

Phanish Puranam

Professor of Strategy
Roland Berger Professor of Strategy & Organization Design
INSEAD
1, Ayer Rajah Avenue, Singapore 138676
Ph: +6567995497
Fax: +6567995299
Email: phanish.puranam@insead.edu

EMPLOYMENT

Sep 2012- Professor of Strategy
INSEAD

Jan 2010- Sep2012 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 Structure and Functioning of Organizations

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

The use of Formal Models and Experiments to study organizations

RESEARCH PAPERS & PUBLICATIONS ⁱ

Published/Forthcoming Work

31. “The role of integrators in organizational adaptation to interdependence shifts” (with M. Stan), (Forthcoming, *Strategic Management Journal*).
30. “How initial representations shape coupled learning processes” (with M. Swamy), (Forthcoming in *Organization Science*)
29. “The implementation imperative: Why even bad strategies should be implemented precisely”(with E. Lee) (Forthcoming in *Strategic Management Journal*)
28. “The nature of expertise in organization design: Evidence from an expert novice comparison” (with E.Lee) (Forthcoming in *Advances in Strategic Management*, Special issue on Cognition & Strategy).
27. “Modelling bounded rationality in organizations: Progress and Prospects” (with N. Stieglitz, M.Pillutla & M. Osman), (Forthcoming in the *Annals of the Academy of Management*)
26. “Object salience in division of labor: Experimental evidence” (with M. Raveendran & M. Warglien) (Forthcoming in *Management Science*)
25. “Business Groups in Developing Capital Markets: Endangered or Enduring?” (with R. Chittoor and P.Kale (Forthcoming in *Strategic Management Journal*)
24. “Trust over time in exchange relationships: Meta-analysis and theory” (with. B. Vanneste and T. Kretschmer) (*Strategic Management Journal*, 2015)
23. “The firm as a coordination system: Evidence from offshore software development” (with. K. Srikanth) (*Organization Science*, 2014)
22. “Whats new about new forms of organization?” (with Alexy, O and Reitzig, M) (*Academy of Management Review*, 2014)
21. “The design of equity ownership structure in interfirm relationships: Do managers choose according to theory?” (with Kale, P), (*Journal of Organization Design*, 2014)
20. “How much to make and how much to buy? Explaining optimal plural sourcing strategies” (with Gulati, R and S. Bhattacharya) (*Strategic Management Journal*, 2013)
19. “Meta-organization design: Rethinking design in inter-organizational and community contexts” (with Gulati, R and M. Tushman) (*Strategic Management Journal*, July 2012; *introductory essay in special issue co-edited by the authors*)
18. “A future for the science of organization design” (*invited essay in the first issue of Journal of Organization Design*)
17. “Organization design: The Epistemic Interdependence perspective” (with M. Goetting and T. Knudsen) (*Academy of Management Review*, June 2012)

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

16. "Integrating distributed work: Comparing task design, communication and tacit coordination mechanisms" (with Srikanth, K) (*Strategic Management Journal*, May 2011)
15. "Repeated interactions and contractual detail: Identifying the learning effect" (with Vanneste, B) *Organization Science*, January, 2010
14. "Value appropriation as an organizational capability" (with Reitzig, M) *Strategic Management Journal* May 2009
13. "Renewal through Reorganization: The Value of Inconsistencies between Formal and Informal Organization" (with Gulati, R.) *Organization Science*, April 2009
12. "Integrating acquired capabilities: When structural integration is (un)necessary" (with Singh, H and Chaudhuri, S), *Organization Science* April 2009
11. "Trust and Governance: Untangling a tangled web" (with Vanneste, B) *Academy of Management Review*, January 2009
10. "Integration through incentives in Differentiated Organizations" (with Kretschmer, T) *Organization Science*, December, 2008
9. "What they know vs. What they do: How acquirers leverage technology acquisitions" (with Srikanth, K), *Strategic Management Journal*, July, 2007
8. "Due diligence as a signal detection problem" (with Powell, B and Singh, H) *Strategic Organization*, November, 2006
7. "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
6. "Managing the coordination autonomy tradeoff in technology acquisitions" (with Singh, H. and Zollo, M) *Academy of Management Journal*, 2006
5. "Adaptation in vertical relationships: beyond incentive conflict" (with Gulati, R. and Lawrence, P.) *Strategic Management Journal*, 2005
4. "The distribution of R&D efforts in systemic industries: Implications for competitive advantage" (with S. Ethiraj), in *Advances in Strategic Management*, 2004
3. "Choosing equity stakes in technology sourcing relationships" (with P.Kale), *California Management Review*, Jan, 2004
2. "Short and Long term performance tradeoffs in technology grafting acquisitions" (with Singh, H. and Zollo, M.) in *European Management Journal*, 2003
1. "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

SELECTED PRESENTATIONS

“Why the fundamental attribution error may be fundamental” , Danish Institute of Advanced Studies, University of S. Denmark, September, 2015)

“Incentive redesign and collaboration in organizations: Evidence from a natural experiment” :Imperial College Business School (September, 2015)

“Decentralization in organizational resource allocation: Experimental evidence”:
Dartmouth University, Columbia University, University of California (Riverside), Copenhagen Business School (September 2014)

“The role of integrators in organizational adaptation to interdependence shocks”, National University of Singapore (May, 2014).

“The role of integrators in organizational adaptation to interdependence shocks”, Sabanci University (March 2014).

“The role of integrators in organizational adaptation to interdependence shocks”, HKUST (February, 2014)

“The role of integrators in organizational adaptation to interdependence shocks”, Seoul National University (November 2013)

“Bring out the microscopes: Trends in Organization design research” Keynote speech at Strategy, Innovation and Organization design conference, University of Vienna, June 2013

“Explaining the implementation imperative: why good implementation is valuable even with bad strategy” Asilomar Organizational Learning Conference, March 2013

“The emergence of a division of labour: Evidence from the lab”, Singapore Management University, Sep, 2012

“The emergence of a division of labour: Evidence from the lab” HEC Paris
June 2012

“The emergence of a division of labour: Evidence from the lab” Ross Business School, University of Michigan, Feb 2012

“Business Groups and capital markets- Substitutes or Complements?” National University of Singapore, and INSEAD, Oct 2011

“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*

DISTINCTIONS

Featured among “50 most influential Business professors” in the world in March 2013 by MBARankings.net; voted into the Top 50 intellectuals of Indian origin in all spheres by Thinkers50 India in August 2013.

Appointed Roland Berger Chair Professor of Strategy & Organization Design at INSEAD in October 2012

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 €380,000 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

Director of PhD Programme, INSEAD (Jan 2014-)

PhD Programme Coordinator,
Strategy Area, INSEAD (2012-)

Chair of PhD Programme, London Business School (2010-2012)

Senior Editor, *Organization Science* (2010-)

Associate Editor (Research), *Journal of Organization Design* (2011-)

Founding member, *The Organizational Modeling Society*

Founding member, *Experimental Organization Science Society*

Guest Editor, *Strategic Management Journal*, Special issue on Strategic Organization Design 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- 2010)

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-), University of Vienna (2012-)

AFFILIATE APPOINTMENTS/ VISITING POSITIONS

Co-Director, Aditya Birla India Centre (2006- 2012)

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- 2008)

Scholar, Advanced Institute of Management (AIM), UK (2004 - 2012)

Visiting Professorships

The Wharton School, University of Pennsylvania (Fall, 2014)

Host: *Prof. Dan Levinthal* (under INSEAD-Wharton Alliance)

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: 2002-2010*)

MANAGEMENT PRACTICE

Books

India Inside: The invisible innovation challenge to the West (with Nirmalya Kumar, Harvard Business School Press, Published January 2012)

Articles & Reports

“Doctoral education in management in India: is there a doctor in the house?” Target article with invited commentary, *ISB Insight*, May 2013

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

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

“Advice for outsources: 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

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.
- Organization 2.0 (MBA/EMBA/Executive Education)
 - Basic principles of organizing 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
- Organization Design: the micro-structural approach (PhD level)
 - PhD seminar covering the fundamentals of organization design