

Phanish Puranam

Professor and London Business School Term Chair (2009-2011)
Strategy and Entrepreneurship Area
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EMPLOYMENT

Jan 2010- Professor of Strategic & International Management
London Business School

May 2008- Jan 2010 Tenured Associate Professor of Strategic & International Management
London Business School

Sep 2001-
April 2008 Assistant professor of Strategic & International Management
London Business School

EDUCATION

Sep 1997 – Dec 2001 **THE WHARTON SCHOOL - UNIV. OF PENNSYLVANIA**
Ph.D. in Management (Specialization: Strategy)
Master's degree in Managerial Science and Applied Economics

Sep 1995 – Jul 1997 **INDIAN INSTITUTE OF FOREIGN TRADE, New Delhi**
Master's degree in International Business (Silver Medalist)

Aug 1990 – Jul 1994 **DELHI COLLEGE OF ENGINEERING - UNIV. OF DELHI**
Bachelor's degree in Civil Engineering

RESEARCH INTERESTS

The Design of Collaboration Structures

- Reorganizations and inter-divisional coordination
- Post merger integration: coordination and autonomy tradeoffs
- Coordination and adaptation in inter-organizational relationships

RESEARCH PAPERS & PUBLICATIONS ⁱ

Published/Forthcoming Work

1. "Organization design: The Epistemic Interdependence perspective" (with M. Goetting and T. Knudsen) (forthcoming in *Academy of Management Review*)

ⁱ See <http://ssrn.com/author=370849> to download papers

2. “How much to make and how much to buy? Explaining optimal plural sourcing strategies” (with Gulati, R and S. Bhattacharya) (forthcoming in *Strategic Management Journal*)
3. “Integrating distributed work: Comparing task design, communication and tacit coordination mechanisms” (with Srikanth, K) (*Strategic Management Journal*, May 2010)
4. “Repeated interactions and contractual detail: Identifying the learning effect” (with Vanneste, B) *Organization Science*, January, 2010
5. “Value appropriation as an organizational capability” (with Reitzig, M) *Strategic Management Journal* May 2009
6. “Renewal through Reorganization: The Value of Inconsistencies between Formal and Informal Organization” (with Gulati, R.) *Organization Science*, April 2009
7. “Integrating acquired capabilities: When structural integration is (un)necessary” (with Singh, H and Chaudhuri, S), *Organization Science* April 2009
8. “Trust and Governance: Untangling a tangled web” (with Vanneste, B) *Academy of Management Review*, January 2009
9. “Integration through incentives in Differentiated Organizations” (with Kretschmer, T) *Organization Science*, December, 2008
10. “What they know vs. What they do: How acquirers leverage technology acquisitions” (with Srikanth, K), *Strategic Management Journal*, July, 2007
11. “Due diligence as a signal detection problem” (with Powell, B and Singh, H) *Strategic Organization*, November, 2006
12. “Why managers choose equity ownership in inter-firm relationships” (with Kale, P) in *Strategic Alliances: Governance and Contracts* Edited by Africa Arino and Jeff Reur; July 2006
13. “Managing the coordination autonomy tradeoff in technology acquisitions” (with Singh, H. and Zollo, M) *Academy of Management Journal*, 2006
14. “Adaptation in vertical relationships: beyond incentive conflict” (with Gulati, R. and Lawrence, P.) *Strategic Management Journal*, 2005
15. “The distribution of R&D efforts in systemic industries: Implications for competitive advantage” (with S. Ethiraj), in *Advances in Strategic Management*, 2004
16. “Choosing equity stakes in technology sourcing relationships” (with P.Kale), *California Management Review*, Jan, 2004
17. “Short and Long term performance tradeoffs in technology grafting acquisitions” (with Singh, H. and Zollo, M.) in *European Management Journal*, 2003

18. "Does Leadership matter? CEO attributes and profitability under conditions of perceived environmental uncertainty", (with Waldman D, Ramirez G, House RJ) *Academy of Management Journal*, 2001

Working Papers (Selected)

"Does Trust Increase Over Time? A meta analysis of trust development within and between organizations" (with Vanneste, B and Kretschmer, T)

"Expeditions without maps: When are faulty initial representations useful in coupled learning processes" (with M.Swamy)

"Emerging Economies as Sources of Innovation: Evidence from semiconductor patents of Indian and Chinese R&D Subsidiaries of US Firms" (with T. Al-Nuaimi and G. George)

"Business Group affiliation and the quality of institutions: Substitutes or Complements?" (with R. Chittoor and P.Kale)

"The role of managerial choice in inter-firm equity ownership: Do managers choose according to theory?" (with Kale, P.)

DISTINCTIONS

The Academy of Management's International Management division's SKOLKOVO Best Paper Award for the best scholarly paper at the Annual meeting (August 2011): "Emerging Economies as Sources of Innovation: Evidence from semiconductor patents of Indian and Chinese R&D Subsidiaries of US Firms" (with T. Al-Nuaimi and G. George)

Featured among "the world's forty best Business School professors under 40" by *Poets & Quants* (Feb, 2011)

Voted Best Teacher Award by the Sloan Programme 2010 at London Business School

Awarded €80,000 funding grant for three year research project on "*The Foundations of Organization Design*" by the European Research Council (ERC), in Oct, 2009. Funding is on a competitive basis with less than 10% of applications across the physical, life and social sciences from across Europe being funded.

Awarded London Business School Chair Professorship (2009-2011)

Scholar, Advanced Institute of Management, [2005]

Finalist, Strategic Management Society Best Paper Contest [2004]

Runner-up, INFORMS/Org. Science Best Dissertation Competition [2000]

AT&T Asia Pacific Leadership Award for "tomorrow's leaders of their chosen professions" [1998].

Silver medal for standing second in Master's programme, Indian Institute of Foreign Trade [1997].

SCHOLARLY SERVICE

Chair of PhD Programme, London Business School (2010-)

Senior Editor, *Organization Science* (2010-)

Guest Editor, *Strategic Management Journal*, Special issue on Strategic Organization Design (to appear in 2011), with Ranjay Gulati and Michael Tushman

Editorial Board Memberships: *Organization Science* (2008-), *Academy of Management Review* (2005-2008), *Strategic Management Journal* (2008-)

Elected to BPS Division Executive Committee, Academy of Management (2009-2012)

Member, BPS Research Committee, Academy of Management (2005-)

Co-Chair, Junior Faculty Consortium, Strategic Management Society India Conference (December, 2008)

Member, faculty review, tenure and promotion committees, London Business School

PhD Programme Coordinator,
Strategic & International Management Area, London Business School (2002-2005)

External Expert, Faculty Recruiting Committee for Management Science and Innovation Department at UCL (Nov 2008-); Univ. of Southern Denmark (June 2009-)

Phd Committee

Kannan Srikanth (Indian School of Business), Susan Hill (London School of Economics), Heidi Gardner (Harvard Business School), Bart Vanneste (INSEAD), Yang Fan (Erasmus-Rotterdam University), Mihaela Stan (UCL)

Ongoing: Marlo Goetting, Eucman Lee, Amanda Ferguson

AFFILIATE APPOINTMENTS/ VISITING POSITIONS

Co-Director, Aditya Birla India Centre (2006-)

Manage research and outreach activities for an endowed centre dedicated to India related research at London Business School

Senior Fellow, Mack Center for Technological Innovation at The Wharton School, University of Pennsylvania (2001-)

Scholar, Advanced Institute of Management (AIM), UK (2004 -)

Visiting Professorships

Kellogg School of Management- Northwestern (Spring, '05)

Host: Prof. Ranjay Gulati

Saïd Business School – Oxford (Fall'06)

Host: Prof. Mari Sako

Indian School of Business (*Annual*)

MANAGEMENT PRACTICE

Books

India Inside: The invisible innovation challenge to the West (with Nirmalya Kumar, Harvard Business School Press, Forthcoming, 2011)

Articles & Reports

“Have you restructured for global success?” (with N. Kumar, *Harvard Business Review*), October 2011

“Change for changes sake” (with F. Vermeulen and R. Gulati, *Harvard Business Review*), July 2010

“Advice for outsourcers: think bigger” (with K.Srikanth), *Business Insight (A Sloan Management Review-Wall Street Journal joint venture)*, March 2010

“Staring you in the face” (with Gulati, R and J. Oldroyd) *Business Insight (A Sloan Management Review-Wall Street Journal joint venture)*, 2008

“Seven myths about outsourcing” (with K.Srikanth), *Business Insight (A Sloan Management Review-Wall Street Journal joint venture)*, 2007

“Demystifying Alternative Sourcing” (with S. Gupta and K. Srikanth) *Asian Management Review*, 2006.

“Services sourcing in the banking and financial services industries” *Report on study conducted jointly with The Capital Markets Company (Capco)*, 2006

“Leadership for Innovation”, (with panel of AIM Scholars) *Advanced Institute of Management Report*, 2005

“Choosing equity stakes in technology sourcing relationships” (with P.Kale), *California Management Review*, 2004

“Short and Long term performance tradeoffs in technology grafting acquisitions” (with Singh, H. and Zollo, M.) *European Management Journal*, 2003

“Bringing some discipline to Merger Mania”(with Singh H, and Zollo M.) *FT Mastering Management Series*, 2001

Media Appearances

Research cited/personally quoted in prominent media outlets such as the Financial Times, Wall Street Journal, Times of India, The Economic Times, Strategy+Business, Sloan Management Review, and the BBC radio and TV services.

COURSES DEVELOPED

- Corporate Strategy (MBA/EMBA/Executive Education)
 - Corporate portfolio decisions- which businesses to be in, how to expand/contract the corporate portfolio using alliances/acquisitions/divestitures, and how to design the formal organizational macrostructure to achieve synergies.
- Designing Collaborative Structures (MBA/EMBA/Executive Education)
 - Basic principles of organizing collaborative structures, of relevance in M&A integration, Alliance management, reorganizations, joint ventures, offshoring etc.
- Research design: (PhD level)
 - An introduction to the use of formal models and experimental design in organization theory
- Foundations of Business Research (PhD level)
 - An introduction to the philosophy of social science and how it applies to business school research
- Strategy Content (PhD level)
 - PhD seminar surveying prominent theories in the field of strategy, such as the Resource Based View, IO economics, Agency theory, Transaction Cost Economics, the Knowledge/Coordination Based Perspective and Evolutionary Economics.
- Organization Design (PhD level)
 - PhD seminar covering the fundamentals of organization design, overview of empirical literature and the use of formal models to study organizational structures.

SELECTED PRESENTATIONS

“Expeditions without maps: When faulty initial representations may be useful in joint discovery problems” Harvard Business School Strategy *Seminar series*, Sep 2011

“Implementing strategy: Is success always desirable?” University of S. Denmark, Seminar series, July 2011

“Expeditions without maps: Why faulty initial representations may be useful in joint discovery problems” INSEAD *Seminar series*, June 2011

“Expeditions without maps: Why faulty initial representations may be useful in joint discovery problems” National University of Singapore *Seminar series*, April 2011

“How organizations work (and what we still don’t know about it)”, *Keynote speech at Brunel University Doctoral Consortium,; Invited lecture at University of Palermo* March 2011

“Doing research in emerging markets”, *SMS mini-conference at IIM-Kolkata (India)*, February, 2001

“Epistemic interdependence and Organization design”; *Warwick Business School Seminar series*, February 2011

“Expeditions without maps: Why faulty initial representations may be useful in joint discovery problems” *New York University-Stern School Seminar series*, Nov 2010

“Expeditions without maps: Why faulty initial representations may be useful in joint discovery problems” *Keynote paper, DRUID London Conference*, May 2010

“ Epistemic interdependence and Organization design” *Keynote speech at DRUID Organizing for Networked Innovation Conference, Stresa, May 2010*

“ Epistemic interdependence and Organization design” *Keynote speech at DRUID Phd Conference, Aalborg, January 2010*

“ Epistemic interdependence and Organization design” *Indian School of Business Seminar series* December 2009

“Conway’s law, organizational and product modularity”
Academy of Management Meetings, Chicago, August 2009

“Using Offshoring as a context for studying Organization Design”
Academy of Management Meetings, Chicago, August 2009

“Coordination in vertical relationships: the unimportance of information flows”
Tilburg University & Rotterdam University, February 2009

“What do we know about organization design?”
Ca Foscari, University of Venezia, October, 2008

“Using M&A as a context for studying Organization Design”
Academy of Management Meetings, Anaheim, August 2008

“Expeditions without maps: Coordination under structural uncertainty”
SOD-Univ of S. Denmark, April 2008

“Coordination in vertical relationships: the unimportance of information flows”
University of Minnesota, April 2008

“Coordination in vertical relationships: the unimportance of information flows”
INSEAD, February 2008

“Coordination in vertical relationships: the unimportance of information flows”
Duke University (Fuqua) and University of N. Carolina (Kenan-Flagler), October 2007

“Organization as Strategy: Why research on organization design is vital to strategy”
Sumantra Ghoshal Conference on Managerially Relevant Research, London Business School, May 2007

“Integrating Acquired Capabilities: When structural integration is un-necessary”
Conference for Organization Science Special Issue on Corporate renewal, Chicago, March 2007

“How much to make and how much to buy? Explaining plural sourcing strategies”
Jesse H. Jones School of Management (Rice) & Copenhagen Business School, December, 2006

“Coordination in vertical relationships: the unimportance of information flows”
The Wharton School (Penn) & University of Florida (Gainseville), October 2006

“Coordination in distributed organizations”
AOM Meetings, Atlanta, August 2006

“Repeated interactions and contractual detail: When does learning dominate trust?”
AOM Meetings, Atlanta, August 2006

“Statistical challenges in doing M&A research”
Symposium on M&A research, AOM Meetings, Atlanta, August 2006

“The dynamics of coordination regimes: Implications for Organization design”
Strategic Organization Design Conference, Univ of S. Denmark, April 2006

“Coordination in vertical relationships: the unimportance of information flows”
London School of Economics, Interdisciplinary Institute of Management, March 2006

“Coordination in distributed organizations”
Frontiers of International Business Conference, University of Rotterdam, September 2005

“Avoiding Coordination Neglect”
Symposium on Coordination within and between organizations, AOM Meetings, Hawaii, August 2005

“The dynamics of coordination regimes: Implications for Organization design”
AOM Meetings, Hawaii, August 2005

“Renewal through reorganization”
AOM Meetings, Hawaii, August 2005

“Coordination in vertical relationships: the unimportance of information flows”
HEC, Paris, May 2005

“Trust within and between firms”
Opening speech for conference on Trust held at Reading University, March 2005

“Coordination in vertical relationships: the unimportance of information flows”
Kellogg School of Management(Northwestern U.) March 2005

“Managing the coordination autonomy tradeoff in technology acquisitions”
Ross School of Business (U.Michigan) March 2005

“What they know vs. What they do: How acquirers leverage technology acquisitions”
Wharton Technology Mini-Conference, March 2003

”Coordination and the Internal Boundaries of the Firm”
BYU-University of Utah Strategy Conference, October 2002

”Coordination and the Internal Boundaries of the Firm”
London School of Economics, IIM, April 2002

“Due diligence as a signal detection problem”
Harvard Business School Strategy Conference, October 2002

“Due diligence as a signal detection problem”
Academy of Management Meetings, Denver, Aug 2002

“Modularity and the Theory of the Firm”
Showcase Symposium, Academy of Management Meetings, Denver, Aug 2002

“Managing the coordination autonomy tradeoff in technology acquisitions”
M&A Conference, University of Bocconi, April, 2002

“The management & performance of technology grafting acquisitions”
Boston University, Harvard University, INSEAD, Universities of Illinois(UC), Maryland, Michigan, Minnesota, Southern California and Stockholm School of Economics, Jan-March 2001