Venture Capital and Strategic Alliances,” presented at *Academy of Management Meeting*, Chicago, 2009.

“The Evolution of Collaborative Networks: The Dynamics of Social Structure and Knowledge Diffusion,” presented at *Academy of Management Meeting*, Chicago, 2009.

“Network Evolution and Dynamics,” co-organizer of PDW at *Academy of Management Meeting*, Anaheim, August, 2008.

“Using M&A as a Context to Study Knowledge Transfer, Learning, and Coordination in Organizations” speaker at PDW at *Academy of Management Meeting*, Anaheim, August, 2008.

“New Insights into Theories of Entrepreneurship Through New Questions to Ask” speaker at PDW at *Academy of Management Meeting*, Anaheim, August, 2008.

“Where Do Brokers Come From?” presented at *Academy of Management Meeting*, Anaheim, August, 2008.

“‘Charting’ to Their Full Potential? Exploring Physicians' Adoption of Electronic Health Records” presented at *Academy of Management Meeting*, Anaheim, August, 2008.

“The Management of Alliance Portfolios and Their Performance Implications” Member of PDW at *Academy of Management Meeting*, August, 2007.

“Flocking Together: Examining the Role of Homophily in Economic Exchange Relationships” presented at *Academy of Management Meeting*, August, 2007.

“The Rise and Fall of Small Worlds” presented at *Academy of Management Meeting*, August, 2007.

“Bridging Rigor and Relevance in Management Research.” *Sumantra Ghoshal Conference*, London Business School, May, 2007.

“Renewal Through Reorganization: The Value of Inconsistencies Between Formal and Informal Organization.” *Organization Science Special Issue Conference*, Chicago, March, 2007.

“On the Interface between Research and Practice: Experiences in Executing Engaged Research,” presented at *Academy of Management Meeting*, Atlanta, August, 2006.

“Coordinating Centralized Information and Decentralized Decision Making,” presented at *Academy of Management Meeting*, Atlanta, August, 2006.

“Dependence Asymmetry and Joint Dependence in Interorganizational Relationships,” presented at *Academy of Management Meeting*, Atlanta, August, 2006.

“Interorganizational Embeddedness and the Reach, Richness, and Receptivity of Network Resources,” presented at *Academy of Management Meeting*, Honolulu, August, 2005.

“Learning from Samples of Millions or More: Overcoming Organizational Barriers to Inferential Learning,” presented at *Academy of Management Meeting*, Honolulu, August, 2005.

“The Architecture of Organizational Dualities,” presented at *Academy of Management Meeting*, New Orleans, 2004.

“Multifirm Strategic Alliance Formation: Configural and Geometric Perspectives,” presented at *Academy of Management Meeting*, New Orleans, 2004.

“The Duality of Network Capability: Reach Versus Richness,” presented at *Academy of Management Meeting*, New Orleans, 2004.

“Interorganizational Trust,” Keynote symposium delivered at the *International Workshop on Trust Between and Within Organizations*, Amsterdam, October, 2003.

“Stacking the Deck: The Effects of Upper Echelon Affiliations for Entrepreneurial Firms,” presented at *Academy of Management Meeting*, Seattle, 2003.

“The Contingency of Partnering Experience and the Gains From Alliances,” presented at *Academy of Management Meeting*, Seattle, 2003.

“Learning in Alliances: New Methodologies, New Directions,” presented at the *Academy of Management Meeting*, Seattle, 2003.

“Getting Off to a Good Start: The Effects of Upper Echelon Affiliations on Interorganizational Endorsements and IPO Success,” presented at *Utah/BYU Strategy Research Conference*, 2003.

“The 21<sup>st</sup> Century Corporation: How Digital Technologies Affect Corporate Transformation and Performance,” All-academy symposium presentation at the *Academy of Management Meeting*, Denver, 2002.

“Relational and Market-Based Legitimation of Internet IPOs,” presented at the *Academy of Management Meeting*, Denver, 2002.

“Strategy and Entrepreneurship: What Changes in the Digital Economy? Interorganizational Partnerships in the Digital Economy,” Symposium presentation at the *Academy of Management Meeting*, Washington, DC, 2001.

“Trust in Business-to-Business Relationships: Combining Social and Electronic Networks,” presented at *Academy of Management Meeting*, Washington, DC, 2001.

“Size of the Pie and Share of the Pie: Implications of Structural Embeddedness for Value Creation and Value Appropriation in Joint Ventures,” presented at *Academy of Management Meeting*, Washington, DC, 2001.

“The Brave New World of Wireless Web,” presented at *Netcentricity Conference*, University of Maryland, 2001.

“The Effect of IPO Team Ties on Investment Bank Affiliation and IPO Success,” presented at *Harvard Conference on Entrepreneurship*, Cambridge, MA, 2000.

“Obstacles and Issues in Getting the Right Mix Between Bricks and Clicks in the New Economy,” presented at *Joint Kellogg-Wharton Conference on E-business*, Philadelphia, 2000.

“The Effect of IPO Team Ties on Investment Bank Affiliation and IPO Success,” presented at *Academy of Management Meeting*, Toronto, 2000.

“Is the Network an Appropriate Unit of Analysis?” presented at *Utah/BYU Strategy Research Conference*, 2000.

“Organizing Vertical Networks: A Design Perspective,” presented at *Strategy Research Forum*, Boston, 1999.

“Networks and Firm Capabilities,” presented at *Strategic Management Society Conference*, Orlando, October, 1998.

“The Dynamic Evolution of Interorganizational Networks,” presented at *Academy of Management Meeting*, San Diego, August, 1998.

“The Dark Side of Embeddedness: An Examination of Influence of Direct and Indirect Board Interlocks and CEO/Board Relationships on Interfirm Alliances,” presented at *Academy of Management Meeting*, San Diego, August, 1998.

“Network Location and Learning: The Influence of Network Resources and Firm Capabilities on Alliance Formation,” presented at *Academy of Management Meeting*, San Diego, August, 1998.

“Different Strokes for Different Folks: Towards a Contingent Theory of Network Effects,” presented at *TIMS/ORSA Conference*, Dallas, October, 1997.

“Organizing Vertical Networks: A Design Perspective,” presented at *Academy of Management Meeting*, Boston, August, 1997.

“The Architecture of Cooperation: Managing Coordination Uncertainty and Interdependence in Strategic Alliances,” presented at *Academy of Management Meeting*, Boston, August, 1997.

“Where Do Interorganizational Networks Come From?” presented at *Academy of Management Meeting*, Boston, August, 1997.

“Where Do Interorganizational Networks Come From?” presented at *Conference on the Management of Durable Relations: Theoretical and Empirical Models for Households and Organizations*, Utrecht, Holland, June, 1997.

“Trust and Opportunism in Interorganizational Collaboration,” Coordinator, Showcase Symposium, *Academy of Management Meeting*, Cincinnati, August, 1996.

“Organizing Vertical Networks: A Contingency Perspective.” *Academy of Management Meeting*, Cincinnati, August, 1996.

“The Institutionalization of Total Quality Management: The Emergence of Normative TQM Adoption and the Consequences for Organizational Legitimacy and Performance,” presented at *Academy of Management Meeting*, Cincinnati, August, 1996.

“A Network Structuration Theory of Interorganizational Ties,” Invited presentation at *Conference on Sociology and Strategy*, INSEAD, April, 1996.

“Social Structure and Alliance Formation Patterns: A Longitudinal Analysis,” presented at *Academy of Management Meeting*, Vancouver, August 1995.

“What is the Optimum Amount of Organizational Slack? A Study of the Relationship Between Slack and Innovation in Multinational Firms,” presented at *Academy of Management Meeting*, Vancouver, August 1995.

“Alliances as Learning Races,” presented at *Academy of Management Meeting*, Dallas, August 1994.

“Transaction Costs and Contractual Choice in Alliances: Implications of Repeated Ties,” presented at *Academy of Management Meeting*, Atlanta, August 1993.

“The Dynamics of Alliance Formation: Which Firms Enter Into Alliances With Each Other?”  
presented at *Academy of Management Meeting*, Atlanta, August, 1993.

“Managing Cooperative Alliances,” presented at *Strategic Management Society Conference*,  
London, October, 1992.

“Mutually Assured Alliances,” presented at *Academy of Management Meeting*, Las Vegas, August,  
1992.