

Phanish Puranam

Professor of Strategy
The Roland Berger Professor of Strategy & Organization Design
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EMPLOYMENT

Sep 2012- Professor of Strategy
INSEAD

Jan 2010- Aug 2012 Professor of Strategic & International Management
London Business School

May 2008- Dec 2009 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 ⁱ

Books

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

Published/Forthcoming Papers

61. "Decoding Cultural Conflicts" (with A. Yegin, O. Kocak, *Frontiers in Psychology*,Forthcoming)
60. Human-AI Ensembles: When can they work? (with V. Choudhury, A. Marchetti, Y.R Shrestha, *Journal of Management*, Forthcoming)
59. "Scaling non-hierarchically: A theory of conflict-free organizational growth with limited hierarchical growth" (with E. Lee and E. Ilseven, *Strategic Management Journal*, Forthcoming)
58. "Decoding culture: Tools for behavioral strategists" (with O. Kocak, *Strategy Science*, Forthcoming)
57. "Vicarious learning without knowledge differentials" (with S. Park, *Management Science* 2023).
56. "Partnering for grand challenges: a review of organization design considerations in public-private collaborations" (with. G.George, T. Fewer, S. Lazzarini, and A. McGahan, *Journal of Management*, 2023).
55. "Ambiguity Can Compensate for Semantic Differences in Human-AI Communication" (with O. Kocak and S. Park, *Computers in Human Behaviour (Reports)*, 2022)
54. "Organizational cultural strength as the negative cross-entropy of mindshare: a measure based on descriptive text" (with A. Marchetti, *Humanities and Social Sciences Communications*, 2022)
53. "The Dual Challenge of Search and Coordination for Organizational Adaptation: How Structures of Influence Matter" (with O. Kocak and D. Levinthal, *Organization Science*, Forthcoming)
52. "Do Alliance Portfolios Encourage or Impede New Business Practice Adoption? Theory and Evidence from The Private Equity Industry." (with P. Sen, *Strategic Management Journal*, 2022)
51. "Formal hierarchy as a source of Upward Status Disagreement? A Theoretical Perspective" (with A.Yap and N. Madan, *Organization Science*, 2022)
50. "Separated by a common language: How the nature of code differences shapes communication success and code convergence" (with O. Kocak, *Management Science*, 2022)
49. "Does design thinking training increase creativity? Results from an experiment with middle school students" (with H. Rao and J. Singh, *Innovation: Organization and Management*, 2021)
48. "Division of Labor through Self Selection" (with M. Raveendran and M. Warglien, *Organization Science*, 2021)
47. "Human-AI collaboration as a problem in organization design" (*Journal of Organization Design*, 2021)

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

46. “Self-confirming biased beliefs in organizational learning-by-doing” (with S. Park, *Complexity*, 2021)
45. “Adaptation or Persistence? Emergence and Revision of Organization Designs in New Ventures” (with O.Alexy, K.Poetz and M. Reitzig, *Organization Science*,2020)
44. “What has changed? The Impact of Covid Pandemic on the Technology and Innovation Management Research Agenda” (with G. George and K. Lakhani, *Journal of Management Studies*, 2020)
43. “The design of emergence in organizations: (with M.Eisenmann, S. Paruchuri, *Journal of Organization Design*, 2020)
42. “Algorithm supported induction for building theory: how can we use prediction models to theorize?” (with He,V.F., Sreshtha, Y.R. and von Krogh, G. *Organization Science*, 2020)
41. “Resolving governance disputes in communities: A study of software license decisions” (with He,V.F., Sreshtha, Y.R. and von Krogh, G.; *Strategic Management Journal*, 2020)
40. “What is different about digital strategy? From quantitative to qualitative change” (with Adner, R and Zhu, F, *Strategy Science*, December 2019)
39. “Transparency and Fairness in Organizational Decisions: An Experimental Investigation using the Paired Ultimatum Game” (with J. Nai, R. Kotha and J Narayanan, *Strategy Science*)
- 38.”The theorist as an endangered species?” (*Journal of Marketing Behaviour*, 2019)
37. “A model is a model” (with T.Knudsen and D.Levinthal, *Strategy Science*, 2019).
36. “The organizational foundations of behavioural strategy” (*Advances in Strategic Management*, special issue on Behavioral Strategy, 2018)
35. “Designing a culture of collaboration: when changing beliefs is (not) enough” (with O.Kocak, *Advances in Strategic Management*, special issue on Organization Design, 2018)
34. ”Incentive redesign and collaboration in organization: evidence from a natural experiment” (with S. Lee, *Strategic Management Journal*, 2018)
- 33.”Searching for structure: Formal organization design as a guide to network evolution” (with J. Clement, *Management Science*, 2018)
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)
- 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

Faculty, *Carnegie School of Organizational Learning*, May 2022

Masterclass in “Organization Design”, *Strategic Management Society* (2022)

Masterclass in “Using Experiments to Study Organizations”, *Experimental Organization Science Society* (2022)

Co-organizer and Discussant, Second AI & Strategy Conference, Indian School of Business, (2022)

“Group vs Individual Learning: Models and Experimental Evidence” (based on joint work with S. Park and C. Gonzalez, Lugano, 2021)

“Level 0 vs Level 1 Self-organization in human social systems” (Aarhus University, 2021)

“Models of mutual adjustment” (Computational Organization Science Summer Camp, 2021)

“How groups learn different from individuals- Evidence from Kaggle” (virtual seminar), Case Western University, (Feb 2021)

Co-organizer and Discussant, Second AI & Strategy Conference, Indian School of Business, (January 2021)

“Influence, Interests and Information in Organizational Decision Making” (virtual seminar), Strategic Organization Design Unit, University of Southern Denmark (October 2020)

“How groups learn different from individuals- Evidence from Kaggle” (virtual seminar), University of Pittsburgh (October 2020)

“Seperated by a common language: A model of code convergence” (virtual seminars) University of Minneosta & Sharif University (October 2020)

“Research in the COVID19 Era” Plenary Speaker, Academy of Management Virtual meetings, August 2020

“Celebrating failue: Lessons from an innovation contest” (virtual seminars) at ESSEC and Purdue University (March and June 2020)

Co-organizer and Discussant, First AI & Strategy Conference, Indian School of Business, (December 2019)

“The relevance of technologies of foolishness in the age of AI” speech at conference in memory of James G. March at Carnegie Mellon University, (October 2019)

“Influence, Interests and Information in Organizational Decision Making”:
New York University, Nangyang Technical University (October 2019)

All India Management Association (AIMA) Workshop for Doctoral Educators on Research Methods (November 2019)

“Celebrating failue: Lessons from an innovation contest” at London Business School (May 2019)

“Influence, Interests and Information in Organizational Decision Making”:
Univ of Pennsylvania (Wharton); Carnegie Mellon University; Temple University; Bocconi University (March 2019)

“Influence, Interests and Information in Organizational Decision Making”:
National University of Singapore (September, 2018)

“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)

PRINCIPAL/CO-INVESTIGATOR/EXPERT ADVISOR ON RESEARCH GRANTS

External advisor on “Patterns of Interactions: Emergence and Consequences”, (5 million DKK) from Independent Research Fund, Denmark (Det Frie Forskningsråd’). PI: Dorthe Hakkonson Status: Granted, to Commence Jan 2021

Principal Investigator on “*The Foundations of Organization Design*” by the European Research Council (ERC), in Oct, 2009 (380,000 GBP). Funding was on a competitive basis with less than 10% of applications across the physical, life and social sciences from across Europe being funded.

AFFILIATE/VISITING/PRO-BONO APPOINTMENTS

Distinguished Visitor, Stanford University Graduate School of Business (October 2023)

Visiting Professor, Imperial College of Business (Sep 2023-July 2024)

Special Advisor (Organization Design and Analytics) *UNHCR* (2022-)

Visiting Organizational Data Scientist, *Singapore Indian Development Association* (2021-2022)

Distinguished Visitor, London Business School (May 2019)

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)

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

Saïd Business School – Oxford University (Fall’06)
Host: Prof. Mari Sako

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

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

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

Senior Fellow, Mack Center for Technological Innovation at The Wharton School, University of Pennsylvania (2001- 2008)

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 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

Convenor, Future of Work Alumni Roundtable at INSEAD

Elected Chair of [Organizational Design Community](#) (2021-23)

Steering Committee, [Organizing for Good](#) campaign

Organizer, Frontiers Virtual Seminar series at INSEAD (2020-2021)

Member, Search Committee for new Editor -in-Chief, *Strategic Management Journal* (2020-2021)

Member, Search Committee, ODC for new Editor-in-Chief for *Journal of Organization Design* (2020)

Member, Search Committee, INFORMS for new Editor-in-Chief for *Organization Science* (2017-18)

Member, Review Committee, INFORMS for Editor and Journal *Strategy Science* (2017-2018)

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

Elected to Faculty Evaluation Committee, INSEAD (2015-2017, 2020-2022)

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, [*Theoretical Organizational Models*](#) Society

Founding member, [*Experimental Organization Science*](#) Society

Guest Editor, *Strategic Management Journal*, Special issue on Strategic Organization Design with Ranjay Gulati and Michael Tushman (2012)

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, 2021), University of Vienna (2012-), Imperial College London (2012).

MANAGEMENT PRACTICE

Books

[The Organizational Analytics E-Book: A guide to data driven organization design](#) (with Julien Clement, freely available from INSEAD Knowledge website, Published Nov 2020)

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

“Remote work doesn’t have to mean all day video calls” (with M. Minervini and D. Murph), *Harvard Business Review* online, September, 2020.

“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

- **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 organizational science
- **Organization Design: the micro-structural approach (PhD level)**
 - PhD seminar covering latest research in organization design
 - [Online course](#) for PhD students/researchers based on my book *Microstructure of Organizations*
- **Modeling Organizational Learning (PhD level)**
 - PhD seminar exploring how to model organizational learning using multi-agent reinforcement learning models
 - Video Lectures available [online](#).
- **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.
[Online course](#) based on my book *Corporate Strategy* (taught by Bart Vanneste)