

Ashish Nanda

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EDUCATION

- 1993 Ph.D., Business Economics, Harvard University
Dissertation: Leveraging Organizational Resources
- 1993 M.A., Economics, Harvard University
- 1983 Post-Graduate Diploma in Management, Indian Institute of Management, Ahmedabad, India
- 1981 Bachelor of Technology, Electrical Engineering, India Institute of Technology, New Delhi, India

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Appointments

2013–Date Director, IIMA

Assignments

Administrative

- 2013–Date Director
- 2014–2017 Director of mentee institution IIM Nagpur

Long Duration Programs

- 2013–Date Developed and taught:
- Leadership in Professional Services Firms*, PGP & PGPx Programs (2013–Date)
 - Leadership and Strategy*, Armed Forces Program (2014–Date)
 - Personal and Corporate Ethics*, PGP Program (2015–Date)
 - Leadership and Change Management*, IIM Nagpur (2016)
 - Personal and Corporate Ethics*, IIM Nagpur (2017)

Executive Education

- 2013–Date Taught in open enrollment executive education programs at IIMA:
- Strategies for Growth* (2014–Date)
 - Transforming Small and Medium Enterprises Program* (2014–Date)
 - Innovation, Corporate Strategy, and Competitive Performance* (2014–Date)
 - Senior Leaders' Program* (2015–Date)
 - Leading Professional Service Firms* (2015–Date)
 - Young Entrepreneurs Program* (2015–Date)
 - Design Thinking for Nurturing Innovation* (2015–Date)
 - Cultivating Entrepreneurship in Organizations* (2017)
- 2013–Date Taught in custom executive education programs:
- International–Immersion for AESE, Portugal* (2014–Date)
 - KPMG Programs for Partners, Directors, and Senior Managers* (2014–Date)
 - Chief Income– Tax Commissioners of Central Board of Direct Taxes* (2014–Date)
 - Indian Foreign Service (IFS) Mid–Career Training Program* (2015–Date)
 - Transforming Business Enterprise for Clients at ICICI* (2015–Date)
 - Leadership and Strategic Management at Lal Bahadur Shastri National Academic Administration-LBSNAA* (2016–Date)
 - Building a Strategist Mindset Program for Deloitte Leadership Academy* (2016–Date)
 - The Partner Retreat of Shardul Amarchand Mangaldas & Co. Workshop* (2017)
 - External Orientation and Strategy Workshop for Godrej & Boyce Mfg. Co.* (2017)
 - Leadership in Professional Service Firms Workshop for KPMG* (2017)
 - Leadership Program for Senior Officers of Delhi Police* (2017)
 - ICICI NextGen Program: Entrepreneurship in a Digital Economy* (2017)
 - Leading Excellence in Urban Healthcare for ADB Healthcare Ltd.* (2017)
 - Change Leadership and Management for Employees' Provident Fund Organizations (EPFO)* (2017)
 - In-house Executive Education Program for the Officers' of IIMA* (2017)
 - Management and Leadership for Good Governance Program for Ministers' of Jharkhand* (2017)
 - Management Education Program for Larsen & Toubro* (2017)
 - Management Development Program for First Time Heads of Mission* (2016)
 - Indian Administrative Service (IAS) Mid–Career Training Program* (2016)
 - Ascend Leadership Development Program for Novartis* (2016)
 - Senior Leadership Workshop for Top Management of VE Commercials* (2016)

Strategy and Leadership Workshop for Great Place to Work (2016)
Department of Chemicals & Petrochemicals, Government of India (2015)
Next Generation Entrepreneurial Leadership Program for Lions Club (2015)

HARVARD UNIVERSITY

Appointments

2008–2015 Robert Braucher Professor of Practice, Harvard Law School
2006–2008 Research Director, Program on the Legal Profession, Harvard Law School
2000–2006 Associate Professor of Business Administration, Harvard Business School
1999–2000 Faculty Fellow, Harvard University Center for Ethics and Professions
1993–2000 Assistant Professor of Business Administration, Harvard Business School

Assignments

Administrative

2010–2013 Faculty Director, Case Development Initiative
2006–2013 Faculty Director, Harvard Law School Executive Education

JD and MBA Programs

1999–2013 Developed and taught
Leadership in Law Firms, JD course at HLS (2010–2013)
Professional Services, JD course at HLS (2007–2009)
Professional Services: Advanced Topics, JD seminar at HLS (2010–2012)
Professional Services, MBA course at HBS (1999–2006)

1993–2001 *Business and Finance for Lawyers*, JD course at HLS (2013)
Leadership, Values, and Decision Making, MBA course at HBS (1996–2001)
General Management, MBA course at HBS (1993–1997)

Doctoral Program

1993–2007 Thesis chair for doctoral students
Boris Groysberg, DBA 2002, now Professor at HBS
Julia Prats, DBA 2004, now Professor at IESE Barcelona

Thesis advisor to doctoral students
C. J. Meadows, DBA 1996, owner, Marshall, Meadows, & Associates, Singapore
Dimosthenis Arhodidis, PhD 1997, General Manager, Eurobank, Greece
Lisa Rohrer, PhD 2004, Executive Director, Case Development Initiative at HLS

Spela Trefalt, DBA 2008, Associate Professor, Simmons School of Mgmt., Boston

Taught Doctoral seminars:

Administrative Theory (1995–1997)

Joint Ventures and Strategic Alliances (1995–1997)

Executive Education

2006–2013 Chaired Harvard Law School Executive Education

Developed, chaired, and taught open enrollment and custom executive education programs at HLS:

Leadership in Law Firms (2007–Date)

Leadership in Corporate Counsel (2009–2013)

Emerging Leaders Program (2012–2013)

Milbank Tweed Associates Program (2010–Date)

HLS Executive Education Colloquia (2007–2013)

1998–Date Taught in open enrollment executive education programs at HBS:

Leadership in Professional Service Firms (1998–Date)

Owners Presidents Managers Program (2011–Date)

Law Firm Leadership and Management—China (2015–Date)

Managing and Transforming Professional Service Firms—India (2010–2015)

Growing Professional Service Firm—China (2012–2014)

Building Client Management Capabilities (2010)

Colloquium on Participant Centered Learning (2001– 2005)

Changing the Game (2003–2006)

Strategic Negotiations (2003–2006)

Program for Management and Development (2001–2004)

The General Manager Program (1998–2000)

Taught in focused executive education programs at HBS:

Mayer Brown Leadership Program (2015–Date)

Novartis Leadership Programs (2006–2015)

Moore Stephens Leadership Program (2015)

Merrill Lynch Leadership Program (2003–2005)

PDVSA Leadership Program (1997–1999)

Coopers & Lybrand Program (1997)

1999–Date Taught in Harvard Graduate School of Design executive education programs:

Advanced Management Development Program (2000–2013)

Leading a Real Estate Company (2008)

Running the Real Estate Company (1999–2000)

1996–Date Taught in executive education programs at other schools, including:

Australian Graduate School of Management (2009)

Australian Institute of Management (2005–2008)

Bucerius, Germany (2008–2015)

HEC, France (1998–2002)

INALDE, Colombia (1999–2000)

Skolkovo, Russia (2010)

- 1997–Date Designed and taught in custom executive education programs with industry and professional associations, including:
Citi Law Firm Leaders Forum (2004–Date)
Council of Public Relation Firms (2004–Date)
Praxity (2005–Date)
Allinial Global / PKF (2007–Date)
Society of Competitive Intelligence Professionals (2001–2013)
Association of Management Consulting Firms (2000–2001)
National Association of Industrial and Office Parks Executive Program (2000)
Association of Legal Administrators (1998)
- 1997–Date Designed and taught in custom executive education programs with professional service organizations, including accounting, advertising, asset management, engineering consulting, executive search, human resource consulting, investment banking, IT consulting, law firms, management consulting, public relations, and real estate firms.

Teaching and Research Positions Held as Doctoral Student

- 1989–1993 Research Associate General Management, with C. A. Bartlett, HBS (1989–1993)
Teaching Fellow, Graduate & Undergraduate *Industrial Organization*, with Richard Caves, Harvard University Graduate School of Arts and Sciences (1991–1993)
Instructor, *Mathematics for Management*, doctoral course (1990–1992)
Teaching Fellow *Economics of Markets & Industry Analysis* with F. M. Scherer, Kennedy School of Government (1991–1992)

AWARDS AND HONORS

- 2016 *10th Distinguished Global Thinker Award*, IILM Institute for Higher Education, New Delhi, India
- 2016 *Bharat Asmita Acharya Shreshtha: Best Teacher in Management Award*, MIT Group of Institutions, Pune, India
- 2015 *Distinguished Alumni Award 2015*, IIT Delhi, India
- 2008 *Robert Braucher Chair* as Professor of Practice, Harvard Law School
- 2002 2002 SMS Best Conference Paper Prize: Honorable Mention to “Sustaining Superior Performance through a Bubble: Inter– firm Differences in the e– Consulting Industry,” with M. J. Prats, Strategic Management Society
- 1999–2000 *Henry B. Arthur Fellowship* in recognition of work done in teaching ethics and developing second year course material, Harvard Business School
- 1992–1993 Harvard University Certificate of Distinction for Teaching Undergraduates
- 1988–1989 *McGillicuddy Doctoral Fellowship*, Harvard Business School
- 1981–1983 First rank, Indian Institute of Management, Ahmedabad
Director’s Gold Medal
S. K. Seth Memorial Award
Air India Industrial Scholarship

- 1976–1981 First rank; highest ever GPA of 10 on a 10–point scale, IIT Delhi
President of India Gold Medal
Raman Subramanian Prize
- 1976 First rank, All India Higher Secondary Examination, Central Board of Secondary Education
President of India Gold Medal
Indian National Scholarship
Tirath Ram Gold Medal
- 1971–1975 Senior Science Talent (1975)
Junior Science Talent (1973)
All India Merit Certificate (1971)

WORK EXPERIENCE

Board Positions

- 2007–Date Clutch Group, Independent Director
- 2011–Date Linklaters Law & Business School, Advisory Director
- 2014–Date Torrent Pharmaceuticals Ltd., Independent Director
- 2015–Date Management, Entrepreneurship, & Professional Skills Council (MEPSC), AIMA, Board of Governors
- 2015–Date Global Initiative for Academic Networks (GIAN), MHRD, Government of India, Member
- 2015–Date Festival of Innovation (FOIN) 2016, Rashtrapati Bhavan, Steering Committee Member
- 2014–Date National Institute of Securities Markets (NISM), Member of Board of Governors
- 2014–Date Council for Industry and Higher Education Collaboration (CIHEC), MHRD, Government of India, Member
- 2014–Date CIIE Initiatives, Member of Board
- 2013–Date Indian Council for Cultural Relations (ICCR), Ex–officio Board Member
- 2013–Date Association of Management Development Institutions in South Asia (AMDISA), Core Group Member
- 2013–Date Gujarat National Law University (GNLU), Executive Council Member
- 2015–Date NITI Aayog, Member of an Expert Committee on Innovation and Entrepreneurship
- 2016–Date Indian Council for Cultural Relations (ICCR), Finance Committee Nominee
- 2016–Date All India Management Association (AIMA), Distinguished Invitee on the Council of Management

Advisory

Consulted with the following organizations

Dates	Clients
2011–2014	ADIA
2015	Aditya Birla Group
2004–2011	Akin Gump
2014–2015	Allen & Gledhill
2014–2015	Allen & Overy
2010–Date	Amarchand Mangaldas
2004–2011	Arnold Bloch Leibler
2008–2008	Ashurst
2005–2012	Baker Tilly Virchow Kraus
2006–2015	Berwin Leighton Paisner
2010–2010	Borden Ladner Gervais
2013–2014	Bowman Gilfillan
2008–2015	Bucerius
2015	C B Paisley
2010–2010	CB Richard Ellis
2007–Date	Citi Private Bank
2004–Date	Council of Public Relation Firms
2000–2009	Credit Suisse
2006–2013	Dechert
2010–2014	Deloitte
2008–2011	Deutsche Bank
2010–2010	Duane Morris
2010–2013	Edwards Wildman Palmer
2000–2014	Egon Zehnder International
2004–Date	Ernst & Young
2005–2015	Eversheds
2007–2010	Freshfields
2002–2013	Fuld & Co.
2008–Date	GHD Engineering
2009–2010	ghSMART
2009–2015	Gibson Dunn
2012–Date	Goodwin Procter
2015–Date	Great Place to Work–India
2013–2015	Hannes Snellman
2011–Date	Hinkley Allen Snyder
2007–2010	Hogan Lovells
2007–2009	Holland & Knight
2010–2012	Homburger

2005–2008	Howrey
2007–2009	Hughes Hubbard
2009	Incisive Media
2010	Jenner & Block
2011–2012	Khaitan & Co.
2014–Date	KPMG–India
2009–2013	Latham & Watkins
2004–2014	Linklaters
2015–Date	Mayer Brown
2006–2010	McDermott Will & Emery
2016	McKinsey & Co.
2006–Date	Milbank Tweed
2006–2015	Novartis
2009–2010	Pfizer
2007–2015	PKF / Allinial
2005–Date	Plante & Moran
2009–2010	PLI
2005–Date	Praxity
2015–Date	RBSA
2010–2010	SAP
2008–2011	Savills
2009–2013	Shearman Sterling
2009–2013	Sheppard Mullin
2010	Skolkovo
2011–2012	Stout Risius Ross
2009–2010	Sullivan & Cromwell
2016	Tauil & Chequer
2010–2011	Towers Watson
2010–2010	Tozzini Freire
2014–Date	UBS
2016	VE Commercials–India
2010	Vinson & Elkins
2002–2013	White & Case
2014–2015	William Buck
2008–2014	Willkie Farr

Executive Responsibilities

Worked with the Tata Group of Companies as TAS Officer.

- 1983–1988 TAS Officer, The Tata Group, Mumbai
TAS officers are an in–house pool of managers who are assigned executive positions within the Tata group, one of the largest Indian private sector business groups
- Manager, Tata Engineering, Delhi (1988)
Headed a profit–center with \$40 million sales in Tata Engineering, one of the three largest private companies and the largest automobile manufacturer in India

Assistant Manager, Tata Engineering, Delhi, Bangalore, and Chandigarh (1984–1988)
Managed vehicle and spare parts sales to private customers, dealers, and government departments in Delhi, Northern India, and Southwest India

TAS Officer, The Tata Group, Mumbai (1983–1984)

Internal consulting projects with Tata companies, including Indian Hotels, Tata Steel, Tata Industries, VOLTAS, Tata Engineering, and Tata Services

PUBLICATIONS

BOOKS & MANUSCRIPTS

- B1 *Conflicted Professionals*, manuscript
- I. Chapter One: Broken Trust
 - II. Chapter Two: The Essence of Professionalism: Managing Conflict of Interest
 - III. Chapter Three: The Keeper of the Commons
 - IV. Chapter Four: Managing Client Conflicts
 - V. Chapter Five: Managing and Regulating Conflicts in the Professions
 - VI. Appendix One: Simulation of Rise and Fall of a Professional Association
- B2 *Professional services: Text and Cases*, with Thomas J. DeLong, New York: McGraw–Hill/Irwin, 2003

PAPERS

Papers related to professionalism

- P1 “Does Stardom Affect Job Mobility,” with B. Groysberg, HBS working paper 02– 029 revise and resubmit *Journal of Economics and Management Strategy*.
- P2 “Can They Take It With Them? The Portability of Star Knowledge Workers’ Performance” with B. Groysberg and L.E. Lee, *Management Science*, 54, 1213–1230.
- P3 “A Theory of Banking Structure,” co– author S. Das, *Journal of Banking and Finance*, v23(6), 1999, p. 863– 895.
- P4 “Use Joint Ventures to Ease the Pain of Restructuring,” with P. J. Williamson, *Harvard Business Review*, 73, no. 6 (November–December 1995): 119–128 reprinted in the *Harvard Business Review Strategic Alliances* collection, reprint no. 49530, pp. 1–11 and *Asuntos*, v, In.2 PDVSA DIED: Carcas, pp. 29– 45.
- P5 “When Do Joint Ventures Create Value?” with P. Mohanram, HBS no. 96– 028, *Academy of Management Best Papers Proceedings*, 1996.
- P6 “Resources, Capabilities, and Competencies,” in B. Moingeon and A. Edmondson, eds., 1996, *Organizational Learning and Competitive Advantage*, Sage: London.
- P7 “Unlock Your Imprisoned Assets: The Joint Venture Solution,” with P. J. Williamson, *European Management Journal*, July 1996. translated into Spanish as “Desbloquear Los Activos Cautivos: La Solucion de la Empresa Conjunta,” *Harvard Deusto Business Review*, March/April 1997).

- P8 “Coalitions Among Potential Entrants,” with P. Mohanram, HBS working paper 98– 056, *Proceedings of the 6th International Conference on Telecommunication Systems: Modeling and Analysis, 1998*
- P9 “Implementing Organizational Change,” *Comportamento Organizacional E Gest3o*, v3n1, 1997; (also published as a book in *Readings in Organization Science: Organizational Change in a Changing Context*, editors Miguel Pina E Cunha and Carlos Alves Marques, ISPA: Lisbon, October 1999, pp. 489– 522).
- P10 “The Risky Business of Hiring Stars,” with B. Groysberg and N. Nohria, *Harvard Business Review* 82, no. 5 (May 2004), R0405F.
- P11 “Does Individual Performance affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis”, with B.Groysberg and J.Prats, *Journal of Financial Transformation* 25 (March 2009): 95– 106.
- P12 “Hiring Teams from Rivals: Theory and Evidence on the Evolving Relationships in the Corporate Legal Market,” with M. Beardslee, J. Coates and D. Wilkins, working paper, August, 2010.
- P13 “Hiring Teams, Firms and Lawyers: Evidence of the Evolving Relationships in the Corporate Legal Market,” with Michele DeStefano Beardslee, John C. Coates IV, and David B. Wilkins, *Law and Social Inquiry*. 36, 4 (2011)

NEWSPAPER AND MAGAZINE OP– EDS

01. “Of Entitlements and Privileges,” *Hindu Business Line*, April 20, 2016.
02. “Higher Education Is Not Just About Funding,” *Hindu Business Line*, March 3, 2016.
03. “Not By Bricks Alone,” *Live Mint*, April 27, 2015.
04. “Viewpoint: Reexamining Independence–The Virtue of Taking Equity,” *Consulting Magazine*, June 2000, 58– 60.
05. “Keeping Venture Capitalists on the Straight and Narrow,” *The Financial Times*, August 15, 2001, 26.
06. “Why Acquisitions of Professional Partnerships by Public Corporations Often Fail,” *Consulting Magazine*, October 2004.
07. “Lawyers Should Be Recruited Like Doctors,” *The American Lawyer*, October 13, 2009.
08. “History Rhymes,” *AmLaw Daily*, Jan. 29, 2010.

CASE STUDIES, COURSE NOTES, AND TEACHING NOTES

Course material related to professionalism

- C1 “The Essence of Professionalism: Managing Conflict of Interest,” course note 903– 120, also published as HBS working paper 03– 066
- C2 “The Professional Pledge and Conflict of Interest,” note 899– 177
- C3 “Who is a Professional?,” note 904– 047, also published as HLS case study 08– 05 (2007)
- C4 “Being a Professional,” with K. Morrell, compilation 904– 041

- C5 “Broken Trust: Role of Professionals in the Enron Debacle,” case 903– 084, also published as HBS working paper 03– 065
- C6 “Analyst Conflicts,” (A)–(B), 904– 021, 904– 022
- C7 “Professional Associations,” note 904– 054
- C8 “Consulting by Auditors,” (A), with K. Haddad and N. Hsieh, case 902– 161, (B), with K. Haddad, 903– 069, (C), with L. Prusiner, 905– 020, “An Ancient Fable,” case 903– 138
- C9 “Hewlett Packard and Mark Hurd,” (A)–(D), with Nicholas Semi Haas, HLS 13– 12, 13– 13, 13– 14, 13– 15 (2012)
- C10 “The American Medical Association,” case 905– 019
- C11 “The American Medical Association– Sunbeam Deal,” (A)–(C), with K. Haddad, cases 801– 326, 801– 327, 802– 091
- C12 “Crisis and Response: Sexual Abuse Allegations in the Boston Archdiocese,” (A)–(B), cases 904– 048, 904– 049
- C13 “Learning from Scandals: Responsibility of Professional Organizations,” note 905– 037
- C14 “Evolution of Public Reputation of a Profession,” (A), (B), cases 904– 052, 904– 053, courseware 904– 071
- C15 “Managing Client Conflicts,” note 904– 059
- C16 “The Saga of Prince Jefri and KPMG,” (A)–(D), cases 899– 266, 899– 267, 899– 268, 899– 269
- C17 “Competition Between the Professions: Law Firms vs. Accounting Firms,” note 899– 301
- C18 “AdNet,” (A)–(E), with K. Haddad, cases 902– 024, 902– 025, 902– 026, 902– 027, 905– 007, with L. Prusiner, teaching note 905– 036
- C19 “Ethics in Venture Capital,” note 902– 028
- C20 “Sherif Mityas at A.T. Kearney,” (A)–(D), with K. Morrell, cases 904– 031, 904– 035, 904– 037, 904– 074, with L. Prusiner, teaching note 905– 028
- C21 “Professionals’ Quandaries,” with T. DeLong and S. Landry, case 800– 371
- C22 “Tim Hertach at GL Consulting,” (A)–(D), with T. DeLong and S. Landry, cases 800– 153, 800– 382, 800– 383, 800– 172, teaching note 801– 029

Course material related to Leadership and Management of Professional Service Firms

- C23 “Tiantong & Partners: Transforming Litigation in China,” with Lisa Rohrer, case study HLS 15–18 (2016).
- C24 “Fangda Partners: A Step Ahead,” with Lisa Rohrer, case study HLS 15–17 (2016).
- C25 “The Demise of Howrey,” with Nicholas Semi Haas, case study HLS 12–29 (2012); Mandarin Translation (2013).
- C26 “Ellen Harvey,” with Das Narayandas, Mike Mister, and Nicholas Semi Haas, case study HLS 13– 21 (2013).
- C27 “Three Vignettes on Pricing of Professional Services,” with George Triantis, Kevin Doolan, and Nicholas Semi Haas, case study HLS 13– 17 (2013).

- C28 “William Fox,” with M. Brewerton, case study HLS 09– 27 (2009).
- C29 “A Tale of Three Teams,” with L. Prusiner and M. Brewerton, case study HLS 09– 03 (2009); “A Tale of Three Public Relations Teams,” with L. Prusiner and M. Brewerton, case study HLS 08– 08 (2008); “A Tale of Three Asset Management Teams,” with L. Prusiner and M. Brewerton, case study HLS 09– 40 (2010); “A Tale of Three Finance Teams,” with L. Prusiner and L. Rohrer, case study HLS 10– 14 (2010); “Three Teams at Harris and Graves,” with John Gabarro and Lauren Prusiner, case study HLS 12– 07 (2012); “Three Teams at Harris and Graves: Role Play Package,” with John Gabarro and Lauren Prusiner, case study HLS 12– 13 (2012).
- C30 “Managing the Client Portfolio,” with Nitin Nohria, case study HLS 10– 09 (2010); Mandarin Translation (2013).
- C31 “Client Service at Fraser and Stephens (A),” with Monet Brewerton, case study HLS 10– 28 (2012).
- C32 “From Brussels to Paris,” with Monet Brewerton, case study 09– 39 (2009); “From Stamford to New York,” with Monet A. Brewerton, and Marvelle Sullivan, case study HLS 10– 04 (2009).
- C33 “Lehman Brothers (A) Rise of Equity Research Department,” with Boris Groysberg and Laren Prusiner; (B) “Exit Jack Rivkin,” cases 902– 034 (2008), 906035 (2009); (C) “The Decline,” with Boris Groysberg, case 902– 003 (2009).
- C34 “Strategic Review at Egon Zehnder International,” (A)–(C), with K. Morrell, cases 904– 071, 904– 072, 904– 073, with L. Prusiner, teaching note 905– 027
- C35 “International Profit Associates,” with T. DeLong and M. Mullick, case 801– 937, with T. DeLong and Ying Liu, teaching note 902– 059
- C36 “Ecolab Inc.,” (A)– (E), cases 396– 371, 898– 216, 396– 374, 898– 279, 898– 214, (F) with J. Hinsey, case 898– 215, video, 397– 507, supplements, 397– 105, 397– 106, teaching note, 397– 103
- C37 “Venture Law Group,” (A)–(C) with T. DeLong and S. Landry, 800– 065, 800– 191, 903– 116, teaching note 902– 215
- C38 “Bain & Co.: Making Partner,” with P. Fagan, case 899– 066, “Bain & Co., Inc.: Phyllis Yale in Conversation with MBA students,” video 800– 503, with L. Prusiner, teaching note 905– 032
- C39 “Developing Professionals the BCG Way,” (A), (B), with K. Morrell, cases 903– 113, 904– 068, with L. Prusiner, teaching note 905– 029
- C40 “Tom Tierney at Bain & Company,” (A)–(D), with P. Fagan, 899– 291, 800– 071, 800– 259, 800– 260, with L. Prusiner, teaching note 905– 034
- C41 “Planning in Professional Service Firms,” with K. Morrell, case 903– 085, “Planning Exercise,” course software 903– 701
- C42 “Note on Staffing in Professional Service Firms,” note 903– 110, “Staffing in Professional Service Firms,” with L. Prusiner, case 905– 026
- C43 “Profitability Drivers in Professional Service Firms,” note 904– 064
- C44 “Family Feud,” (A), (B), with S. Landry, 800– 064, 800– 210, with L. Prusiner, teaching note 905– 033.
- C45 “Where to from Here?” with Joshua Margolis, case HLS 13– 17

- C46 “Instructors’ Guide to the Professional Service Course,” note 905– 040
- C47 “The Professional Service Course,” HBS note 904– 058; HLS note 08– 03 (2009)
- C48 “An Overview of the Professional Services Course,” with T. DeLong, note 800– 282.
- C49 “Introduction to the Challenges Facing PSFs,” with T. DeLong and S. Landry, note 801– 007
- C50 “External Strategy for Sustained Competitive Advantage,” with T. DeLong and S. Landry, note 801– 008
- C51 “Internal Strategy of Organizational Design,” with T. DeLong and S. Landry, note 801– 009
- C52 “Managing the Organization Through Processes,” with T. DeLong and S. Landry, note 801– 010
- C53 “Serving Clients Effectively,” with T. DeLong and S. Landry, note 801– 011
- C54 “Succeeding in PSFs,” with T. DeLong and S. Landry, note 801– 012
- C55 “Becoming a Professional,” with T. DeLong and S. Landry, note 801– 013
- C56 “Strategy and Positioning in Professional Service Firms,” note 904– 060, also published as HLS case study 08– 06 (2007)
- C57 “McKinsey and Company: An Institution at a Crossroads,” with K. Morrell, case 903– 080
- C58 “Infosys Technologies, Limited,” with T. DeLong, case 801– 445, with T. DeLong and Ying Liu, teaching note 902– 057
- C59 “The HBS California Research Center,” with T. DeLong and S. Landry, case 800– 189
- C60 “The Rise and Decline of e– Consulting,” with M. J. Prats, 902– 175
- C61 “Note on E– Consulting,” with T. DeLong, T. Agan, and S. Landry, 800– 312
- C62 “AGENCY.COM,” (A), (B), with T. DeLong and S. Landry, 800– 061, 800– 062
- C63 “Woodland Partners: Field of Dreams?” with T. DeLong and T. Seides, 800– 070, teaching note 801– 017
- C64 “Eggrock Partners, LLC,” (A), (B), with T. DeLong and S. Woerner, teaching note 801– 016
- C65 “Diamond in the Rough,” (A), (B), with T. DeLong, teaching note 801– 134, Mel Bergstein in conversation with MBA students, video, RT 9:00
- C66 “Interactive Minds,” (B), with T. DeLong, C. Darwell, and S. Landry, case 800– 114
- C67 “Scale and Scope in Professional Service Firms,” note 903– 117
- C68 “The Credit Suisse Group,” with K. Morrell, case 903– 069
- C69 “History of Investment Banking,” with T. DeLong and Lynn Villadolid Roy, note 902– 168
- C70 “The Major Global Stock Exchanges,” with T. DeLong and Lynn Villadolid Roy, note 902– 169
- C71 “Cap Gemini Ernst & Young,” (A), (B), with B. Moingeon, L. Haueisen Rohrer, and G. Soenen , cases 903– 056, 903– 057, with L. Prusiner, teaching note 905– 030
- C72 “Note on Valuation–Compensation Tradeoff in Professional Service Firm Acquisitions,” note 903– 111

- C73 “Thomas Weisel Partners,” (A), (B), with T. DeLong and S. Landry, 800– 215, 800– 331, video “Thomas Weisel in Conversation with MBA Students,” 801– 804, teaching note 801– 015
- C74 “Andersen Consulting—EMEAI: Reorganization for Revitalization,” with M. Y. Yoshino, case 396– 007, supplements 396– 375, 899– 035, videos “Bill Barnard on Organizational Change,” 397– 501, “Organizational Change at Andersen Consulting,” 899– 510
- C75 “Ownership Structure in Professional Service Firms: Partnership versus Public Corporation,” note 905– 038
- C76 “The Goldman Sachs IPO,” with M. Salter, B. Groysberg, and S. Matthews, case 800– 016, with L. Prusiner, teaching note 905– 035
- C77 “Compensation in Professional Service Firms,” note 905– 039, also published as HLS case study 10– 24 (2010)
- C78 “Camp Dresser & McKee: Getting Incentives Right,” with M. J. Prats, case 902– 122
- C79 “Jill Greenthal at Donaldson, Lufkin & Jenrette: The AT&T/TCI Deal,” cases (A), (B), with T. DeLong and S. Thorp, 800– 213, 800– 242
- C80 “&Samhoud Service Management,” with T. DeLong and M. Mullick, case 801– 398, teaching note 902– 058
- C81 “Leading Public Professional Service Organizations,” note 903– 123
- C82 “Linklaters (A): Seeking Clear Blue Water,” with L. Prusiner, case 08– 01 (2007)
- C83 “Abby Joseph Cohen: A Career in Retrospective,” with K. Lieb, case 903– 118
- C84 “Tom Tierney’s Reflections,” with K. Morrell and M. Mullick, case 903– 127
- C85 “Tradeoffs: Juggling Careers in Professional Services Firms with Private Life,” with T. DeLong and S. Landry, case 801– 463
- C86 “Career Launch: The First Twelve Months,” with T. DeLong, HLS 08– 04 (2007), “The First Six Months: Launching Your Career in Professional Services,” with T. DeLong and S. Landry, 800– 373, teaching note 801– 138
- C87 “Career Strategies and Tactics in Professional Service Firms,” with T. DeLong, and S. Landry, note 800– 375
- C88 “Axiom: Getting Down to Business,” with David Wilkins and Lisa Rohrer, HLS 09– 20 (2012)
- C89 “Berwin Leighton Paisner (A): Crafting a Law Firm Merger,” with Lauren Prusiner and Lisa Rohrer, HLS 09– 12 (2011)
- C90 “Bill Foxworth,” with Monet Brewerton, HLS 11– 19 (2011)
- C91 “Bingham McCutchen: Combinatorial Mathematics,” with Monet Brewerton, HLS 09– 26 (2011)
- C92 “Business Planning at McDermott Will & Emery,” HLS 11– 01 (2010)
- C93 “David Lee at Solomon & Myer,” with John J. Gabarro and Edwina Smith, HLS 12– 03 (2012)
- C94 “David Oliver,” with John J. Gabarro and Monet A. Brewerton, HLS 10– 08 (2010)
- C95 “Ernest Shackleton's Journey to Endurance,” with Nicholas Tabor, HLS 10– 10 (2010)

- C96 “Managing the Client Portfolio,” with Nitin Nohria, HLS 10– 09 (2009)
- C97 “Practice Economics in a Professional Partnership,” HLS 09– 01 (2006)
- C98 “Robinson & White: Pay for Performance,” (A) HLS 12– 24 (2012), “Robinson & White (B): Compensation Review” with Lisa Rohrer, HLS 12– 25 (2012)
- C99 “Slater & Gordon,” (A), (B), with John Coates and Monet Brewerton, HLS 10– 07, 12– 11 (2012)
- C100 “Transformation at Taylor,” with Lisa Rohrer, HLS 09– 03 (2011)
- C101 “The Professional Services Course,” HLS 08– 03 (2009)
- C102 “Tiantong & Partners: Transforming Litigation in China,” with Lisa Rohrer, HLS 15– 18 (2016)
- C103 “Ownership Structure in Professional Service Firms,” with L. Prusiner, HLS 08– 09 (2010)

Course material related to managing human capital

- C104 “Vermeer Technologies,” with T. Mahmood, A, A– 1, cases 397– 078, 397– 079, with G. Levenson, B– G, cases 397– 080, 397– 081, 397– 082, 397– 085, 397– 110, 397– 121, videos “Vermeer Technologies (A): A Company is Born,” 899– 505, “Vermeer Technologies: Realizing the Dream,” 899– 507, “Vermeer Technologies: Making Transitions,” 899– 508, “Vermeer Technologies: Product Demonstration,” 899– 506
- C105 “Walt Disney’s Dennis Hightower: Taking Charge,” case 395– 055, “Dennis Hightower: Walt Disney’s Transnational Manager,” case 395– 056, “Walt Disney’s Dennis Hightower: Weaving Together the European Operations,” case 898– 026, “Dennis Hightower: New Horizons,” case 396– 316, video “Dennis Hightower in Conversation with MBA Students,” 396– 512, supplement 395– 149, teaching note 395– 201
- C106 “Intel Corporation: Leveraging Capabilities for Strategic Renewal,” with C.A. Bartlett, case 394– 141, teaching note 395– 227
- C107 “Richardson Sheffield,” case 392– 089,” with C.A. Bartlett, teaching note 395– 212
- C108 “Ingvar Kamprad and IKEA,” with C.A. Bartlett, case 390– 132, teaching note 395– 155
- C109 “The House of Tata,” with J.E. Austin, case 792– 065
- C110 “Emmet Stephenson: Profile of an Entrepreneur,” with G. Levenson and E. Zschau , case 898– 049

Course material related to management across organizational boundaries

- C111 “Honda– Rover,” (A)– (E), with R. Fortgang and J. Sebenius, cases 899– 223, 899– 224, 899– 225, 899– 226, 899– 227
- C112 “PDVSA & Citgo,” (A) and (B), cases 899– 220, 899– 221, with L. Lopez, teaching note 899– 103
- C113 “Komatsu and Dresser: Putting Two Plus Two Together,” with G. Levenson, case 898– 269, teaching note, 399– 076
- C114 “IBM and Siemens,” (A)– (C), with A. Davila and G. Levenson, cases 397– 058, 397– 061, 397– 062, teaching note 397– 060

- C115 “Corning Inc.: A Network of Alliances,” with C.A Bartlett, case 391– 102, teaching note 394– 018

General Management course material

- C116 “A User’s Guide to the General Management Course,” with E. Zschau, note 899– 006
- C117 “Down the General Management Memory Lane,” with E. Zschau, note 899– 007
- C118 “General Management: A Conceptual Introduction,” with C. Bartlett, note 396– 161
- C119 “The General Manager’s Operational Challenge: Managing Through People,” with C. Bartlett, note 396– 400
- C120 “The General Manager’s Organizational Challenge: Embedding and Leveraging Capability,” with C. Bartlett, note 397– 011
- C121 “The General Manager’s Leadership Challenge: Building a Self– Renewing Institution,” with C. Bartlett, note 397– 023
- C122 “Gurcharan Das,” video, with H. Uytendhoeven, RT 19:25

Material related to participant– centered learning

- C123 Contributed to “Participant– Centered Learning and the Case Method,” videotape and CD– ROM 904– 421

Professional Activities

- 1993–2007 Refereed articles for *Management Science*, *Strategic Management Journal*, *Journal of Economics and Management Strategy*, *Quarterly Journal of Economics*, *Academy of Management*, and *Organization Science* and manuscripts for HBS Publishing

PARTIAL LIST OF KEYNOTE SPEECHES & PRESENTATIONS

- p1 *Inflection Point in the Tide of Globalization?*, IIMA Alumni Association Pune Chapter, Pune (2017)
- p2 *Viewing the Future of Executive Education Through The Lens of India*, Keynote at HBS UNICON Conference, Mumbai (2017)
- p3 *Result Based Management: Making CSR Impactful*, National CSR Conclave 2017: Decoding the CSR Ecosystem in India, Ahmedabad Management Association (2017)
- p4 *Incentives for Innovation in Public Policy and Programs*, Co-chaired at Festival of Innovation (FOIN), President’s Office, New Delhi (2017)
- p5 *Addressed* students of Jamnalal Bajaj Institute of Management Studies, Mumbai (2017)
- p6 *Rights and Responsibilities of the Public Professional*, Lecture at Central Vigilance Commission, New Delhi (2017)
- p7 *Management Education: The Scenario in India*, Key Note Address at Inauguration of 14th AIMS International Conference on Management, MICA, Ahmedabad, Gujarat (2016)
- p8 *Address at Pre-Convocation Programme, “We Are Proud of You”*, The Maharaja Sayajirao University of Baroda, Vadodara, Gujarat (2016)

- p9 *IIMA Today and its Interface with Government and Public Policy*, Speech at Alumni in Government Meet, New Delhi (2016)
- p10 *Learn in India – Learn for the World*, Theme Session at 12th FICCI Higher Education Summit 2016, New Delhi (2016)
- p11 *Bias for Action*, Talk at Indian Institute of Technology Gandhinagar, Gujarat (2016)
- p12 *The Age of ‘Disruption’*, IIMA Alumni London Annual Confluence, London (2016)
- p13 *Castles in Sand: India and the Tide of Globalization*, 7th R.K. Talwar Memorial Lecture, Mumbai, India (2016)
- p14 *Reintegrating Returning Diaspora*, “Diaspora: Transferring Knowledge and Encouraging Innovation, Pravasi Bhartiya Divas, Ministry of External Affairs, New Delhi (2016)
- p15 *Leadership and Change in an Interconnected World: The View From IIMA*, IIMA Alumni Association New York Chapter, US (2016)
- p16 *Women Empowerment*, Chief Guest at Annual General Meeting of Kheda Jilla Swashrayee Mahila Bachat Mandal, SEWA, Anand, Gujarat, India (2016)
- p17 *Globalization: Inflection Point?* Citi Leaders Council, Armonk, NY (2016)
- p18 *Innovation and Design Thinking in Professional Services*, Council of Public Relation Firms, New York, NY (2016)
- p19 *Effective CSR*, IIMA Alumni Chennai Chapter, Chennai (2016)
- p20 *Perspective on Learning and Development*, HR Conclave, Mumbai (2016)
- p21 *Developing Capable Defense Forces*, Chief Guest at Convocation of Officer–Cadets of Indian Naval Academy, Ezhimala, Kannur, Kerala (2016)
- p22 *Leadership*, YPO/ WPO Conference, Sao Paulo, Brazil (2016)
- p23 *Innovation in Public Policy*, Festival of Innovation (FOIN), President’s Office, New Delhi (2016)
- p24 *Alumni Connect*, IIMA Alumni Association Bengaluru Chapter, Bengaluru (2016)
- p25 *Innovation and Entrepreneurship*, IIMA Alumni Association Pune Chapter, Pune (2016)
- p26 *Legal Convergence in Asia*, Conference on Doing Business Across Asia, Singapore (2016)
- p27 *Lessons in Life*, IIMA Amaethon, Gujarat, India (2016)
- p28 *The Future of Innovation*, IIMA Alumni London Confluence: Startups, Unicorns, & Global Businesses, London (2015)
- p29 *Being Successful as Entrepreneurs*, Akhil Bharatiya Kutch Kadva Patidar Yuvasangh Vibrant Business Summit, Gandhinagar, Gujarat, India (2015)
- p30 *Nurturing Innovation in India*, India US Startup Konnect, San Jose, CA, USA (2015)
- p31 *Leadership in Professional Organization*, Confederation of Indian Industries HR Conclave, Ahmedabad, Gujarat, India (2015)
- p32 *Innovation and Design Thinking in Professional Service Firms*, Citi Leaders Council, Armonk, NY (2015)
- p33 *Power of Mentorship*, Launch of Project Udaan, YUVA Unstoppable, Ahmedabad, Gujarat, India (2015)

- p34 *Global Competition and Implications for Legal Service Businesses*, Singapore Legal Future Conference, Singapore (2015)
- p35 *Looking to the Future*, IIM Ahmedabad Alumni Association Study Circle Meet, Kadi, Gujarat, India (2015)
- p36 *Activities and Challenges*, IIMA Alumni CXO Meet, Mumbai, India (2015)
- p37 *Leading Enterprises Successfully*, 42nd Annual Conference of International Clubs of Lions District 323B, Ahmedabad, Gujarat, India (2015)
- p38 *Regulation of Professionals*, International Conference on Law & Economics, Gandhinagar, Gujarat, India (2015)
- p39 *IIMA Status and Plans*, IIMA Alumni Association Hyderabad Chapter, Hyderabad, India (2015)
- p40 *Make in India*, Pune International Centre, Pune, India (2015)
- p41 *Professionalism*, Law & Economics Conference, Gujarat National Law University, Gandhinagar, Gujarat, India (2015)
- p42 *Leading Public Professional Service Organizations*, Central Excise & Service Tax Office Annual Conference, Ahmedabad, Gujarat, India (2014)
- p43 *Vision for IIMA*, IIMA Alumni Association Chennai Chapter Meeting, Chennai (2014)
- p44 *Vision for IIMA*, IIM Ahmedabad Alumni Association Bangalore Chapter Meeting, Bangalore, India (2014)
- p45 *Motivation of Academics*, IIMA Faculty Development Program, Gujarat, India (2014)
- p46 *Human Capital Intensive Industries: Global Developments and Indian Perspective*, Bombay Chamber of Commerce and Industry, Mumbai, India (2014)
- p47 *Industry– Academic Collaboration*, Organization of Pharmaceutical Producers of India, Mumbai, India (2014)
- p48 *Powering Indo-British Innovation*, IIMA Innovation Forum, London (2014)
- p49 *Innovations in Higher Education and Education for Innovations*, Public Policy Conference, Delhi, India (2014)
- p50 *Professional Services Export from India–Challenges, Opportunities, and Issues*, Department of Commerce and Confederation of Indian Industries, Delhi, India (2013)
- p51 *Learning from Law Firm Failures*, Citi Leaders Council, Armonk, NY (2013)
- p52 *Bingham McCutchen*, Practising Law Institute, Cambridge, MA (2010)
- p53 *Leadership in Challenging Times*, Citi Law Firm Leaders Council, Armonk, NY (2012)
- p54 *Rise of the Corporate Legal Sector*, Program in Legal Profession Conference, Cambridge (2012)
- p55 *Law Firm Models for the Future*, Homburger Forum, Zurich (2012)
- p56 *Legal Services Industry*, AALS, Washington DC (2012)
- p57 *The India Legal Services Industry*, Program in Legal Profession Conference, Cambridge (2011)
- p58 *Delivering Locally in a Global Environment*, Citi Law Firm Leaders Council, Armonk, NY (2011)

- p59 *Leadership and Management*, Savills, London (2011)
- p60 *Leadership in Human Capital Intensive Firms*, Novartis Executive Forum, Boston (2010)
- p61 *Leadership in Law Firms*, Legal Education Conference, NYC (2010)
- p62 *The Producer Leader Dilemma*, American Lawyer (2009)
- p63 *Campus Lecture: What Leads to Superior Performance*, Novartis, Basel (2009)
- p64 *Leadership in Law Firms*, Citi Law Firm Leaders Council, Armonk, NY (2009)
- p65 *Challenges Facing GCs*, Pfizer, Hyatt Regency Greenwich (2009)
- p66 *Partner Mobility Across Law Firms*, HLS Faculty Workshop, Cambridge MA (2009)
- p67 *The Legal Profession Today: Local and International Practice*, Qatar Legal Forum, Doha, Qatar (2009)
- p68 *Strategic Choices for Innovative Professional Service Firms*, HBS Conference on Alternative Business Models for PSFs, Boston, MA (2009)
- p69 *Perspectives on the Global Law Firm*, HLS Globalization Conference, Cambridge, MA (2008)
- p70 *Leading and Motivating Star Professionals*, PKF, Atlanta, GA (2008)
- p71 *Distribution of Economic Performance Among US Law Firms*, HLS and Stockholm University School of Law colloquium, Cambridge, MA (2007)
- p72 *Leading Professional Service Firms*, Praxity Leadership Conference, Chicago (2007)
- p73 *The Producing Manager in a Professional Services Firm*, The Lawyer Conference, London (2007)
- p74 *Does Individual Performance Affect Entrepreneurial Mobility? Empirical Evidence from the Financial Analysis Market*, NBER Conference on Entrepreneurship: Strategy and Structure, Jackson, WY, presented by co– author (2007)
- p75 *Leading Change in Professional Service Firms*, Law Firm Leaders’ Council, Savannah, GA (2007)
- p76 *Leading Change in Professional Service Firms*, Legal Leaders’ Forum, Montreaux, Switzerland (2007)
- p77 *Client Service in Professional Service Firms*, Council of Public Relation Firms, New York, NY (2007)
- p78 *Leadership in a Real Estate Company*, Harvard Graduate School of Design, Cambridge, MA (2007)
- p79 *Insights on Work Organization in Professional Services*, Sloan Industry Studies Annual Conference, Cambridge, MA (2007)
- p80 *Leading Professional Service Firms*, MRI Network, Southfield, MI (2006)
- p81 *Leadership in Law Firms*, American Lawyer Managing Partners’ Forum, New York, NY (2006)
- p82 *Motivating and Developing Your Star Professionals*, The Lawyer Conference, London (2006)

- p83 *Risky Business: Lessons From Professional Service Firms Applicable to Not-for-Profit Professional Service Organizations*, Willow Creek Leadership Summit, Barrington IL (2006)
- p84 *Leading and Leveraging Your Star Professionals*, Law Firm Leaders' Council, Vail, CO (2006)
- p85 *Leading Change in Professional Service Firms*, Council of Public Relation Firms, New York, NY (2006)
- p86 *The Practice of Management*, International Finance Corporation, Lagos, Nigeria (2006)
- p87 *Challenges Facing Law Firm Leaders*, Citi Law Firm Leaders Council (2004)
- p88 *Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry*, with M. J. Prats, Academy of Management, New Orleans, LA (2004)
- p89 *Does Stardom Affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis*, with B. Groysberg, Academy of Management, New Orleans, LA (2004)
- p90 *Challenges Facing Law Firm Leaders*, Legal Leaders' Forum, Newmarket-on-Fergus, Ireland (2004)
- p91 *Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry*, with M. J. Prats, Clifford Chance Conference on Professional Service Firms, Boston, MA (2004)
- p92 *Leading Professional Service Firms*, HBS Reunion, Boston, MA (2004)
- p93 *Leadership Challenges in Professional Service Firms*, Lawyer Conference for Law Firm Leaders, London (2004)
- p94 *Leadership Challenges in Professional Service Firms*, Council of Public Relation Firms, New York, NY (2004)
- p95 *The Ethical Challenges Facing Professionals*, Society for Competitive Intelligence Professionals, Cambridge, MA (2004)
- p96 *Outsourcing of Professional Services*, Sloan Industry Studies Annual Meeting, Cambridge, MA (2004)
- p97 *The Risky Business of Hiring Stars*, with B. Groysberg, Sloan Industry Studies Annual Meeting, Cambridge, MA (2004)
- p98 *Can They Take it With Them? The Portability of Star Knowledge Workers' Performance: Myth or Reality?* with B. Groysberg, Allied Social Science Associations, San Diego, CA (2004)
- p99 *Professionals Pursuing New Business Opportunities: Do They Really Need to Leave Their Firm? Empirical Evidence from the e-Consulting Industry*, with M. J. Prats, Symposium on Worker Response to Constraints, Academy of Management, Seattle, WA (2003)
- p100 *Sustaining Superior Performance in High Velocity Environments: Empirical Evidence from the e-Consulting Industry*, with M. J. Prats, Clifford Chance Oxford Conference on Professional Service Firms, Said Business School, Oxford, UK (2003)
- p101 *Management Challenges in Law Firms*, Law Firms' Executive Directors' Conference, New York, NY (2003)

- p102 *Sustaining Performance through a Boom and Bust Period: Inter– Firm Differences in the e–Consulting Industry*, with M. J. Prats, HBS Entrepreneurial Management Seminar, Boston, MA (2003)
- p103 *Conflicts of Interest in the Professions*, HLS Ethics and Law Workshop, Cambridge, MA (2002)
- p104 *Entrepreneurship and Knowledge Workers: Dispositional and Situational Drivers*, with M. J. Prats, and B. Groysberg, Strategic Management Society, Paris, France (2002)
- p105 *Sustaining Superior Performance through a Bubble: Inter– firm Differences in the e–Consulting Industry*, Strategic Management Society, Paris, France (2002)
- p106 *Does Stardom Affect Job Mobility?* with B. Groysberg., Academy of Management, Denver, CO (2002)
- p107 *Entrepreneurship Among Knowledge Workers: Evidence From Equity Analyst Market*, with B. Groysberg and M. J. Prats, Academy of Management, Denver, CO (2002)
- p108 *Turnover and Performance of Star Analysts*, Career Evolution Conference, Cambridge, MA (2002)
- p109 *Conflict of Interest in the Professions*, Center for Ethics and the Professions, Harvard University, Cambridge, MA (2001)
- p110 *Strategic and Organizational Challenges Facing Law Firms*, New York/London Law Firms Colloquium, New York, NY (2001)
- p111 *Managing Conflict of Interest is Central to Being a Professional*, HBS Social Enterprise Faculty Seminar, Boston, MA (2001)
- p112 *Managing Professional Service Firms*, PSF Forum, University of St. Galen Series, St. Galen, Switzerland (2001)
- p113 *Future of e– Business Service Firms*, HBS Cyberposium, Boston, MA (2001)
- p114 *Managing Professional Service Firms*, INALDE, Bogota, Colombia (2000)
- p115 *Managing Professional Service Firms*, HEC, Paris, France (2000)
- p116 *Equity versus Fee for Service*, Association of Management Consulting Firms, Boston, MA (2000)
- p117 *Conflict of Interest*, Center for Ethics and the Professions, Harvard University, Cambridge, MA (2000)
- p118 *Strategic Alliances*, Program on Negotiations, Harvard University, Cambridge, MA (2000)
- p119 *When Superstars Switch Allegiance: Turnover of Ranked Investment Analysts*, with B. Groysberg, Strategic Management Society, Berlin, Germany (1999)
- p120 *When Superstars Switch Allegiance*, with B. Groysberg, *Institutional Investor* seminar, New York, NY (1999)
- p121 *Managing Human Capital*, HEC, Paris, France (1999)
- p122 *Managing Professionals*, INALDE, Bogota, Colombia (1999)
- p123 *Managing Alliances*, INALDE, Bogota, Colombia (1999)
- p124 *Using Alliances to Overcome Capital Constraints*, with D. Arhodidis, Strategic Management Society, Orlando, FL (1998)

- p125 *Management Challenges Before Law Professionals*, Association of Legal Administrators, Boston, MA (1998)
- p126 *Do RBOC Coalitions Diminish Competition in Long Distance?* with P. Mohanram, INFORMS Telecom conference, Nashville, TN (1998)
- p127 *Coalitions for Market Entry*, with P. Mohanram, International Conference on Telecommunications (1998)
- p128 *When Do Joint Ventures Create Value?* with P. Mohanram, Columbia University, New York, NY (1997)
- p129 *Strategic Alliances*, University of Lausanne, Lausanne, Switzerland (1997)
- p130 *Strategic Alliances*, Confederation of Indian Industry, New Delhi, India (1997)
- p131 *Strategic Alliances*, IIMA, Ahmedabad, India (1997)
- p132 *Strategic Alliances*, IIT Delhi, India (1997)
- p133 *A Theory of Banking Structure*, with S. Das, NBER conference, Cambridge, MA (1996)
- p134 *Coalitions for Market Entry*, with P. Mohanram, Strategic Management Society, Barcelona, Spain (1997)
- p135 *International Expansion through Joint Ventures*, with P. Williamson, Strategic Management Society, Phoenix, AZ (1996)
- p136 *Implementing Organizational Change*, Academy of Management, Cincinnati, OH (1996)
- p137 *When Do Joint Ventures Create Value?* with P. Mohanram, Academy of Management, Cincinnati, OH (1996)
- p138 *A Theory of Banking Structure*, with S. Das, Western Finance Association symposium (1996)
- p139 *Joint Ventures as Transitory Signaling Mechanisms*, with P. Williamson, European Science Foundation EMOT conference, Como (1995)
- p140 *Managerial Competence in a Complex Business Environment*, with M. Moldoveanu and H. Stevenson, Academy of Management, Vancouver, BC (1995)
- p141 *Specialization Within a Firm*, Stern School, New York University, New York, NY (1995)
- p142 *Strategy, Organization, and Performance in Semiconductors Industry*, Strategic Management Society, Paris, France (1994)
- p143 *Joint Ventures to Ease Restructuring Pain*, with P. Williamson, Strategic Management Society, Paris, France (1994)
- p144 *Project Management to Project Stream Management*, with T. Khanna, Academy of Management, Dallas, TX (1994)
- p145 *Specialization Within a Firm*, TIMS/ORSA conference, Phoenix, AZ (1993)