

September 2010

Ashish Nanda

16 Voss Terrace  
Newton, MA 02459

## **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

## **HARVARD UNIVERSITY**

### **Appointments**

- 2008 – Date    Robert Braucher Professor of Practice, Harvard Law School
- 2006 – Date    Faculty Chair, Harvard Law School Executive Education  
Research Director, Center for Lawyers and the Professions, Program on the Legal  
Profession, Harvard Law School
- 2000 – 2006    Associate Professor of Business Administration, Harvard Business School
- 1993 – 2000    Assistant Professor of Business Administration, Harvard Business School

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## Assignments

### JD and MBA Programs

- 1999 – 2010 Conduct research on management of professional service firms  
Developed and taught *Professional Services*, an elective course in the HLS JD program (2007– 2010), the HBS MBA program (1999-2006) and an advanced seminar on *Professional Services* in the HLS JD program (2010)
- 1993 – 2001 Taught MBA required courses *Leadership, Values, and Decision Making* and *General Management*

### Doctoral Program

- 1993 – 2007 Thesis chair for two doctoral students (Julia Prats, DBA 2004, Boris Groysberg, DBA 2002)  
Thesis advisor to four doctoral students (Lisa Rohrer, PhD 2004, Dimosthenis Arholidis, PhD 1997, C. J. Meadows, DBA 1996, Spela Trefalt, DBA 2008 expected)  
Taught Doctoral seminars in *Administrative Theory* and *Joint Ventures and Strategic Alliances* (1995-1997)

### Executive Education

- 2007 – Date Developed, chaired, and taught in HLS executive education programs:  
*Leadership in Law Firms* (2007 – Date) *Leadership in Corporate Counsel* (2009 – Date)
- 1998 – Date Taught in HBS executive education programs:  
*Leadership in Professional Service Firms* (1998 – Date)  
*Colloquium on Participant Centered Learning* (2001-2005)  
*Changing the Game* (2003 – 2006)  
*Strategic Negotiations* (2003 – 2006)  
*Program for Management and Development* (2001, 2003, 2004)  
*The General Manager Program* (1998 – 2000)
- 1999 – Date Taught in Harvard Graduate School of Design executive education programs  
*Running the Real Estate Company* and *Advanced Management Development Program*
- 1997 – Date Designed and taught in custom executive education programs with law firms as well as other professional service organizations, including accounting, advertising, asset management, engineering consulting, executive search, human resource consulting, investment banking, IT consulting, 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, Harvard Business School (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)

## **WORK EXPERIENCE**

- 1983 – 1988 TAS Officer, The Tata Group, Bombay  
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, New 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, New 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, Bombay (1983 – 1984)  
Internal consulting projects with Tata companies, including Indian Hotels, Tata Steel, Tata Industries, VOLTAS, Tata Engineering, and Tata Services

## **AWARDS AND HONORS**

- 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, Indian Institute of  
Technology, New 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)

## **FELLOWSHIPS**

- 1999 – 2000 Faculty Fellow, Harvard University Center for Ethics and Professions  
Conducted research on conflict of interest and the professions

## **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 “Keeping Venture Capitalists on the Straight and Narrow,” *The Financial Times*, August 15, 2001, 26.
- P2 “Viewpoint: Reexamining Independence – The Virtue of Taking Equity,” *Consulting Magazine*, June 2000, 58-60.

### **Papers related to developing and leveraging professional**

- P3 “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.
- P4 “Does Stardom Affect Job Mobility,” with B. Groysberg, HBS working paper 02-029 revise and resubmit *Journal of Economics and Management Strategy*.
- P5 “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.
- P6 “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.
- P7 “The Risky Business of Hiring Stars,” with B. Groysberg and N. Nohria, *Harvard Business Review* 82, no. 5 (May 2004), R0405F.

### **Papers related to managing professional service firms**

- P8 "History Rhymes," *AmLaw Daily*, Jan. 29, 2010.
- P9 "Lawyers Should Be Recruited Like Doctors," *The American Lawyer*, October 13, 2009.

- P10 “Why Acquisitions of Professional Partnerships by Public Corporations Often Fail,” *Consulting Magazine*, October 2004.

### **Papers related to managing human capital**

- P11 “A Theory of Banking Structure,” co-author S. Das, *Journal of Banking and Finance*, v23(6), 1999, p. 863-895.
- P12 “Implementing Organizational Change,” *Comportamento Organizacional E Gestão*, 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).
- P13 “Resources, Capabilities, and Competencies,” in B. Moingeon and A. Edmondson, eds., 1996, *Organizational Learning and Competitive Advantage*, Sage: London.

### **Papers related to managing across organizational boundaries**

- P14 “Coalitions Among Potential Entrants,” with P. Mohanram, HBS working paper 98-056, *Proceedings of the 6<sup>th</sup> International Conference on Telecommunication Systems: Modeling and Analysis*, 1998
- P15 “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).
- P16 “When Do Joint Ventures Create Value?” with P. Mohanram, HBS no. 96-028, *Academy of Management Best Papers Proceedings*, 1996.
- P17 “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.

## **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

- 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 “The American Medical Association,” case 905-019
- C10 “The American Medical Association-Sunbeam Deal,” (A) – (C), with K. Haddad, cases 801-326, 801-327, 802-091
- C11 “Crisis and Response: Sexual Abuse Allegations in the Boston Archdiocese,” (A) – (B), cases 904-048, 904-049
- C12 “Learning from Scandals: Responsibility of Professional Organizations,” note 905-037
- C13 “Evolution of Public Reputation of a Profession,” (A), (B), cases 904-052, 904-053, courseware 904-071
- C14 “Managing Client Conflicts,” note 904-059
- C15 “The Saga of Prince Jefri and KPMG,” (A) – (D), cases 899-266, 899-267, 899-268, 899-269
- C16 “Competition Between the Professions: Law Firms vs. Accounting Firms,” note 899-301
- C17 “AdNet,” (A) – (E), with K. Haddad, cases 902-024, 902-025, 902-026, 902-027, 905-007, with L. Prusiner, teaching note 905-036
- C18 “Ethics in Venture Capital,” note 902-028
- C19 “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
- C20 “Professionals’ Quandaries,” with T. DeLong and S. Landry, case 800-371
- C21 “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**

- C22 “William Fox,” with M. Brewerton, case study HLS 09-27 (2009).
- C23 “A Tale of Three Teams,” with L. Prusiner and M. Brewerton, case study HLS 09-03 (2009).
- C24 “A Tale of Three Public Relations Teams,” with L. Prusiner and M. Brewerton, case study HLS 08-08 (2008).
- C25 “A Tale of Three Asset Management Teams,” with L. Prusiner and M. Brewerton, case study HLS 09-40 (2010).
- C26 “A Tale of Three Finance Teams,” with L. Prusiner and L. Rohrer, case study HLS 10-14 (2010).
- C27 “Client Mix,” with Nitin Nohria, case study HLS 10-09 (2010).
- C28 “From Brussels to Paris,” with Monet Brewerton, case study 09-39 (2009).
- C29 “Lehman Brothers Equity Research Department,” The Rise, (A), The Decline, (B), with B. Groysberg, cases 902-002, 902-003, with L. Prusiner, teaching note 905-031
- C30 “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
- C31 “International Profit Associates,” with T. DeLong and M. Mullick, case 801-937, with T. DeLong and Ying Liu, teaching note 902-059
- C32 “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
- C33 “Venture Law Group,” (A) – (C) with T. DeLong and S. Landry, 800-065, 800-191, 903-116, teaching note 902-215
- C34 “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
- C35 “Developing Professionals the BCG Way,” (A), (B), with K. Morrell, cases 903-113, 904-068, with L. Prusiner, teaching note 905-029
- C36 “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



- C37 “Planning in Professional Service Firms,” with K. Morrell, case 903-085, “Planning Exercise,” course software 903-701
- C38 “Note on Staffing in Professional Service Firms,” note 903-110, “Staffing in Professional Service Firms,” with L. Prusiner, case 905-026
- C39 “Profitability Drivers in Professional Service Firms,” note 904-064
- C40 “Family Feud,” (A), (B), with S. Landry, 800-064, 800-210, with L. Prusiner, teaching note 905-033.
- C41 “Instructors’ Guide to the Professional Service Course,” note 905-040
- C42 “The Professional Service Course,” note 904-058
- C43 “An Overview of the Professional Services Course,” with T. DeLong, note 800-282.
- C44 “Introduction to the Challenges Facing PSFs,” with T. DeLong and S. Landry, note 801-007
- C45 “External Strategy for Sustained Competitive Advantage,” with T. DeLong and S. Landry, note 801-008
- C46 “Internal Strategy of Organizational Design,” with T. DeLong and S. Landry, note 801-009
- C47 “Managing the Organization Through Processes,” with T. DeLong and S. Landry, note 801-010
- C48 “Serving Clients Effectively,” with T. DeLong and S. Landry, note 801-011
- C49 “Succeeding in PSFs,” with T. DeLong and S. Landry, note 801-012
- C50 “Becoming a Professional,” with T. DeLong and S. Landry, note 801-013
- C51 “Strategy and Positioning in Professional Service Firms,” note 904-060
- C52 “McKinsey and Company: An Institution at a Crossroads,” with K. Morrell, case 903-080
- C53 “Infosys Technologies, Limited,” with T. DeLong, case 801-445, with T. DeLong and Ying Liu, teaching note 902-057
- C54 “The HBS California Research Center,” with T. DeLong and S. Landry, case 800-189
- C55 “The Rise and Decline of e-Consulting,” with M. J. Prats, 902-175
- C56 “Note on E-Consulting,” with T. DeLong, T. Agan, and S. Landry, 800-312.

- C57 “AGENCY.COM,” (A), (B), with T. DeLong and S. Landry, 800-061, 800-062
- C58 “Woodland Partners: Field of Dreams?” with T. DeLong and T. Seides, 800-070, teaching note 801-017
- C59 “Eggrock Partners, LLC,” (A), (B), with T. DeLong and S. Woerner, teaching note 801-016
- C60 “Diamond in the Rough,” (A), (B), with T. DeLong, teaching note 801-134, Mel Bergstein in conversation with MBA students, video, RT 9:00
- C61 “Interactive Minds,” (B), with T. DeLong, C. Darwell, and S. Landry, case 800-114
- C62 “Scale and Scope in Professional Service Firms,” note 903-117
- C63 “The Credit Suisse Group,” with K. Morrell, case 903-069
- C64 “History of Investment Banking,” with T. DeLong and Lynn Villadolid Roy, note 902-168
- C65 “The Major Global Stock Exchanges,” with T. DeLong and Lynn Villadolid Roy, note 902-169
- C66 “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
- C67 “Note on Valuation – Compensation Tradeoff in Professional Service Firm Acquisitions,” note 903-111
- C68 “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
- C69 “Andersen Consulting—EMEA: 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
- C70 “Ownership Structure in Professional Service Firms: Partnership versus Public Corporation,” note 905-038
- C71 “The Goldman Sachs IPO,” with M. Salter, B. Groysberg, and S. Matthews, case 800-016, with L. Prusiner, teaching note 905-035
- C72 “Compensation in Professional Service Firms,” note 905-039
- C73 “Camp Dresser & McKee: Getting Incentives Right,” with M. J. Prats , case 902-122

- C74 “Jill Greenthal at Donaldson, Lufkin & Jenrette: The AT&T/TCI Deal,” cases (A), (B), with T. DeLong and S. Thorp, 800-213, 800-242
- C75 “&Samhoud Service Management,” with T. DeLong and M. Mullick, case 801-398, teaching note 902-058
- C76 “Leading Public Professional Service Organizations,” note 903-123
- C77 “Linklaters (A): Seeking Clear Blue Water,” with L. Prusiner, case 08-01
- C78 “Abby Joseph Cohen: A Career in Retrospective,” with K. Lieb, case 903-118
- C79 “Tom Tierney’s Reflections,” with K. Morrell and M. Mullick, case 903-127
- C80 “Tradeoffs: Juggling Careers in Professional Services Firms with Private Life,” with T. DeLong and S. Landry, case 801-463
- C81 “Career Launch: The First Twelve Months,” with T. DeLong, case 08-04, “The First Six Months: Launching Your Career in Professional Services,” with T. DeLong and S. Landry, 800-373, teaching note 801-138
- C82 “Career Strategies and Tactics in Professional Service Firms,” with T. DeLong, and S. Landry, note 800-375

### **Course material related to managing human capital**

- C83 “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
- C84 “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
- C85 “Intel Corporation: Leveraging Capabilities for Strategic Renewal,” with C.A. Bartlett, case 394-141, teaching note 395-227
- C86 “Richardson Sheffield,” case 392-089,” with C.A. Bartlett, teaching note 395-212
- C87 “Ingvar Kamprad and IKEA,” with C.A. Bartlett, case 390-132, teaching note 395-

- C88 “The House of Tata,” with J.E. Austin, case 792-065
- C89 “Emmet Stephenson: Profile of an Entrepreneur,” with G. Levenson and E. Zschau , case 898-049

**Course material related to management across organizational boundaries**

- C90 “Honda-Rover,” (A)-(E), with R. Fortgang and J. Sebenius, cases 899-223, 899-224, 899-225, 899-226, 899-227
- C91 “PDVSA & Citgo,” (A) and (B), cases 899-220, 899-221, with L. Lopez, teaching note 899-103
- C92 “Komatsu and Dresser: Putting Two Plus Two Together,” with G. Levenson, case 898-269, teaching note, 399-076
- C93 “IBM and Siemens,” (A)-(C), with A. Davila and G. Levenson, cases 397-058, 397-061, 397-062, teaching note 397-060
- C94 “Corning Inc.: A Network of Alliances,” with C.A Bartlett, case 391-102, teaching note 394-018

**General Management course material**

- C95 “A User’s Guide to the General Management Course,” with E. Zschau, note 899-006
- C96 “Down the General Management Memory Lane,” with E. Zschau, note 899-007
- C97 “General Management: A Conceptual Introduction,” with C. Bartlett, note 396-161
- C98 “The General Manager’s Operational Challenge: Managing Through People,” with C. Bartlett, note 396-400
- C99 “The General Manager’s Organizational Challenge: Embedding and Leveraging Capability,” with C. Bartlett, note 397-011
- C100 “The General Manager’s Leadership Challenge: Building a Self-Renewing Institution,” with C. Bartlett, note 397-023
- C101 “Gurcharan Das,” video, with H. Uyterhoeven, RT 19:25

### **Material related to participant-centered learning**

C102      Contributed to “Participant-Centered Learning and the Case Method,” videotape and CD-ROM 904-421

### **WORKING PAPERS**

#### **Papers related to professionalism**

W1          “Professional Codes of Ethics,” HBS working paper 03-064

#### **Papers related to managing professional service firms**

W2          “Corporate Purchase of Legal Services,” with John Coates, Robert Nelson, David Wilkins, Michele Beardslee, and Sean Williams, 2008 expected

W3          “Antecedents of Superior Economic Performance Among Law Firms,” with Dan DiPietro, 2008 expected

W4          “Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry,” with M. J. Prats, HBS working paper 05-018, 2004

W5          “What Can We Learn From History? The Entrepreneurial Boom and Bust in the Investment Management Industry (1927 – 1931),” with M. J. Prats, HBS working paper 05-019, 2004

#### **Papers related to managing human capital**

W6          “Specialization Within a Firm,” HBS working paper 94-037

W7          “Strategy, Organization, and Performance in the U.S. Semiconductor Industry,” working paper 94-047

W8          “Organizational Resource Accumulation Dynamics,” HBS working paper 94-036

#### **Papers related to managing across organizational boundaries**

W9          “Do RBOC Coalitions Diminish Competition in Long Distance?” with P. Mohanram, HBS working paper 98-062

W10        “Joint Ventures as Transitory Signaling Mechanisms,” with P. J. Williamson, HBS working paper no. 95-075

W11 “Using Alliances to Overcome Capital Constraints,” with D. Arhodidis, working paper, 1998

### **PARTIAL LIST OF PRESENTATIONS**

- p1 Practicing Law Institute. 2 February 2010, “Bingham McCutchen”
- p2 HLS Faculty Workshop Presentation 6 July 2009, “Partner Mobility Across Law Firms”
- p3 HLS Qatar 29 May – 2 June 2009, “The Legal Profession Today: Local and International Practice:
- p4 Alternative Business Models for PSFs 11 February 2009, “Strategic Choices for Alternative Business Model Professional Service Firms”
- p5 HLS Globalization Conference 21 November 2008, Moderated Panel on “Perspectives on the Global Law Firm
- p6 PKF (association of regional accounting firms) Executive Leadership Conference, Atlanta, 10 November 2007, Chicago, 2 June 2008, Atlanta, 11 November 2008 – “Leading and Motivating Star Professionals”
- p7 Harvard Law School colloquium of Program on the Legal Profession and Stockholm University School of Law, Cambridge MA, 19 October 2007 – “Distribution of Economic Performance Among US Law Firms”
- p8 Praxity (association of national and regional accounting firms) Leadership Conference, Chicago, 8 October 2007 – “Leading Professional Service Firms”
- p9 *The Lawyer* Conference, London, UK, 20 September 2007 – “The Producing Manager in a Professional Services Firm”
- p10 NBER Conference on Entrepreneurship: Strategy and Structure, Jackson, WY, 14 September 2007 – “Does Individual Performance Affect Entrepreneurial Mobility? Empirical Evidence from the Financial Analysis Market” (presented by co-author)
- p11 Law Firm Leaders’ Council, Savannah, GA, 2-3 Aug 2007 – “Leading Change in Professional Service Firms”
- p12 Legal Leaders’ Forum, Montreaux, 14-15 June 2007 – “Leading Change in Professional Service Firms”

- p13 Council of Public Relation Firms, New York, NY, 7 May 2007 – “Client Service in Professional Service Firms”
- p14 Harvard Graduate School of Design, Leading a Real Estate Company, 27 April 2007– “Leadership in Professional Services”
- p15 Sloan Industry Studies Annual Conference, 26 April 2007– chair session on “New Insights on Work Organization”
- p16 NBER Entrepreneurship and Innovation Policy and the Economy Program
- p17 MRI Network, Southfield, MI, 24 October 2006 – “Leading Professional Service Firms”
- p18 *American Lawyer*, Managing Partners’ Forum, 26-27 October 2006 – co-chair
- p19 *The Lawyer* Conference, London, UK, 27 September 2006 – “Motivating and Developing Your Star Professionals”
- p20 Willow Creek Leadership Summit, Barrington IL, 11 Aug 2006 – “Risky Business: Some Lessons From Professional Service Firms Applicable to Not-for-Profit Professional Service Organizations”
- p21 Law Firm Leaders’ Council, Vail, CO, 3 Aug 2006 – “Leading and Leveraging Your Star Professionals”
- p22 Council of Public Relation Firms, New York, NY, 19 May 2006 – “Leading Change in Professional Service Firms”
- p23 International Finance Corporation, Lagos, Nigeria, 15-16 May 2006 – “Teaching the Practice of Management”
- p24 Harvard Graduate School of Design, Leading a Real Estate Company, 26 April 2006– “Leadership in Professional Services”
- p25 “Orientation to HBS for International Students,” Harvard Business School, 2001 - 2004
- p26 “Challenges Facing Law Firm Leaders,” Citigroup Law Firm Leaders Council, August 2004
- p27 “Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the E-Consulting Industry,” with M. J. Prats, Academy of Management, August 2004
- p28 “Does Stardom Affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis,” Academy of Management, August 2004

- p29 “Challenges Facing Law Firm Leaders,” Legal Leaders’ Forum, Newmarket – on Fergus, June 2004
- p30 “Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry,” with M. J. Prats, Clifford Chance 2004 Boston Conference on Professional Service Firms, Boston College, June 2004
- p31 “Leading Professional Service Firms.” HBS Reunions, Summer and Fall, 2001-2004
- p32 “Leadership Challenges in Professional Service Firms,” *Lawyer Magazine*, October 2003, June 2004
- p33 “Leadership Challenges in Professional Service Firms,” Council of Public Relation Firms, May 2004
- p34 “The Ethical Challenges Facing Professionals,” Society for Competitive Intelligence Professionals, May 2004
- p35 “Outsourcing of Professional Services,” Sloan Industry Studies Annual Meeting, April 2004
- p36 “The Risky Business of Hiring Stars,” Sloan Industry Studies Annual Meeting, April 2004
- p37 “Can They Take it With Them? The Portability of Star Knowledge Workers’ Performance: Myth or Reality?” with B. Groysberg, Allied Social Science Associations, January, 2004
- p38 “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, August 2003
- p39 “Sustaining Superior Performance in High Velocity Environments: Empirical Evidence from the E-Consulting Industry,” with M. J. Prats, Clifford Chance 2003 Oxford Conference on Professional, Said Business School, Service Firms, July 2003
- p40 “Management Challenges in Law Firms,” Law Firms’ Executive Directors’ Conference, May 2003
- p41 “Sustaining Performance through a Boom and Bust Period: Inter-Firm Differences in the E-Consulting Industry,” with M. J. Prats, Entrepreneurial Management unit, HBS, April 2003
- p42 “Conflicts of Interest in the Professions,” Ethics and Law Workshop, October 2002
- p43 “Entrepreneurship and Knowledge Workers: Dispositional and Situational Drivers,”



- with M. J. Prats, and B. Groysberg, Strategic Management Society, September 2002
- p44 “Sustaining Superior Performance through a Bubble: Inter-firm Differences in the e-Consulting Industry,” Strategic Management Society, September 2002
- p45 “Does Stardom Affect Job Mobility?” with B. Groysberg., Academy of Management, August 2002
- p46 “Entrepreneurship Among Knowledge Workers: Evidence From Equity Analyst Market,” with B. Groysberg and M. J. Prats, Academy of Management, August 2002
- p47 “Turnover and Performance of Star Analysts,” Career Evolution Conference, June 2002
- p48 “Conflict of Interest in the Professions,” Center for Ethics and the Professions, Harvard University, December 2001
- p49 “Strategic and Organizational Challenges Facing Law Firms,” New York/London Colloquium, December 2001
- p50 “Managing Conflict of Interest is Central to Being a Professional,” Social Enterprise Faculty Seminar, Harvard Business School, October 2001
- p51 “Managing Professional Service Firms,” PSF Forum, University of St. Gallen Series, June 2001
- p52 “Future of e-Business Service Firms,” HBS Cyberposium, February 2001
- p53 “Managing Professional Service Firms,” INALDE, August 2000
- p54 “Managing Professional Service Firms,” HEC, June 2000
- p55 “Equity versus Fee for Service,” Association of Management Consulting Firms, May 2000
- p56 “Conflict of Interest,” Center for Ethics and the Professions, Harvard University, January 2000
- p57 “Strategic Alliances,” Program on Negotiations, Harvard University, January 2000
- p58 “Strategic Alliances,” Program on Negotiations, Harvard University, November 1999
- p59 “When Superstars Switch Allegiance: Turnover of Ranked Investment Analysts,” with B. Groysberg, Strategic Management Society, October 1999
- p60 “When Superstars Switch Allegiance,” with B. Groysberg, *Institutional Investor* seminar, January 1999

- p61 “Managing Human Capital,” HEC, June 1999
- p62 “Managing Professionals,” INALDE, April 1999
- p63 “Managing Alliances,” INALDE, April 1999
- p64 “Using Alliances to Overcome Capital Constraints,” with D. Arhodidis, Strategic Management Society, October 1998
- p65 “Management Challenges Before Law Professionals,” Association of Legal Administrators, April 1998
- p66 “Do RBOC Coalitions Diminish Competition in Long Distance?” with P. Mohanram, INFORMS Telecom conference, March 1998
- p67 “Coalitions for Market Entry,” with P. Mohanram, International Conference on Telecommunications, Mar 1998
- p68 “When Do Joint Ventures Create Value?,” with P. Mohanram, Columbia University, December 1997
- p69 “Strategic Alliances,” University of Lausanne, November 1997
- p70 “Strategic Alliances,” Confederation of Indian Industry, Aug 1997
- p71 “Strategic Alliances,” Indian Institute of Management, Ahmedabad, August 1997
- p72 “Strategic Alliances,” Indian Institute of Technology, Delhi, July 1997
- p73 “A Theory of Banking Structure,” with S. Das., NBER conference, December 1996
- p74 “Coalitions for Market Entry,” with P. Mohanram, Strategic Management Society, October 1997
- p75 “International Expansion through Joint Ventures,” with P. Williamson, Strategic Management Society, October 1996
- p76 “Implementing Organizational Change,” Academy of Management, August 1996
- p77 “When Do Joint Ventures Create Value?” with P. Mohanram, Academy of Management, August 1996
- p78 “A Theory of Banking Structure,” with S. Das, Western Finance Association symposium, June 1996
- p79 “Joint Ventures as Transitory Signaling Mechanisms,” with P. Williamson, European Science Foundation EMOT conference, October 1995

- p80 “Managerial Competence in a Complex Business Environment,” with M. Moldoveanu and H. Stevenson, Academy of Management, August 1995
- p81 “Specialization Within a Firm,” Stern School, New York University, Mar 1995
- p82 “Strategy, Organization, and Performance in Semiconductors Industry,” Strategic Management Society, Sep 1994
- p83 “Joint Ventures to Ease Restructuring Pain,” with P. Williamson, Strategic Management Society, Sep 1994
- p84 “Project Management to Project Stream Management,” with T. Khanna, Academy of Management, August 1994
- p85 “Specialization Within a Firm,” TIMS/ORSA, October 1993
- p86 “New Faculty Consortium,” Academy of Management, August 1993
- p87 “Business Policy and Strategy Doctoral Consortia,” Academy of Management,” August 1990, 1992

### **PROFESSIONAL ACTIVITIES**

- 2009-Date Advisory Bard, Linklaters Law and Business School
- 2007-Date Advisory Board, Clutch Group
- 2002-Date Advisory Board, Kale Consulting (USA)
- 2001-2006 Academic advisory committee member for business schools consortium of IDE, Ecuador, INALDE, Colombia and PAD, Peru
- 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

### **SELECTED BUSINESS PROJECTS**

- b1 Marketing Strategy for Tata 608 in the MLCV Market, October 1987
- b2 Marketing Strategy for Tata 206 as a VLCV, June 1987
- b3 Survey of Customer Attitudes in Delhi to TELCO HCVs, June 1987

- b4 Development of Computerized Hire-Purchase System, June 1987
- b5 Impact of Bank Finance on Sale of Vehicles in Delhi, June 1986
- b6 Dealer Development Studies, Yamunanagar, February 1986
- b7 Analysis of Variance Between Sales Forecasts and Vehicles Offtake, December 1985
- b8 Competitive Positioning in the HCV Market in India, November 1985
- b9 Dealer Development Studies Kurali, October 1985
- b10 Consumer Survey of LCV Owners in Karnataka, June 1985
- b11 Dealer Development Studies Hyderabad, February 1985
- b12 Marketing Strategy for Tata 407 in the LCV Market, September 1984
- b13 Design of a Spare Parts Inventory Control & Ordering System, TELCO Ltd., December 1983
- b14 Systems Analysis of Taj Boutique Shops, Indian Hotels Ltd., October 1983
- b15 Financial Feasibility Study of a Leasing Company, Tata Industries Ltd, August 1983
- b16 A Study of the Pattern of Employee Turnover, Tata Services Ltd., June 1983