

9/09

**RANJAY GULATI**  
*Harvard Business School  
Morgan Hall 317  
Soldiers Field Park  
Boston, MA 02163  
E-mail: rgulati@hbs.edu*

**Academic Position:**

HARVARD UNIVERSITY, Harvard Business School Boston, MA  
Jaime and Josefina Chua Tiampo Professor of Business Administration 2008-present  
MBA Class of 1962 Visiting Professor of Business Administration 2007-2008

NORTHWESTERN UNIVERSITY, Kellogg School of Management Evanston, IL  
Michael L. Nemmers Distinguished Professor of Strategy and Organizations, 2001-2008.  
Co-Director, Heizer Center for Entrepreneurship, 2006-2008.  
Michael L. Nemmers Associate Professor of Management and Organizations, 1999-2001.  
Associate Professor of Management and Organizations, 1996-1999.  
Assistant Professor of Management and Organizations, 1993-1996.  
Research Director, Center for Research on Technology, Innovation, and E-Commerce, 2000-2002.

**Education:**

HARVARD UNIVERSITY Cambridge, MA  
Ph.D. in Organizational Behavior (Joint program between the Department of Sociology and the Harvard Business School), 1987-1993.

SLOAN SCHOOL OF MANAGEMENT, M.I.T Cambridge, MA  
S.M., Management, 1985-1987

WASHINGTON STATE UNIVERSITY Pullman, WA  
B.S., *summa cum laude*, Computer Science, 1983-1985. Studied as two year exchange fellow.

ST. STEPHEN'S COLLEGE Delhi, India  
B.A. (Honors), Economics, 1980-1983

**Honors:**

NORTHWESTERN UNIVERSITY, Kellogg School of Management Evanston, IL  
*Best Professor Award* – Kellogg-Schulich Executive MBA Program - 2007-2008  
*Best Professor Award* – Kellogg-Schulich Executive MBA Program - 2004-2005  
*Chair's Core Course Teaching Award* – Kellogg MBA Program – 2004-2005  
*Best Professor Award* – Kellogg-HKUST Executive MBA Program - 2002-2003  
*Chair's Core Course Teaching Award* – Kellogg MBA Program - 1998-1999

ACADEMY OF MANAGEMENT

*West Press Award for Best Paper in Organization and Management Theory, Academy of Management - 1996. (with J. Westphal and S. Shortell).*

*Free Press Award for Best Dissertation in the Business Policy and Strategy Division,  
Academy of Management - 1994*

HARVARD UNIVERSITY Cambridge, MA

Harvard MacArthur Fellow, MacArthur Foundation, 1992-1993.

Fellow, Consortium on Competitiveness and Cooperation, Sloan Foundation, 1991-1992.

Highest Honors, Ph.D. qualifying exams in Sociology, 1990.

WASHINGTON STATE UNIVERSITY Pullman, WA

Phi Kappa Phi, Beta Gamma Sigma, President's Honor Roll.

ST. STEPHEN'S COLLEGE Delhi, India

Awarded only exchange fellowship to study at Washington State University, 1983.

Government of India Merit Scholarship, 1980-1983.

**Editorial Board Memberships:**

Administrative Science Quarterly (1996-present)

Strategic Management Journal (2000-present)

Management and Organization Review (2002-present)

Strategic Entrepreneurship Journal (2008-present)

Organization Science (1996-2005)

Strategic Organizations (2002-2005)

Co-Guest Editor, Strategic Management Journal, Special Issue on "Strategic Networks" (2000)

Academy of Management Review (1996-1999)

**Professional Leadership:**

Elected Program Chair of the Business Policy and Strategy Division, Academy of Management (1999-2004)

Elected Representative-at-large of the Organization and Management Theory Division, Academy of Management (1999-2001)

Elected member, Executive Committee of the Business Policy and Strategy Division, Academy of Management (1997-1999)

Fellow, World Economic Forum (2004)

## **Books:**

Gulati, Ranjay, Managing Network Resources: Alliances, Affiliations, and other Relational Assets, Oxford University Press, 2007.

## **Edited Books:**

Ranjay Gulati, Mohanbir S. Sawhney, and Anthony Paoni (eds.), Kellogg on Technology and Innovation, J. Wiley and Company, 2002.

Mohanbir S. Sawhney, Ranjay Gulati, and Anthony Paoni (eds.), TechVenture: New Rules on Value and Profit from Silicon Valley, J. Wiley and Company, 2001.

Mohanbir S. Sawhney and Ranjay Gulati (eds.), Kellogg TechVenture, 2000, published as a CD-ROM and book, Nminds publications.

## **Publications:**

Gulati, Ranjay, D. Lavie, and H. Singh, "The Nature of Partnering Experience and the Gains from Alliances." Forthcoming, Strategic Management Journal, 2009.

Gulati, Ranjay, and Phanish Puranam, "Renewal Through Reorganization: The Value of Inconsistencies between Formal and Informal Organization." Organization Science, Vol 20, No 2, pp 422-440, 2009.

Gulati, Ranjay and N. Nohria. "Tasting the Fruits of Effective Innovation." Financial Times, February 5, 2009.

"Creating Superior Customer Value in a Connected World." Chapter in Business Network Transformation: Strategies to Reconfigure Your Business Relationships for Competitive Advantage, Edited by Jeffrey Word, John Wiley, 2009.

Gulati, Ranjay, "Czar Power," Forbes.com, January 7, 2009.

Sytch, Maxim and Ranjay Gulati, "Creating Value Together." Sloan Management Review, Business Intelligence, 50(1), 2008.

Gulati, Ranjay, James Oldroyd, and Phanish Puranam, "Staring you in the face," Wall Street Journal, September 22, 2008.

Gulati, Ranjay, Parth Mehrotra, and Maxim Sytch, "Breaking up is Never Easy: Planning for Exit in a Strategic Alliance." California Management Journal, Vol 50, No 4, pp 147-163, 2008.

Gulati, Ranjay, and Jackson Nickerson, "Interorganizational Trust, Governance Choice, and Exchange Performance." Organization Science, pp 1-21, 2008.

Gulati, Ranjay, and Maxim Sytch, "Does Familiarity Breed Trust? Revisiting the Antecedents of Trust" Managerial and Decision Economics, vol 29, pp 165-190, 2008.

Pollock, Tim, and R. Gulati, "Standing Out From the Crowd: the Visibility-Enhancing Effects of IPO-related Signals on Alliance Formation by Entrepreneurial Firms." Strategic Organizations, vol 5(4), pp. 339-372, 2007. [A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, pp 11-16, 2002]

Gulati, Ranjay, "Tent-Poles, Tribalism, and Boundary Spanning: The Rigor-Relevance Debate in Management Research." Academy of Management Journal, vol 50, no 4, pp 775-782, 2007

Gulati, Ranjay, and Maxim Sytch, "Dependence Asymmetry and Joint Dependence in Interorganizational Relationships: Effects of Embeddedness on a Manufacturer's Performance in Procurement Relationships." Administrative Science Quarterly, vol 52, pp 32-69, 2007.

Gulati, Ranjay, "Silo Busting: Transcending Barriers to Build High Growth Organizations" Harvard Business Review, pp 98-108, May, 2007.

Gulati, Ranjay, Maxim Sytch, and Parth Mehrotra, "Preparing for the Exit." Wall Street Journal Business Insight Report, March 3, 2007.

Higgins, Monica, and R. Gulati, "Stacking the Deck: The Effect of Upper Echelon Affiliations for Entrepreneurial Firms." Strategic Management Journal, vol 27, pp 1-26, 2006.

Gulati, Ranjay, and James Oldroyd, "The Quest for Customer Focus." Harvard Business Review, April, 2005.

Gulati, Ranjay, and D. Kletter, "Shrinking Core-Expanding Periphery: The Relational Architecture of High Performing Organizations." California Management Review, vol 47, no 3, pp 77-104, 2005.

Gulati, Ranjay, P. Lawrence, and P. Puranam, "Adaptation in Vertical Relationships: Beyond Incentive Conflict." Strategic Management Journal, vol 26, pp 415-440, 2005.

Gulati, Ranjay, "How CEOs Manage Growth Agendas: A Commentary." Harvard Business Review, pp 124-126, July-August, 2004.

Higgins, Monica, and R. Gulati. "Getting Off to a Good Start: The Effects of Upper Echelon Affiliations on Interorganizational Endorsements." Organization Science, vol 14, pp 244-263, 2003.

Gulati, Ranjay, and M. Higgins. "Which Ties Matter When? The Contingent Effects of Interorganizational Partnerships on IPO Success." Strategic Management Journal, vol 24, pp 127-144, 2003.

Gulati, Ranjay, and Lihua Wang, "Size of the Pie and Share of the Pie: Implications of Structural Embeddedness for Value Creation and Value Appropriation in Joint Ventures." Research in the Sociology of Organizations, vol 20, pp. 209-242, 2003.

Gulati, Ranjay, and Alex Panas, "The Brave New World of Wireless Web." The Smart Manager, Q3, pp 30-41, 2003.

Gulati, Ranjay, S. Huffman, and G. Neilson, "The Barista Principle: Starbucks and the Rise of Relational Capital." Strategy and Business. August, pp 1-12, 2002.

Gulati, Ranjay, Dania Daldin, and Lihua Wang, "Organizational Networks." In Joel A. C. Baum (ed.), Companion to Organizations, pp 281-303, Basil Blackwell, 2002.

Gulati, Ranjay, and James Gillespie, "Alliances and Joint Ventures." In N. Smelser and P. Baltes (eds.), International Encyclopedia of the Social and Behavioral Sciences, pp 392-397. Oxford, England: Elsevier Science, 2001.

Gulati, Ranjay, and Jason Garino, "Get the Right Mix of Bricks and Clicks" Harvard Business Review, May-June, pp 107-114, 2000.

Khanna, Tarun, Ranjay Gulati, and Nitin Nohria, "The Economic Modeling of Strategy Process: Clean Models and Dirty Hands." Strategic Management Journal, vol 21, pp 781-790, 2000.

Gulati, Ranjay, Nitin Nohria, and Akbar Zaheer, "Strategic Networks," Strategic Management Journal, vol 21, pp 203-215, 2000.

Gulati, Ranjay, and Ed Zajac, "Reflections on the Study of Strategic Alliances." In D. Faulkner and M. De Rond (eds.), Cooperative Strategy, pp. 365-374, Oxford University Press, 2000.

Gulati, Ranjay, and James Westphal. "Cooperative or Controlling? The Effects of CEO-board Relations and the Contents of Interlocks on the Formation of Joint Ventures." Administrative Science Quarterly, vol 44, pp 473-506, 1999.

Gulati, Ranjay, and Martin Gargiulo, "Where Do Interorganizational Networks Come From?" American Journal of Sociology, vol. 104, pp 1439-1493, 1999. Reprinted in *The Management of Durable Relations*, edited by Jeroen Weesie and Werner Raub, 2000.

Gulati, Ranjay, "Network Location and Learning: The Influence of Network Resources and Firm Capabilities on Alliance Formation." Strategic Management Journal, vol 20, pp 397-420, 1999.

Gulati, Ranjay, and Harbir Singh, "The Architecture of Cooperation: Managing Coordination Costs and Appropriation Concerns in Strategic Alliances." Administrative Science Quarterly, vol 43, pp 781-814, 1998.

Gulati, Ranjay, "Alliances and Networks." Strategic Management Journal, vol 19, pp 293-317, 1998.

Khanna, Tarun, Ranjay Gulati, and Nitin Nohria, "The Dynamics of Learning Alliances: Competition, Cooperation, and Relative Scope." Strategic Management Journal, vol 19, pp 193-210, 1998. A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, 1994.

Westphal, James, Ranjay Gulati, and Steve Shortell, "Customization or Conformity? An Institutional and Network Perspective on the Content and Consequences of TQM Adoption." Administrative Science Quarterly, vol 42, pp 366-394, 1997. This paper received the *West Press Best Paper Prize* in Organization and Management Theory at the Academy of Management and appeared in the Academy of Management Best Papers Proceedings, 1996.

Nohria, Nitin, and Ranjay Gulati, "What is the Optimum Amount of Organizational Slack? A Study of the Relationship Between Slack and Innovation in Multinational Firms." European Management Journal, vol 15, pp 603-611, 1997. This is a longer version of the paper we jointly published in Academy Management Journal in 1996.

Nohria, Nitin, and Ranjay Gulati, "Is Slack Good or Bad for Innovation?" Academy of Management Journal, vol 39, pp 1245-1264, 1996. A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, 1995.

Gulati, Ranjay, "Social Structure and Alliance Formation Patterns: A Longitudinal Analysis." Administrative Science Quarterly, vol 40, pp 619-652, 1995. This paper was part of my dissertation, which received the *Free Press Best Dissertation Award* at the Academy of Management in 1994.

Gulati, Ranjay, "Does Familiarity Breed Trust? The Implications of Repeated Ties on Contractual Choice in Alliances." Academy of Management Journal, vol 38, pp 85-112, 1995.

Gulati, Ranjay, Tarun Khanna, and Nitin Nohria, "Unilateral Commitments and the Importance of Process in Alliances." Sloan Management Review, vol 35, pp 61-69, 1994. A shorter version of this paper appeared in Academy of Management Best Papers Proceedings, 1992.

Nohria, Nitin, and Ranjay Gulati, "Firms and their Environments." In N. Smelser and R. Swedberg (eds.), Handbook of Economic Sociology, pp 529-555, Princeton University Press, 1994.

### **Books in Progress:**

Gulati, Ranjay, Reorganize for Resilience: Putting Customers at the Center of Your Organization, Forthcoming, Harvard Business School Press, January, 2010.

### **Manuscripts under review and in revision:**

Gulati, Ranjay, Maxim Sytch, and Adam Tatarynowicz, "The Dynamics of Social Structure: The Emergence and Decline of Small Worlds." Revise and Resubmit, 2009.

Sytch, Maxim, Adam Tatarynowicz, and Ranjay Gulati "Where Do Brokers Come From? The Role of a Firm's Ability, Motivation, and Opportunity" Revise and Resubmit, 2009.

Puranam, Phanish, Ranjay Gulati, and Sourav Bhattacharya, "How Much to Make and How Much to Buy? Explaining Plural Sourcing Strategies" Under Review, 2009.

Ozmel, Umit, Jeff Reuer, and Ranjay Gulati. "Network Interdependencies: Relationships Between Venture Capital and Strategic Alliances." Under Review, 2009

Oldroyd, James, and R. Gulati, "The Information Side-Effects of Structural Position: The Burden of Information Flows to Central Actors and Brokers of Structural Holes" Under Review, 2009.

### **Research in Progress:**

Gulati, Ranjay, "Building the Resilient Organization." Working Paper, 2009.

Oldroyd, James, and R. Gulati, "Coordinating Centralized Information and Decentralized Decision-making" Working Paper, 2009.

Gulati, Ranjay, Dovev Lavie, and Ravi Madhavan, "Unpacking the Performance Effects of Interorganizational Networks: Richness, Reach and Receptivity." Working Paper, 2009.

Sytch, Maxim and Ranjay Gulati, "Dancing with Neophytes or Professionals: The Effects of Firms' Relational Capabilities on the Likelihood of Alliance Formation." Working Paper, 2009.

Puranam, Phanish, and R. Gulati, "Coordination in Vertical Relationships: The (Un)Importance of Information Flows." Working Paper, 2009.

Puranam, Phanish, and R. Gulati, "Bringing Coordination Back Into the Study of Interorganizational Collaboration." Work in progress, 2009.

Gulati, Ranjay, N. Kumar, and E. Zajac, "Interorganizational Dynamics and Their Impact on Alliance Performance and Stability." Work in progress, 2009.

Fund, Bret, and R. Gulati, "Dynamics of Homophily in Interorganizational Collaboration." Work in progress, 2009.

### **Research Cases:**

GE Medical Systems: The Rise of Services and Solutions (Part A, 2003 and Part B, 2006)  
Target Corporation: Leveraging Customer Information (2002)  
Jones Lang LaSalle: Integrating the Organization (Part A, 2002 and Part B, 2007)  
Tribune Company: Working Across Media and Geography (Part A, 2002 and Part B, 2006)  
Cisco: Creating a Customer Centric Culture (Part A, 2002 and Part B, 2007)  
Starbucks: Shrinking the Core, Expanding the Periphery (2002)  
Best Buy: Driving Customer Centricity (2007)  
LaFarge (2007)

### **HBS Teaching Material:**

"Corporate Solutions at Jones Lang LaSalle." Harvard Business School Case 409-111.  
  
"Corporate Solutions at Jones Lang LaSalle (TN)." Harvard Business School Teaching Note 409-069.  
  
"Jones Lang LaSalle: Reorganizing around the Customer." Harvard Business School Case 410-007.  
  
Cisco Systems: Building and Sustaining a Customer Centric Culture, 2009 (N5-409-061)  
  
Cisco Business Councils: Unifying a Functional Enterprise with an Internal Governance System, 2009 (N5-409-062)

### **Teaching Experience:**

HARVARD UNIVERSITY, Harvard Business School Boston, MA  
**MBA Teaching**  
Leadership in Organizations (Core Course)

#### **Executive Teaching**

Co-director of executive program on Building and Leading Customer Centric Organizations

NORTHWESTERN UNIVERSITY, Kellogg School of Management Evanston, IL

#### **MBA Teaching**

Creating and Managing Strategic Alliances  
Strategies for Managing Organizations (Core Course)  
Managing High-tech Start-ups  
TechVentures  
Building and Leading High-tech Organizations  
Strategy Implementation

#### **Ph.D. Teaching**

Seminar on Networks and Organizations  
Seminar on Organizational Theory

#### **Executive Teaching**

Co-Director of Executive Program on Building and Leading Customer Centric Organizations  
Director of Custom Program for GE Healthcare and one for GE Senior Executives

Director of Executive Program on Customer Relationships in the Network Economy  
Co-Director of Executive Program on Managing Strategic Alliances and Acquisitions (India School of Business)  
Director of Executive Program on Winning Strategies in E-commerce  
Director of Executive Program on Sustainable Competitive Advantage in the Network Economy

**Doctoral Dissertation Committees:**

Franz Wohlgezogen (In Progress, 4th year)  
Sharmi Surianarain (In Progress, on leave)  
Maxim Sytch (Chair, University of Michigan, Ann Arbor)  
James Oldroyd (SKK GSB, South Korea)  
Douglas Frank (INSEAD)  
Chris Forman (Carnegie Mellon University)  
Dania Dialdin (Suffolk University)  
Lihua Olivia Wang (Columbia University and now San Jose State)  
Xiaoli Yin (Purdue and now San Francisco State)  
Angelique Augereau (McKinsey and Company)  
Brenda Ellington-Booth (Northwestern University)  
Nicole Dubbs (Columbia University)  
James Westphal (University of Texas at Austin and now University of Michigan)

External Students:

Dovev Lavie (Ph.D at Wharton)  
Matt Semadeni (Ph.D at Texas A & M)  
Bart Vanneste (Ph.D at London Business School)

**University Presentations:**

Penn State, York University, University of Wisconsin – Madison, University of Illinois - Urbana-Champaign, Purdue University, University of Southern California, National Taiwan University, Duke University, University of Waikato (New Zealand), Harvard Business School, Massachusetts Institute of Technology, Ohio State University, Brigham Young University, University of Utah, University of Texas – Austin, Dartmouth College, University of Toronto, National Council of Applied Economic Research (New Delhi, India), University of Michigan, Duke University, University of Illinois-Urbana-Champaign, University of Chicago, Stanford University, New York University, University of Utrecht, University of Minnesota, INSEAD, London Business School, Rutgers University, Columbia University, Carnegie Mellon University, University of Maryland, University of Pennsylvania, Harvard University.

## **Conference Presentations:**

“Network Interdependencies: Relationships between Venture Capital and Strategic Alliances,” speaker at *Academy of Management Meeting*, Chicago, 2009.

“The Evolution of Collaborative Networks: The Dynamics of Social Structure and Knowledge Diffusion,” speaker at *Academy of Management Meeting*, Chicago, 2009.

“Network Evolution and Dynamics,” co-organizer of PDW at *Academy of Management Meeting*, Anaheim, August, 2008.

“Using M&A as a Context to Study Knowledge Transfer, Learning, and Coordination in Organizations” speaker at PDW at *Academy of Management Meeting*, Anaheim, August, 2008.

“New Insights into Theories of Entrepreneurship Through New Questions to Ask” speaker at PDW at *Academy of Management Meeting*, Anaheim, August, 2008.

“Where Do Brokers Come From?” presented at *Academy of Management Meeting*, Anaheim, August, 2008.

“‘Charting’ to Their Full Potential? Exploring Physicians' Adoption of Electronic Health Records” presented at *Academy of Management Meeting*, Anaheim, August, 2008.

“The Management of Alliance Portfolios and their Performance Implications” Member of PDW at *Academy of Management Meeting*, August, 2007.

“Flocking Together: Examining the Role of Homophily in Economic Exchange Relationships” presented at *Academy of Management Meeting*, August, 2007.

“The Rise and Fall of Small Worlds” presented at *Academy of Management Meeting*, August, 2007.

“Bridging Rigor and Relevance in Management Research.” *Sumantra Ghoshal Conference*, London Business School, May, 2007.

“Renewal through Reorganization: The Value of Inconsistencies between Formal and Informal Organization.” *Organization Science Special Issue Conference*, Chicago, March, 2007.

“On the Interface between Research and Practice: Experiences in Executing Engaged Research,” presented at *Academy of Management Meeting*, Atlanta, August, 2006.

“Coordinating Centralized Information and Decentralized Decision Making,” presented at *Academy of Management Meeting*, Atlanta, August, 2006.

“Dependence Asymmetry and Joint Dependence in Interorganizational Relationships,” presented at *Academy of Management Meeting*, Atlanta, August, 2006.

“Interorganizational Embeddedness and the Reach, Richness, and Receptivity of Network Resources,” presented at *Academy of Management Meeting*, Honolulu, August, 2005.

“Learning from Samples of Millions or More: Overcoming Organizational Barriers to Inferential Learning,” presented at *Academy of Management Meeting*, Honolulu, August, 2005.

“The Architecture of Organizational Dualities,” presented at *Academy of Management Meeting*, New Orleans, 2004.

“Multifirm Strategic Alliance Formation: Configural and Geometric Perspectives,” presented at *Academy of Management Meeting*, New Orleans, 2004.

“The Duality of Network Capability: Reach versus Richness,” presented at *Academy of Management Meeting*, New Orleans, 2004.

“Interorganizational Trust,” Keynote symposium delivered at the *International Workshop on Trust Between and Within Organizations*, Amsterdam, October, 2003.

“Stacking the Deck: The Effects of Upper Echelon Affiliations for Entrepreneurial Firms,” presented at *Academy of Management Meeting*, Seattle, 2003.

“The Contingency of Partnering Experience and the Gains From Alliances,” presented at *Academy of Management Meeting*, Seattle, 2003.

“Learning in Alliances: New Methodologies, New Directions,” presented at the *Academy of Management Meeting*, Seattle, 2003.

“Getting Off to a Good Start: The Effects of Upper Echelon Affiliations on Interorganizational Endorsements and IPO Success,” presented at *Utah/BYU Strategy Research Conference*, 2003.

“The 21<sup>st</sup> Century Corporation: How Digital Technologies Affect Corporate Transformation and Performance,” All-academy symposium presentation at the *Academy of Management Meeting*, Denver, 2002.

“Relational and Market-Based Legitimation of Internet IPOs,” presented at the *Academy of Management Meeting*, Denver, 2002.

“Strategy and Entrepreneurship: What Changes in the Digital Economy? Interorganizational Partnerships in the Digital Economy,” Symposium presentation at the *Academy of Management Meeting*, Washington, DC, 2001.

“Trust in Business-to-Business Relationships: Combining Social and Electronic Networks,” presented at *Academy of Management Meeting*, Washington, DC, 2001.

“Size of the Pie and Share of the Pie: Implications of Structural Embeddedness for Value Creation and Value Appropriation in Joint Ventures,” presented at *Academy of Management Meeting*, Washington, DC, 2001.

“The Brave New World of Wireless Web,” presented at *Netcentricity Conference*, University of Maryland, 2001.

"The Effect of IPO Team Ties on Investment Bank Affiliation and IPO Success," presented at *Harvard Conference on Entrepreneurship*, Cambridge, MA, 2000.

"Obstacles and Issues in Getting the Right Mix between Bricks and Clicks in the New Economy," presented at *Joint Kellogg-Wharton Conference on E-business*, Philadelphia, 2000.

"The Effect of IPO Team Ties on Investment Bank Affiliation and IPO Success," presented at *Academy of Management Meeting*, Toronto, 2000.

"Is the Network an Appropriate Unit of Analysis?" presented at *Utah/BYU Strategy Research Conference*, 2000.

"Organizing Vertical Networks: A Design Perspective," presented at *Strategy Research Forum*, Boston, 1999.

"Networks and Firm Capabilities," presented at *Strategic Management Society Conference*, Orlando, October, 1998.

"The Dynamic Evolution of Interorganizational Networks," presented at *Academy of Management Meeting*, San Diego, August, 1998.

"The Dark Side of Embeddedness: An Examination of the influence of direct and indirect board interlocks and CEO/Board relationships on interfirm alliances," presented at *Academy of Management Meeting*, San Diego, August, 1998.

"Network Location and Learning: The Influence of Network Resources and Firm Capabilities on Alliance Formation," presented at *Academy of Management Meeting*, San Diego, August, 1998.

"Different Strokes for Different Folks: Towards a Contingent Theory of Network Effects," presented at *TIMS/ORSA Conference*, Dallas, October, 1997.

"Organizing Vertical Networks: A Design Perspective," presented at *Academy of Management Meeting, Boston*, August, 1997.

"The Architecture of Cooperation: Managing Coordination Uncertainty and Interdependence in Strategic Alliances," presented at *Academy of Management Meeting*, Boston, August, 1997.

"Where Do Interorganizational Networks Come From?" presented at *Academy of Management Meeting*, Boston, August, 1997.

"Where Do Interorganizational Networks Come From?" presented at *Conference on the Management of Durable Relations: Theoretical and Empirical Models for Households and Organizations*, Utrecht, Holland, June, 1997.

"Trust and Opportunism in Interorganizational Collaboration," Coordinator, Showcase Symposium, *Academy of Management Meeting*, Cincinnati, August, 1996.

"Organizing Vertical Networks: A Contingency Perspective." *Academy of Management*

*Meeting*, Cincinnati, August, 1996.

“The Institutionalization of Total Quality Management: The Emergence of Normative TQM Adoption and the Consequences for Organizational Legitimacy and Performance,” presented at *Academy of Management Meeting*, Cincinnati, August, 1996.

“A Network Structuration Theory of Interorganizational Ties,” Invited presentation at *Conference on Sociology and Strategy*, INSEAD, April, 1996.

“Social Structure and Alliance Formation Patterns: A Longitudinal Analysis,” presented at *Academy of Management Meeting*, Vancouver, August 1995.

“What is the Optimum Amount of Organizational Slack? A Study of the Relationship Between Slack and Innovation in Multinational Firms,” presented at *Academy of Management Meeting*, Vancouver, August 1995.

“Alliances as Learning Races,” presented at *Academy of Management Meeting*, Dallas, August 1994.

“Transaction Costs and Contractual Choice in Alliances - Implications of Repeated Ties,” presented at *Academy of Management Meeting*, Atlanta, August 1993.

“The Dynamics of Alliance Formation: Which Firms Enter Into Alliances With Each Other?” presented at *Academy of Management Meeting*, Atlanta, August, 1993.

“Managing Cooperative Alliances,” presented at *Strategic Management Society Conference*, London, October, 1992.

“Mutually Assured Alliances,” presented at *Academy of Management Meeting*, Las Vegas, August, 1992.