

Ashish Nanda

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Newton MA 02459
USA

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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

APPOINTMENTS & ASSIGNMENTS

- 2017–Date Senior Lecturer, Harvard Business School
- 2013–2017 Director, Indian Institute of Management Ahmedabad
- 2008–2013 Robert Braucher Professor of Practice, 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

Administrative Assignments

- 2014–2017 Director of mentee institution IIM Nagpur
- 2006–2013 Faculty Director, Harvard Law School Executive Education
- 2010–2013 Faculty Director, Case Development Initiative, Harvard Law School
- 2006–2008 Research Director, Program on the Legal Profession, Harvard Law School

Courtesy Appointments

- 2013–Date Distinguished Executive Education Fellow, Harvard Law School
- 2013–2017 Executive Education Fellow, Harvard Business School
- 2008–2013 Faculty Fellow, Center for Legal Profession, Harvard Business School

PUBLICATIONS

Books & Manuscripts

- B1 *Professionalism*, manuscript
- B2 *Professional services: Text and Cases*, with Thomas J. DeLong, New York: McGraw–Hill/Irwin, 2003

Papers

Developing and Leveraging Professionals

- P1 “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)
- P2 “Can They Take It With Them? The Portability of Star Knowledge Workers’ Performance” with B. Groysberg and L.E. Lee, *Management Science*, 54 (July 2008), 1213–1230
- P3 “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
- P4 “The Risky Business of Hiring Stars,” with B. Groysberg and N. Nohria, *Harvard Business Review* 82, no. 5 (May 2004), R0405F

Managing Human Capital

- P5 “A Theory of Banking Structure,” with S. Das, *Journal of Banking and Finance*, v23(6), 1999, p. 863– 895
- P6 “Implementing Organizational Change,” *Comportamento Organizacional E Gestão*, v3n1, 1997; (also published 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)
- P7 “Resources, Capabilities, and Competencies,” in B. Moingeon and A. Edmondson, eds., 1996, *Organizational Learning and Competitive Advantage*, Sage: London

Managing Across Organizational Boundaries

- P8 “Coalitions Among Potential Entrants,” with P. Mohanram, HBS 98–056, *Proceedings of the 6th International Conference on Telecommunication Systems: Modeling and Analysis*, 1998
- P9 “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
- P10 “When Do Joint Ventures Create Value?” with P. Mohanram, HBS no. 96–028, *Academy of Management Best Papers Proceedings*, 1996.
- P11 “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 *Harvard Business Review Strategic Alliances collection*, reprint no. 49530, pp. 1–11

Case Studies, Course Notes, And Teaching Notes

Cases and Notes Related to Professionalism

- C1 "AdNet," (A)-(E), with K. Haddad, cases, HBS 902-024, 902-025, 902-026, 902-027, 905-007, with L. Prusiner, teaching note, HBS 905-036
- C2 "Analyst Conflicts," (A)-(B), case, HBS 904-021, 904-022
- C3 "Being a Professional," with K. Morrell, compilation, HBS 904-041
- C4 "Broken Trust: Role of Professionals in the Enron Debacle," case, HBS 903-084
- C5 "Competition Between the Professions: Law Firms vs. Accounting Firms," note, HBS 899-301
- C6 "Consulting by Auditors," (A), with K. Haddad and N. Hsieh, case, HBS 902-161, (B), with K. Haddad, case, HBS 903-069, (C), with L. Prusiner, case, HBS 905-020, "An Ancient Fable," case, HBS 903-138
- C7 "Crisis and Response: Sexual Abuse Allegations in the Boston Archdiocese," (A)-(B), cases, HBS 904-048, 904-049
- C8 "Ethics in Venture Capital," note, HBS 902-028
- C9 "Evolution of Public Reputation of a Profession," (A), (B), cases, HBS 904-052, 904-053, courseware, HBS 904-071
- C10 "Hewlett Packard and Mark Hurd," (A)-(D), with Nicholas Semi Haas, cases, HLS 13-12, 13-13, 13-14, 13-15
- C11 "Learning from Scandals: Responsibility of Professional Organizations," note, HBS 905-037
- C12 "Managing Client Conflicts," note, HBS 904-059
- C13 "Professional Associations," note, HBS 904-054
- C14 "Professionals' Quandaries," with T. DeLong and S. Landry, case, HBS 800-371
- C15 "Sherif Mityas at A.T. Kearney," (A)-(D), with K. Morrell, cases, HBS 904-031, 904-035, 904-037, 904-074, with L. Prusiner, teaching note, HBS 905-028
- C16 "The American Medical Association," case, HBS 905-019
- C17 "The American Medical Association-Sunbeam Deal," (A)-(C), with K. Haddad, cases, HBS 801-326, 801-327, 802-091
- C18 "The Essence of Professionalism: Managing Conflict of Interest," note, HBS 903-120.
- C19 "The Professional Pledge and Conflict of Interest," note, HBS 899-177
- C20 "The Saga of Prince Jefri and KPMG," (A)-(D), cases, HBS 899-266, 899-267, 899-268, 899-269
- C21 "Tim Hertach at GL Consulting," (A)-(D), with T. DeLong and S. Landry, cases, HBS 800-153, 800-382, 800-383, 800-172, teaching note, HBS 801-029
- C22 "Who is a Professional?," note, HBS 904-047, also published as HLS 08-05

Cases and Notes Related to Leadership and Management of Professional Service Firms

- C23 “&Samhoud Service Management,” with T. DeLong and M. Mullick, case, HBS 801–398, teaching note, HBS 902–058
- C24 “A Tale of Three Teams,” with L. Prusiner and M. Brewerton, case study, HLS 09–03; “A Tale of Three Public Relations Teams,” with L. Prusiner and M. Brewerton, case study, HLS 08–08;
“A Tale of Three Asset Management Teams,” with L. Prusiner and M. Brewerton, case study, HLS 09–40;
“A Tale of Three Finance Teams,” with L. Prusiner and L. Rohrer, case study, HLS 10–14;
“Three Teams at Harris and Graves,” with John Gabarro and Lauren Prusiner, case study, HLS 12–07;
“Three Teams at Harris and Graves: Role Play Package,” with John Gabarro and Lauren Prusiner, case study, HLS 12–13
- C25 “Abby Joseph Cohen: A Career in Retrospective,” with K. Lieb, case, HBS 903–118
- C26 “AGENCY.COM,” (A), (B), with T. DeLong and S. Landry, cases, HBS 800–061, 800–062
- C27 “An Overview of the Professional Services Course,” with T. DeLong, note, HBS 800–282.
- C28 “Andersen Consulting—EMEAI: Reorganization for Revitalization,” with M. Y. Yoshino, case, HBS 396–007, supplements, HBS 396–375, 899–035, videos “Bill Barnard on Organizational Change,” HBS 397–501, “Organizational Change at Andersen Consulting,” HBS 899–510
- C29 “Axiom: Getting Down to Business,” with David Wilkins and Lisa Rohrer, case, HLS 09–20
- C30 “Bain & Co.: Making Partner,” with P. Fagan, case, HBS 899–066, “Bain & Co., Inc.: Phyllis Yale in Conversation with MBA students,” video, HBS 800–503, with L. Prusiner, teaching note, HBS 905–032
- C31 “Becoming a Professional,” with T. DeLong and S. Landry, note, HBS 801–013
- C32 “Berwin Leighton Paisner (A): Crafting a Law Firm Merger,” with Lauren Prusiner and Lisa Rohrer, case, HLS 09–12
- C33 “Bingham McCutchen: Combinatorial Mathematics,” with Monet Brewerton, case, HLS 09–26
- C34 “Business Planning at McDermott Will & Emery,” case, HLS 11–01
- C35 “Camp Dresser & McKee: Getting Incentives Right,” with M. J. Prats, case, HBS 902–122
- C36 “Cap Gemini Ernst & Young,” (A), (B), with B. Moingeon, L. Haueisen Rohrer, and G. Soenen, cases, HBS 903–056, 903–057, with L. Prusiner, teaching note, HBS 905–030
- C37 “Career Launch: The First Twelve Months,” with T. DeLong, case, HLS 08–04;
“The First Six Months: Launching Your Career in Professional Services,” with T. DeLong and S. Landry, case, HBS 800–373, teaching note, HBS 801–138
- C38 “Career Strategies and Tactics in Professional Service Firms,” with T. DeLong, and S. Landry, note, HBS 800–375
- C39 “Client Service at Fraser and Stephens (A),” with Monet Brewerton, case study, HLS 10–28

- C40 “Compensation in Professional Service Firms,” note, HBS 905–039, also published as HLS 10–24
- C41 “David Lee at Solomon & Myer,” with John J. Gabarro and Edwina Smith, case, HLS 12–03
- C42 “David Oliver,” with John J. Gabarro and Monet A. Brewerton, case, HLS 10–08
- C43 “Developing Professionals the BCG Way,” (A), (B), with K. Morrell, cases HBS 903–113, HBS 904–068, with L. Prusiner, teaching note, HBS 905–029
- C44 “Ecolab Inc.,” (A)–(E), cases HBS 396–371, 898–216, 396–374, 898–279, 898–214, (F) with J. Hinsey, case HBS 898–215, video, HBS 397–507, supplements, HBS 397–105, 397–106, teaching note, HBS 397–103
- C45 “Ellen Harvey,” with Das Narayandas, Mike Mister, and Nicholas Semi Haas, case study, HLS 13–21
- C46 “Ernest Shackleton’s Journey to Endurance,” with Nicholas Tabor, case, HLS 10–10
- C47 “External Strategy for Sustained Competitive Advantage,” with T. DeLong and S. Landry, note, HBS 801–008
- C48 “Family Feud,” (A), (B), with S. Landry, cases, HBS 800–064, 800–210, with L. Prusiner, teaching note, HBS 905–033.
- C49 “Fangda Partners: A Step Ahead,” with Lisa Rohrer, case study, HLS 15–17
- C50 “From Brussels to Paris,” with Monet Brewerton, case study, HLS 09–39;
“From Stamford to New York,” with Monet A. Brewerton and Marvelle Sullivan, case study, HLS 10–04
- C51 “History of Investment Banking,” with T. DeLong and Lynn Villadolid Roy, note, HBS 902–168
- C52 “Infosys Technologies, Limited,” with T. DeLong, case, HBS 801–445, with T. DeLong and Ying Liu, teaching note, HBS 902–057
- C53 “Instructors’ Guide to the Professional Service Course,” note, HBS 905–040
- C54 “Internal Strategy of Organizational Design,” with T. DeLong and S. Landry, note, HBS 801–009
- C55 “International Profit Associates,” with T. DeLong and M. Mullick, case, HBS 801–937, with T. DeLong and Ying Liu, teaching note, HBS 902–059
- C56 “Introduction to the Challenges Facing PSFs,” with T. DeLong and S. Landry, note, HBS 801–007
- C57 “Jill Greenthal at Donaldson, Lufkin & Jenrette: The AT&T/TCI Deal,” cases (A), (B), with T. DeLong and S. Thorp, HBS 800–213, 800–242
- C58 “Leading Public Professional Service Organizations,” note, HBS 903–123
- C59 “Lehman Brothers (A) Rise of Equity Research Department,” with Boris Groysberg and Laren Prusiner; (B) “Exit Jack Rivkin,” cases, HBS 902–034, 906–035; (C) “The Decline,” with Boris Groysberg, case, HBS 902–003
- C60 “Linklaters (A): Seeking Clear Blue Water,” with L. Prusiner, case, HLS 08–01
- C61 “Managing the Client Portfolio,” with N. Nohria, case, HLS 10–09

- C62 “Managing the Organization Through Processes,” with T. DeLong and S. Landry, note, HBS 801–010
- C63 “McKinsey and Company: An Institution at a Crossroads,” with K. Morrell, case, HBS 903–080
- C64 “Note on E–Consulting,” with T. DeLong, T. Agan, and S. Landry, note, HBS 800–312
- C65 “Note on Staffing in Professional Service Firms,” note 903–110, “Staffing in Professional Service Firms,” with L. Prusiner, case, HBS 905–026
- C66 “Note on Valuation–Compensation Tradeoff in Professional Service Firm Acquisitions,” note, HBS 903–111
- C67 “Ownership Structure in Professional Service Firms: Partnership versus Public Corporation,” with L. Prusiner, note, HBS 905–038, also published as HLS 08-09.
- C68 “Planning in Professional Service Firms,” with K. Morrell, case, HBS 903–085, “Planning Exercise,” course software, HBS 903–701
- C69 “Profitability Drivers in Professional Service Firms,” note, HBS 904–064
“Practice Economics in a Professional Partnership,” note, HLS 09–01
- C70 “Robinson & White (A): Pay for Performance,” with Lisa Rohrer, case, HLS 12–24;
“Robinson & White (B): Compensation Review,” with Lisa Rohrer, case, HLS 12–25 (2012)
- C71 “Scale and Scope in Professional Service Firms,” note, HBS 903–117
- C72 “Serving Clients Effectively,” with T. DeLong and S. Landry, note, HBS 801–011
- C73 “Slater & Gordon,” (A), (B), with John Coates and Monet Brewerton, cases, HLS 10–07, 12–11
- C74 “Strategic Review at Egon Zehnder International,” (A)–(C), with K. Morrell, cases, HBS 904–071, 904–072, 904–073, with L. Prusiner, teaching note, HBS 905–027
- C75 “Strategy and Positioning in Professional Service Firms,” note, HBS 904–060, also published as HLS 08–06
- C76 “Succeeding in PSFs,” with T. DeLong and S. Landry, note, HBS 801–012
- C77 “The Credit Suisse Group,” with K. Morrell, case, HBS 903–069
- C78 “The Demise of Howrey,” with Nicholas Semi Haas, case study HLS 12–29; Mandarin translation available
- C79 “The Goldman Sachs IPO,” with M. Salter, B. Groysberg, and S. Matthews, case, HBS 800–016, with L. Prusiner, teaching note, HBS 905–035
- C80 “The HBS California Research Center,” with T. DeLong and S. Landry, case, HBS 800–189
- C81 “The Major Global Stock Exchanges,” with T. DeLong and Lynn Villadolid Roy, note, HBS 902–169
- C82 “The Professional Service Course,” note, HBS 904–058; HLS 08–03
- C83 “The Rise and Decline of e–Consulting,” with M. J. Prats, note, HBS 902–175
- C84 “Thomas Weisel Partners,” (A), (B), with T. DeLong and S. Landry, cases, HBS 800–215, 800–331, video, “Thomas Weisel in Conversation with MBA Students,” HBS 801–804,

- teaching note, HBS 801–015
- C85 “Three Vignettes on Pricing of Professional Services,” with George Triantis, Kevin Doolan, and Nicholas Semi Haas, case study, HLS 13–17
- C86 “Tiantong & Partners: Transforming Litigation in China,” with Lisa Rohrer, case study, HLS 15–18
- C87 “Tom Tierney at Bain & Company,” (A)–(D), with P. Fagan, cases, HBS 899–291, 800–071, 800–259, 800–260, with L. Prusiner, teaching note, HBS 905–034
- C88 “Tom Tierney’s Reflections,” with K. Morrell and M. Mullick, case, HBS 903–127
- C89 “Tradeoffs: Juggling Careers in Professional Services Firms with Private Life,” with T. DeLong and S. Landry, case, HBS 801–463
- C90 “Transformation at Taylor,” with Lisa Rohrer, case, HLS 09–03
- C91 “Venture Law Group,” (A)–(C) with T. DeLong and S. Landry, cases HBS 800–065, 800–191, 903–116, teaching note, HBS 902–215
- C92 “William Fox,” with M. Brewerton, case study, HLS 09–27; “Bill Foxworth,” with Monet Brewerton, case study, HLS 11–19
- C93 “Woodland Partners: Field of Dreams?” with T. DeLong and T. Seides, case, HBS 800–070, teaching note, HBS 801–017

Cases and Notes Related to Managing Human Capital

- C94 "Emmet Stephenson: Profile of an Entrepreneur," with G. Levenson and E. Zschau, case, HBS 898-049
- C95 "Ingvar Kamprad and IKEA," with C.A. Bartlett, case, HBS 390-132, teaching note, HBS 395-155
- C96 "Intel Corporation: Leveraging Capabilities for Strategic Renewal," with C.A. Bartlett, case, HBS 394-141, teaching note, HBS 395-227
- C97 "Richardson Sheffield," case, HBS 392-089," with C.A. Bartlett, teaching note, HBS 395-212
- C98 "The House of Tata," with J.E. Austin, case, HBS 792-065
- C99 "Vermeer Technologies," with T. Mahmood, A, A-1, cases, HBS 397-078, 397-079, with G. Levenson, B-G, cases, HBS 397-080, 397-081, 397-082, 397-085, 397-110, 397-121, videos "Vermeer Technologies (A): A Company is Born," HBS 899-505, "Vermeer Technologies: Realizing the Dream," HBS 899-507, "Vermeer Technologies: Making T with Lisa Rohrer, case, with Lisa Rohrer, case, transitions," HBS 899-508, "Vermeer Technologies: Product Demonstration," HBS 899-506
- C100 "Walt Disney's Dennis Hightower: Taking Charge," case, HBS 395-055, "Dennis Hightower: Walt Disney's Transnational Manager," case, HBS 395-056, "Walt Disney's Dennis Hightower: Weaving Together the European Operations," case, HBS 898-026, "Dennis Hightower: New Horizons," case, HBS 396-316, video "Dennis Hightower in Conversation with MBA Students," HBS 396-512, supplement, HBS 395-149, teaching note, HBS 395-201

Cases and Notes Related to Managing Across Organizational Boundaries

- C101 “Corning Inc.: A Network of Alliances,” with C.A Bartlett, case 391–102, teaching note 394–018
- C102 “Honda–Rover,” (A)–(E), with R. Fortgang and J. Sebenius, cases 899–223, 899–224, 899–225, 899–226, 899–227
- C103 “IBM and Siemens,” (A)–(C), with A. Davila and G. Levenson, cases 397–058, 397–061, 397–062, teaching note 397–060
- C104 “Komatsu and Dresser: Putting Two Plus Two Together,” with G. Levenson, case 898–269, teaching note, 399–076
- C105 “PDVSA & Citgo,” (A) and (B), cases 899–220, 899–221, with L. Lopez, teaching note 899–103

General Management Cases and Notes

- C106 “A User’s Guide to the General Management Course,” with E. Zschau, note, HBS 899–006
- C107 “Down the General Management Memory Lane,” with E. Zschau, note, HBS 899–007
- C108 “General Management: A Conceptual Introduction,” with C. Bartlett, note, HBS 396–161
- C109 “The General Manager’s Leadership Challenge: Building a Self–Renewing Institution,” with C. Bartlett, note, HBS 397–023
- C110 “The General Manager’s Organizational Challenge: Embedding and Leveraging Capability,” with C. Bartlett, note, HBS 397–011
- C111 “The General Manager’s Operational Challenge: Managing Through People,” with C. Bartlett, note, HBS 396–400

Material related to participant–centered learning

- C112 Contributed to “Participant–Centered Learning and the Case Method,” videotape and CD–ROM 904–421

NEWSPAPER AND MAGAZINE OP–EDS

- O1 “Of Entitlements and Privileges,” *Hindu Business Line*, April 20, 2016.
- O2 “Higher Education Is Not Just About Funding,” *Hindu Business Line*, March 3, 2016.
- O3 “Not By Bricks Alone,” *Live Mint*, April 27, 2015.
- O4 “Viewpoint: Reexamining Independence–The Virtue of Taking Equity,” *Consulting Magazine*, June 2000, 58–60.
- O5 “Keeping Venture Capitalists on the Straight and Narrow,” *The Financial Times*, August 15, 2001, 26.
- O6 “Why Acquisitions of Professional Partnerships by Public Corporations Often Fail,” *Consulting Magazine*, October 2004.
- O7 “Lawyers Should Be Recruited Like Doctors,” *The American Lawyer*, October 13, 2009.
- O8 “History Rhymes,” *AmLaw Daily*, Jan. 29, 2010.

TEACHING

Indian Institute of Management Ahmedabad

Long Duration Programs

2013–2017 Developed and taught:
Leadership in Professional Services Firms, PGP & PGPx Programs, 2013–2017
Personal and Corporate Ethics, PGP Program, 2015–2016
Personal and Corporate Ethics, IIM Nagpur, 2017
Leadership and Change Management, IIM Nagpur, 2016

Executive Education

2013–Present Developed and taught open enrollment program, *Leading Professional Service Firms*, 2015–date.

2013–Present Taught in several other open enrollment programs, and developed and taught in several custom executive education programs at IIMA.

Harvard University

JD and LLM Programs, Harvard Law School

2007–2013 Developed and taught the following JD & LLM courses:
Leadership in Law Firms, 2010–2013
Business and Finance for Lawyers, 2013
Professional Services: Advanced Topics, 2009–2012
Professional Services, 2007–2009

Doctoral Program, Harvard Business School

1993–2006 Developed and taught the following doctoral courses:
Basic Readings in Administrative Theory, 1995-1997
Joint Venture and Strategic Alliances, 1995-1997

Thesis chair for doctoral students

Boris Groysberg, DBA 2002, now Professor at HBS

Julia Prats, DBA, now Professor at IESE Barcelona

Thesis advisor to doctoral students

C.J. Meadows, DBA 1996, owner, Marshall, Meadows, & Associates, Singapore

Dimosthenis Arhoidis, PhD 1997, General Manager, Eurobank, Greece

Lisa Rohrer, PhD 2004, Executive Director, Case Development Initiative at HLS

MBA Program, Harvard Business School

Developed, contributed to, and taught the following courses:

Professional Services, MBA course at HBS (1999–2006)

Leadership, Values, and Decision Making, MBA course at HBS (1996–2001)

General Management, MBA course at HBS(1993–1997)

Executive Education at Harvard Law School

2006–Date Chaired Harvard Law School Executive Education

Developed, chaired, and taught the following open enrollment programs at HLS:

Leadership in Law Firms, 2007 – date

Leadership in Corporate Counsel, 2009 – 2013

Emerging Leaders in Law Firms, 2012 – 2013

2011 – Date Developed and taught *Milbank Tweed Associates Program*, 2011 – Date

2011 – Date Taught in other custom executive education programs at HLS

Executive Education at Harvard Business School

1998–Date Developed, contributed to, and taught in several open enrollment and custom executive education programs focused on *Leadership of Professional Service Firms*, 1998–date.

1998–Date Contributed to and taught in *Owner/ President Management Program*, 2011– date.

1998–Date Contributed to and taught in several other custom *executive education programs* at HBS.

Other Institutions

1999–2013 Taught in several Harvard Graduate School of Design open enrollment executive education programs.

1999–2015 Taught in executive education programs at other schools, including:

Bucerius, Germany (2008–2015)

Skolkovo, Russia (2010)

Australian Graduate School of Management (2009)

Australian Institute of Management (2005–2008)

HEC, France (1998–2002)

INALDE, Colombia (1999–2000)

2001–Date Designed and taught in custom executive education programs with several industry and professional associations, including:

Citi Law Firm Group Leaders Council (2004–Date)

Council of Public Relation Firms (2004–Date)

Praxity (2005–Date)

Allinial Global (2007–Date)

Society of Competitive Intelligence Professionals (2001–2013)

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*, Harvard Law School, Cambridge, MA

1999–2000 *Henry B. Arthur Fellowship*, Harvard Business School, Boston, MA

1988–1989 *McGillicuddy Doctoral Fellowship*, Harvard Business School, Boston, MA

1981–1983 *Director's Gold Medal*, Indian Institute of Management Ahmedabad

1981 *President of India Gold Medal*, Indian Institute of Technology Delhi

1976 *President of India Gold Medal*, India and
Indian National Scholarship for First Rank, All India Higher Secondary Examinations
Tirath Ram Nanda Gold Medal for Highest Marks in the Board in Chemistry

1971–1975 *National Talent Exams*
Selected in nationwide competitive exams for Senior Science Talent (1975), Junior Science Talent (1973), and All India Merit Certificate (1971)

WORK EXPERIENCE

Board Positions

2007–Date Clutch Group, Independent Director

2016–2017 Indian Council for Cultural Relations (ICCR), Finance Committee Nominee

2016–2017 All India Management Association (AIMA), Distinguished Invitee on the Council of Management

2015–2017 Management, Entrepreneurship, & Professional Skills Council (MEPSC), AIMA, Board of Governors

- 2015–2017 Global Initiative for Academic Networks (GIAN), MHRD, Government of India, Member
- 2015–2017 NITI Aayog, Member of an Expert Committee on Innovation and Entrepreneurship
- 2014–2017 Torrent Pharmaceuticals Ltd., Independent Director
- 2014–2017 National Institute of Securities Markets (NISM), Member of Board of Governors
- 2014–2017 Council for Industry and Higher Education Collaboration (CIHEC), MHRD, Government of India, Member
- 2014–2017 CIIE Initiatives, Member of Board
- 2013–2017 Indian Council for Cultural Relations (ICCR), Ex-officio Board Member
- 2013–2017 Association of Management Development Institutions in South Asia (AMDISA), Core Group Member
- 2013–2017 Gujarat National Law University (GNLU), Executive Council Member
- 2015–2016 Festival of Innovation (FOIN), Rashtrapati Bhavan, Steering Committee Member
- 2011–2016 Linklaters Law & Business School, Advisory Director

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 |
| 2007–Date | Allinial/ PKF |
| 2010–Date | Amarchand Mangaldas/ Shardul Amarchand Mangaldas/ Cyril 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
2000–2017 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–Date Gibson Dunn
2012–Date Goodwin Procter
2015–2017 Great Place to Work–India
2013–2015 Hannes Snellman
2011–2017 Hinkley Allen Snyder
2007–2010 Hogan Lovells
2007–Date 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–Date 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
2005–Date Plante & Moran/ Praxity
2009–2010 PLI
2015–2017 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 Taul & 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

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

- S1 *Leadership in a Turbulent World: Three Mega-Forces to Leverage and Address*, Legal Management Forum, Madrid (2017)
- S2 *Inflection Point in the Tide of Globalization?* Allinial Global, Rome (2017)
- S3 *Viewing the Future of Executive Education Through The Lens of India*, Keynote at HBS UNICON Conference, Mumbai (2017)
- S4 *Result Based Management: Making CSR Impactful*, National CSR Conclave 2017: Decoding the CSR Ecosystem in India, Ahmedabad Management Association (2017)
- S5 *Incentives for Innovation in Public Policy and Programs*, Co-chair at Festival of Innovation (FOIN), President's Office, New Delhi (2017)
- S6 *Management Education*, Jamnalal Bajaj Institute of Management Studies, Mumbai (2017)
- S7 *Rights and Responsibilities of the Public Professional*, Lecture at Central Vigilance Commission, New Delhi (2017)
- S8 *Management Education: The Scenario in India*, Key Note Address at Inauguration of 14th AIMS International Conference on Management, MICA, Ahmedabad, Gujarat (2016)
- S9 *High Performance*, Address to Award Winners, Pre-Convocation Programme, The Maharaja Sayajirao University of Baroda, Vadodara, Gujarat (2016)

- S10 *IIMA Today and its Interface with Government and Public Policy*, Speech at Alumni in Government Meet, New Delhi (2016)
- S11 *Learn in India – Learn for the World*, Theme Session at 12th FICCI Higher Education Summit 2016, New Delhi (2016)
- S12 *Bias for Action*, Talk at Indian Institute of Technology Gandhinagar, Gujarat (2016)
- S13 *The Age of ‘Disruption’*, IIMA Alumni London Annual Confluence, London (2016)
- S14 *Castles in Sand: India and the Tide of Globalization*, 7th R.K. Talwar Memorial Lecture, Mumbai, India (2016)
- S15 *Reintegrating Returning Diaspora*, “Diaspora: Transferring Knowledge and Encouraging Innovation, Pravasi Bhartiya Divas, Ministry of External Affairs, New Delhi (2016)
- S16 *Leadership and Change in an Interconnected World: The View From IIMA*, IIMA Alumni Association New York Chapter, US (2016)
- S17 *Women Empowerment*, Chief Guest at Annual General Meeting of Kheda Jilla Swashrayee Mahila Bachat Mandal, SEWA, Anand, Gujarat, India (2016)
- S18 *Globalization: Inflection Point?* Citi Leaders Council, Armonk, NY (2016)
- S19 *Innovation and Design Thinking in Professional Services*, Council of Public Relation Firms, New York, NY (2016)
- S20 *Effective CSR*, IIMA Alumni Chennai Chapter, Chennai(2016)
- S21 *Perspective on Learning and Development*, HR Conclave, Mumbai (2016)
- S22 *Developing Capable Defense Forces*, Chief Guest at Convocation of Officer–Cadets of Indian Naval Academy, Ezhimala, Kannur, Kerala (2016)
- S23 *Leadership*, YPO/ WPO Conference, Sao Paulo, Brazil (2016)
- S24 *Innovation in Public Policy*, Festival of Innovation (FOIN), President’s Office, New Delhi(2016)
- S25 *Alumni Connect*, IIMA Alumni Association Bengaluru Chapter, Bengaluru (2016)
- S26 *Innovation and Entrepreneurship*, IIMA Alumni Association Pune Chapter, Pune(2016)
- S27 *Legal Convergence in Asia*, Conference on Doing Business Across Asia, Singapore (2016)
- S28 *Lessons in Life*, IIMA Amaethon, Gujarat, India (2016)
- S29 *The Future of Innovation*, IIMA Alumni London Confluence: Startups, Unicorns,& Global Businesses, London (2015)
- S30 *Being Successful as Entrepreneurs*, Akhil Bharatiya Kutch Kadva Patidar Yuva Sangh Vibrant Business Summit, Gandhinagar, Gujarat, India (2015)
- S31 *Nurturing Innovation in India*, India US Startup Konnect, San Jose, CA, USA (2015)
- S32 *Leadership in Professional Organization*, Confederation of Indian Industries HR Conclave, Ahmedabad, Gujarat, India (2015)
- S33 *Innovation and Design Thinking in Professional Service Firms*, Citi Leaders Council, Armonk, NY (2015)
- S34 *Power of Mentorship*, Launch of Project Udaan, YUVA Unstoppable, Ahmedabad, Gujarat, India (2015)

- S35 *Global Competition and Implications for Legal Service Businesses*, Singapore Legal Future Conference, Singapore (2015)
- S36 *Looking to the Future*, IIM Ahmedabad Alumni Association Study Circle Meet, Kadi, Gujarat, India (2015)
- S37 *Activities and Challenges*, IIMA Alumni CXO Meet, Mumbai, India (2015)
- S38 *Leading Enterprises Successfully*, 42nd Annual Conference of International Clubs of Lions District 323B, Ahmedabad, Gujarat, India (2015)
- S39 *Regulation of Professionals*, International Conference on Law & Economics, Gandhinagar, Gujarat, India (2015)
- S40 *IIMA Status and Plans*, IIMA Alumni Association Hyderabad Chapter, Hyderabad, India (2015)
- S41 *Make in India*, Pune International Centre, Pune, India (2015)
- S42 *Professionalism*, Law & Economics Conference, Gujarat National Law University, Gandhinagar, Gujarat, India (2015)
- S43 *Leading Public Professional Service Organizations*, Central Excise & Service Tax Office Annual Conference, Ahmedabad, Gujarat, India (2014)
- S44 *Vision for IIMA*, IIMA Alumni Association Chennai Chapter Meeting, Chennai (2014)
- S45 *Vision for IIMA*, IIM Ahmedabad Alumni Association Bangalore Chapter Meeting, Bangalore, India (2014)
- S46 *Motivation of Academics*, IIMA Faculty Development Program, Gujarat, India (2014)
- S47 *Human Capital Intensive Industries: Global Developments and Indian Perspective*, Bombay Chamber of Commerce and Industry, Mumbai, India (2014)
- S48 *Industry– Academic Collaboration*, Organization of Pharmaceutical Producers of India, Mumbai, India (2014)
- S49 *Powering Indo-British Innovation*, IIMA Innovation Forum, London (2014)
- S50 *Innovations in Higher Education and Education for Innovations*, Public Policy Conference, Delhi, India (2014)
- S51 *Professional Services Export from India–Challenges, Opportunities, and Issues*, Department of Commerce and Confederation of Indian Industries, Delhi, India (2013)
- S52 *Learning from Law Firm Failures*, Citi Leaders Council, Armonk, NY (2013)
- S53 *Bingham McCutchen*, Practising Law Institute, Cambridge, MA (2010)
- S54 *Leadership in Challenging Times*, Citi Law Firm Leaders Council, Armonk, NY (2012)
- S55 *Rise of the Corporate Legal Sector*, Program in Legal Profession Conference, Cambridge (2012)
- S56 *Law Firm Models for the Future*, Homburger Forum, Zurich (2012)
- S57 *Legal Services Industry*, AALS, Washington DC (2012)
- S58 *The India Legal Services Industry*, Program in Legal Profession Conference, Cambridge (2011)
- S59 *Delivering Locally in a Global Environment*, Citi Law Firm Leaders Council, Armonk, NY (2011)

- S60 *Leadership and Management*, Savills, London (2011)
- S61 *Leadership in Human Capital Intensive Firms*, Novartis Executive Forum, Boston (2010)
- S62 *Leadership in Law Firms*, Legal Education Conference, NYC (2010)
- S63 *The Producer Leader Dilemma*, American Lawyer (2009)
- S64 *Campus Lecture: What Leads to Superior Performance*, Novartis, Basel (2009)
- S65 *Leadership in Law Firms*, Citi Law Firm Leaders Council, Armonk, NY (2009)
- S66 *Challenges Facing GCs*, Pfizer, Hyatt Regency Greenwich (2009)
- S67 *Partner Mobility Across Law Firms*, HLS Faculty Workshop, Cambridge MA (2009)
- S68 *The Legal Profession Today: Local and International Practice*, Qatar Legal Forum, Doha, Qatar (2009)
- S69 *Strategic Choices for Innovative Professional Service Firms*, HBS Conference on Alternative Business Models for PSFs, Boston, MA (2009)
- S70 *Perspectives on the Global Law Firm*, HLS Globalization Conference, Cambridge, MA (2008)
- S71 *Leading and Motivating Star Professionals*, PKF, Atlanta, GA (2008)
- S72 *Distribution of Economic Performance Among US Law Firms*, HLS and Stockholm University School of Law colloquium, Cambridge, MA (2007)
- S73 *Leading Professional Service Firms*, Praxity Leadership Conference, Chicago (2007)
- S74 *The Producing Manager in a Professional Services Firm*, *The Lawyer* Conference, London (2007)
- S75 *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)
- S76 *Leading Change in Professional Service Firms*, Law Firm Leaders' Council, Savannah, GA (2007)
- S77 *Leading Change in Professional Service Firms*, Legal Leaders' Forum, Montreaux, Switzerland (2007)
- S78 *Client Service in Professional Service Firms*, Council of Public Relation Firms, New York, NY (2007)
- S79 *Leadership in a Real Estate Company*, Harvard Graduate School of Design, Cambridge, MA (2007)
- S80 *Insights on Work Organization in Professional Services*, Sloan Industry Studies Annual Conference, Cambridge, MA (2007)
- S81 *Leading Professional Service Firms*, MRI Network, Southfield, MI (2006)
- S82 *Leadership in Law Firms*, American Lawyer Managing Partners' Forum, New York, NY (2006)
- S83 *Motivating and Developing Your Star Professionals*, *The Lawyer* Conference, London (2006)

- S84 *Risky Business: Lessons From Professional Service Firms Applicable to Not-for-Profit Professional Service Organizations*, Willow Creek Leadership Summit, Barrington IL (2006)
- S85 *Leading and Leveraging Your Star Professionals*, Law Firm Leaders' Council, Vail, CO (2006)
- S86 *Leading Change in Professional Service Firms*, Council of Public Relation Firms, New York, NY (2006)
- S87 *The Practice of Management*, International Finance Corporation, Lagos, Nigeria (2006)
- S88 *Challenges Facing Law Firm Leaders*, Citi Law Firm Leaders Council (2004)
- S89 *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)
- S90 *Does Stardom Affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis*, with B. Groysberg, Academy of Management, New Orleans, LA (2004)
- S91 *Challenges Facing Law Firm Leaders*, Legal Leaders' Forum, Newmarket-on-Fergus, Ireland (2004)
- S92 *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)
- S93 *Leading Professional Service Firms*, HBS Reunion, Boston, MA (2004)
- S94 *Leadership Challenges in Professional Service Firms*, *The Lawyer* Conference for Law Firm Leaders, London (2004)
- S95 *Leadership Challenges in Professional Service Firms*, Council of Public Relation Firms, New York, NY (2004)
- S96 *The Ethical Challenges Facing Professionals*, Society for Competitive Intelligence Professionals, Cambridge, MA (2004)
- S97 *Outsourcing of Professional Services*, Sloan Industry Studies Annual Meeting, Cambridge, MA (2004)
- S98 *The Risky Business of Hiring Stars*, with B. Groysberg, Sloan Industry Studies Annual Meeting, Cambridge, MA (2004)
- S99 *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)
- S100 *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)
- S101 *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, Saïd Business School, Oxford, UK (2003)
- S102 *Management Challenges in Law Firms*, Law Firms' Executive Directors' Conference, New York, NY (2003)

- S103 *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)
- S104 *Conflicts of Interest in the Professions*, HLS Ethics and Law Workshop, Cambridge, MA (2002)
- S105 *Entrepreneurship and Knowledge Workers: Dispositional and Situational Drivers*, with M. J. Prats and B. Groysberg, Strategic Management Society, Paris, France (2002)
- S106 *Sustaining Superior Performance through a Bubble: Inter-firm Differences in the e-Consulting Industry*, Strategic Management Society, Paris, France (2002)
- S107 *Does Stardom Affect Job Mobility?* with B. Groysberg., Academy of Management, Denver, CO (2002)
- S108 *Entrepreneurship Among Knowledge Workers: Evidence From Equity Analyst Market*, with B. Groysberg and M. J. Prats, Academy of Management, Denver, CO (2002)
- S109 *Turnover and Performance of Star Analysts*, Career Evolution Conference, Cambridge, MA (2002)
- S110 *Conflict of Interest in the Professions*, Center for Ethics and the Professions, Harvard University, Cambridge, MA (2001)
- S111 *Strategic and Organizational Challenges Facing Law Firms*, New York/London Law Firms Colloquium, New York, NY (2001)
- S112 *Managing Conflict of Interest is Central to Being a Professional*, HBS Social Enterprise Faculty Seminar, Boston, MA (2001)
- S113 *Managing Professional Service Firms*, PSF Forum, University of St. Gallen Series, St. Gallen, Switzerland (2001)
- S114 *Future of e-Business Service Firms*, HBS Cyberposium, Boston, MA (2001)
- S115 *Managing Professional Service Firms*, INALDE, Bogota, Colombia (2000)
- S116 *Managing Professional Service Firms*, HEC, Paris, France (2000)
- S117 *Equity versus Fee for Service*, Association of Management Consulting Firms, Boston, MA (2000)
- S118 *Conflict of Interest*, Center for Ethics and the Professions, Harvard University, Cambridge, MA (2000)
- S119 *Strategic Alliances*, Program on Negotiations, Harvard University, Cambridge, MA (2000)
- S120 *When Superstars Switch Allegiance: Turnover of Ranked Investment Analysts*, with B. Groysberg, Strategic Management Society, Berlin, Germany (1999)
- S121 *When Superstars Switch Allegiance*, with B. Groysberg, *Institutional Investor* seminar, New York, NY (1999)
- S122 *Managing Human Capital*, HEC, Paris, France (1999)
- S123 *Managing Professionals*, INALDE, Bogota, Colombia (1999)
- S124 *Managing Alliances*, INALDE, Bogota, Colombia (1999)
- S125 *Using Alliances to Overcome Capital Constraints*, with D. Arhodidis, Strategic Management Society, Orlando, FL (1998)

- S126 *Management Challenges Before Law Professionals*, Association of Legal Administrators, Boston, MA (1998)
- S127 *Do RBOC Coalitions Diminish Competition in Long Distance?* with P. Mohanram, INFORMS Telecom conference, Nashville, TN (1998)
- S128 *Coalitions for Market Entry*, with P. Mohanram, International Conference on Telecommunications (1998)
- S129 *When Do Joint Ventures Create Value?* with P. Mohanram, Columbia University, New York, NY (1997)
- S130 *Strategic Alliances*, University of Lausanne, Lausanne, Switzerland (1997)
- S131 *Strategic Alliances*, Confederation of Indian Industry, New Delhi, India (1997)
- S132 *Strategic Alliances*, IIMA, Ahmedabad, India (1997)
- S133 *Strategic Alliances*, IIT Delhi, India (1997)
- S134 *A Theory of Banking Structure*, with S. Das, NBER conference, Cambridge, MA (1996)
- S135 *Coalitions for Market Entry*, with P. Mohanram, Strategic Management Society, Barcelona, Spain (1997)
- S136 *International Expansion through Joint Ventures*, with P. Williamson, Strategic Management Society, Phoenix, AZ (1996)
- S137 *Implementing Organizational Change*, Academy of Management, Cincinnati, OH (1996)
- S138 *When Do Joint Ventures Create Value?* with P. Mohanram, Academy of Management, Cincinnati, OH (1996)
- S139 *A Theory of Banking Structure*, with S. Das, Western Finance Association symposium (1996)
- S140 *Joint Ventures as Transitory Signaling Mechanisms*, with P. Williamson, European Science Foundation EMOT conference, Como (1995)
- S141 *Managerial Competence in a Complex Business Environment*, with M. Moldoveanu and H. Stevenson, Academy of Management, Vancouver, BC (1995)
- S142 *Specialization Within a Firm*, Stern School, New York University, New York, NY (1995)
- S143 *Strategy, Organization, and Performance in Semiconductors Industry*, Strategic Management Society, Paris, France (1994)
- S144 *Joint Ventures to Ease Restructuring Pain*, with P. Williamson, Strategic Management Society, Paris, France (1994)
- S145 *Project Management to Project Stream Management*, with T. Khanna, Academy of Management, Dallas, TX (1994)
- S146 *Specialization Within a Firm*, TIMS/ORSA conference, Phoenix, AZ (1993)