

## **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](mailto:phanish.puranam@insead.edu)

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### **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**

- How organizations work, and how we can make them work better
- The links between strategy & organization
- The use of formal models and experiments to study organizations

## RESEARCH PAPERS & PUBLICATIONS <sup>i</sup>

### Books

The Microstructure of Organizations, *Oxford University Press*, June 2018

### Published/Forthcoming Papers

36. “The organizational foundations of behavioural strategy” (Forthcoming, *Advances in Strategic Management*, special issue on Behavioral Strategy, 2018)
35. “Desining a culture of collaboration: when changing beliefs is (not) enough” (with O.Kocak, Forthcoming, *Advances in Strategic Management*, special issue on Organization Design, 2018)
34. ”Incentive redesign and collaboration in organization: evidence from a natural expriment” (with S. Lee, Forthcoming, *Strategic Management Journal*)
- 33.”Searching for structure: Formal organization design as a guide to network evolution” (with J. Clement, Forthcoming, *Management Science*)
32. “The role of integrators in organizational adaptation to interdependence shifts” (with M. Stan), (*Strategic Management Journal*, 2017).
31. “How initial representations shape coupled learning processes” ( with M. Swamy), (*Organization Science*, 2016)
30. “The implementation imperative: Why even bad strategies should be implemented precisely”(with E. Lee) (*Strategic Management Journal*, 2016)
29. “Object salience in division of labor: Experimental evidence” (with M. Raveendran & M. Warglien) (*Management Science*, 2016)
- 28: “Valve’s way” (Case and commentaries in The Organizational Zoo series) (with D.D. Hakkanson), (*Journal of Organization Design*, 2015)
27. “The nature of expertise in organization design: Evidence from an expert novice comparison” (with E.Lee) (*Advances in Strategic Management*, Special issue on Cognition & Strategy,2015).
26. “Modelling bounded rationality in organizations: Progress and Prospects” (with N. Stieglitz, M.Pillutla & M. Osman), (*Annals of the Academy of Management*,2015)
25. “Business Groups in Developing Capital Markets: Endangered or Enduring?” (with R. Chittoor and P.Kale) (*Strategic Management Journal*,2015)
24. “Trust over time in exchange relationships: Meta-analysis and theory” (with. B. Vanneste and T. Kretschmer) (*Strategic Management Journal*, 2014)
23. “The firm as a coordination system: Evidence from offshore software development” (with. K. Srikanth) (*Organization Science*, 2014)

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

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)
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

- “Designing a culture of collaboration”, Asian Management Research Consortium, Seoul, 2018
- “The new science of organization design”, talk at Google People Operations group, Singapore, 2018
- “Division of labor through self-selection” at The Organizational Modeling Society Meetings, LUISS Rome July 2017
- “Decentralization in organizational resource allocation: Experimental evidence”: ETH Zurich July 2017
- “The iron law of asymmetry? Why asymmetric influence is adaptive in organizations”, Carnegie School of Organizational Learning Conference, Asilomar, August 2016
- “Mutual influence and information aggregation in organizations” at The Organizational Modeling Society Meetings, MIT, July 2016
- “Incentive redesign and collaboration in organizations: Evidence from a natural experiment” :Imperial College Business School (September, 2015); Indian School of Business (February, 2016)
- “Why the fundamental attribution error may be fundamental” , Danish Institute of Advanced Studies, University of S. Denmark, 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” Carnegie School of Organizational Learning Conference, Asilomar, 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*

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## **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, 2015.

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**

Member, Search Committee, INFORMS for new Editor-in-Chief for *Organization Science*

Member, Review Committee, INFORMS for Editor and Journal *Strategy Science*

Appointed to MBA Curriculum Review Committee, INSEAD (2014-2016)

Elected to Faculty Evaluation Committee, INSEAD (2015-2017)

Academic Director of PhD Programme, INSEAD (Jan 2014-2018)

PhD Programme Coordinator,  
Strategy Area, INSEAD (2012-2014)

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

Senior Editor, *Organization Science* (2010-2018)

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* (2008-2018), *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 2008-2012); Univ. of Southern Denmark (June 2009-2014), 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**

Indian Institute of Management (Ahmedabad) (Fall 2018)  
Kasturbhai Lallbhai Visiting Chair Professorship

The Wharton School, University of Pennsylvania (Fall, 2014)  
Host: *Prof. Daniel Levinthal* (under INSEAD-Wharton Alliance)

Saïd Business School – Oxford (Fall'06)  
Host: *Prof. Mari Sako*

Kellogg School of Management- Northwestern (Spring, '05)  
Host: *Prof. Ranjay Gulati*

Indian School of Business (*Annual: 2002-2010*)

### **MANAGEMENT PRACTICE**

#### **Books**

Corporate Strategy: Tools for Analysis and Decisions (with Bart Vanneste, Cambridge University Press, Published March 2016)

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 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

## **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)
  - Advanced methods for (re)-designing organizations: agent based models, experiments, graph theory and data analytics.
- Research Methods: (PhD level)
  - An introduction to the use of formal models and experimental design in organization theory
- Organization Design: the micro-structural approach (PhD level)
  - PhD seminar covering latest research in organization design