



HARVARD | BUSINESS | SCHOOL

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Jan W. Rivkin

Morgan Hall 239
Harvard Business School
Boston, MA 02163
(617) 495-6690
jrivkin@hbs.edu

EDUCATION

1997 Ph.D., Business Economics, Harvard University
1996 M.A., Economics, Harvard University
1990 M.Sc., with distinction, Economics, London School of Economics
1989 Diploma, with distinction, Economics, London School of Economics
1988 B.Sc., *summa cum laude* (valedictorian), Chemical Engineering, Princeton University
Certificate, Science and Public Policy, Woodrow Wilson School, Princeton University

HARVARD UNIVERSITY

Appointments

2008 - Bruce V. Rauner Professor of Business Administration, Harvard Business School (HBS)
2007 - 2008 Professor of Business Administration, HBS
2002 - 2007 Associate Professor of Business Administration, HBS
1997 - 2002 Assistant Professor of Business Administration, HBS
1997 Tutor, sophomore tutorial in business strategy, Economics Department

Principal Leadership Assignments at Harvard Business School

2015 - Senior Associate Dean for Research
2011 - Co-chair, U.S. competitiveness project
2009 - 2014 Unit head, Strategy Unit
2012 - 2013 Committee on financial conflicts of interest
2006 - 2009 Course head, required first-year course in strategy
2001 - 2006 Strategy Unit seminar committee
2002 - 2006 Policy and Admissions Committee for Information, Technology and Management Ph.D. program
2003 - 2006 Strategy Unit recruiting committee

Principal Teaching Assignments at Harvard Business School

2016 - Advanced Management Program course in strategy
2013 - 2015 Required first-year course in strategy
2012 Elective course Advanced Competitive Strategy: Integrating the Enterprise
2010 - 2011 Advanced Management Program course in strategy

2006 - 2010 Required first-year course in strategy
2002 - 2006 Elective course Advanced Competitive Strategy: Integrating the Enterprise
1999, 2001 Foundations course in economics of markets
1997 - 2001 Required first-year course in strategy

WORK EXPERIENCE

1990 - 1993 Strategy consultant, Monitor Company, Cambridge, Massachusetts
Led or participated in teams that advised senior management of Fortune 100 companies
1989 Summer analyst, Cornerstone Research, Cambridge, Massachusetts
Helped prepare expert witnesses for testimony before juries
1987 Mason, Voluntary Workcamps Association of Ghana, West Africa
Volunteered manual labor for construction of school buildings in two villages
1986 Summer analyst, Salomon Brothers, New York City
Devised a stochastic dynamic program for determining price sensitivity of bonds

PUBLICATIONS

I. Research on interactions among decisions

A. Challenges posed by interactions

“Imitation of Complex Strategies,” *Management Science* (46), 2000, 824-844.

“Reproducing Knowledge: Replication Without Imitation at Moderate Complexity,”
Organization Science (12), 2001, 274-293.

With Olav Sorenson and Lee Fleming, “Complexity, Networks and Knowledge Flow,” *Research Policy* (35), 2006, 994-1017. Abridged version published in *Academy of Management Best Papers Proceedings*, August 2004. Winner of the 2005 Best Paper Prize, European Meeting on Applied Evolutionary Economics.

With Olav Sorenson and Lee Fleming, “Informational Complexity and the Flow of Knowledge across Social Boundaries,” in Koen Frenken, ed., *Applied Evolutionary Economics and Economic Geography*, Edward Elgar Publishing, 2007.

With Nicolaj Siggelkow, “Patterned Interactions in Complex Systems: Implications for Exploration,” *Management Science* (53), 2007, 1068–1085.

B. Cognitive devices as mechanisms to cope with interactions among decisions

With Giovanni Gavetti, “On the Origin of Strategy: Action and Cognition over Time,”
Organization Science (18), 2007, 420-439.

With Giovanni Gavetti and Daniel Levinthal, “Strategy-making in Novel and Complex Worlds: The Power of Analogy,” *Strategic Management Journal* (26), 2005, 691-712.

With Giovanni Gavetti, “How Strategists Really Think: Tapping The Power of Analogy,”
Harvard Business Review (83:4), 2005, 54-63.

With Giovanni Gavetti, “Teaching Students How to Reason Well by Analogy,” *Journal of Strategic Management Education* (1), 2004, 431-450.

With Giovanni Gavetti and Daniel Levinthal, “Response to Farjoun’s ‘Strategy Making, Novelty, and Analogical Reasoning—Commentary of Gavetti, Levinthal, and Rivkin (2005),” *Strategic Management Journal* (29), 2008, 1017-1021.

With Giovanni Gavetti, “Seek Strategy the Right Way at the Right Time,” *Harvard Business Review* (86: 1), 2008, 22-23.

With A.G. Lafley, Roger L. Martin, and Nicolaj Siggelkow, “Bringing Science to the Art of Strategy,” *Harvard Business Review* (90: 9), September 2012.

C. Organizational design as a mechanism to cope with interactions among decisions

With Nicolaj Siggelkow, “Organizational Sticking Points on NK Landscapes,” *Complexity* (7:5), 2002, 31-43.

With Nicolaj Siggelkow, “Balancing Search and Stability: Interdependencies Among Elements of Organizational Design,” *Management Science* (49), 2003, 290-311.

With Nicolaj Siggelkow, “Speed and Search: Designing Organizations for Turbulence and Complexity,” *Organization Science* (16), 2005, 101-122.

With Nicolaj Siggelkow, “Organizing to Strategize in the Face of Interactions: Preventing Premature Lock-in,” *Long Range Planning* (39), 2006, 591-614.

With Nicolaj Siggelkow, “When Exploration Backfires: Unintended Consequences of Multi-level Organizational Search,” *Academy of Management Journal* (49), 2006, 779-795.

With Nicolaj Siggelkow, “Organizational Design: Balancing Search and Stability in Strategic Decision Making” in Paul R. Kleindorfer and Yoram Wind, eds., *The Network Challenge: Strategy, Profit and Risk in an Interlinked World*, Wharton School Publishing, 2009.

With Nicolaj Siggelkow, “Hiding the Evidence of Valid Theories: How Coupled Search Processes Obscure Performance Differences Among Organizations,” *Administrative Science Quarterly* (54: 4), 2009, 602 – 634. Abridged version published as “Coupled Search Processes: Why Is It So Difficult to Find that Organizational Design Matters?” in *Academy of Management Best Papers Proceedings*, August 2008.

II. Course material on interactions among decisions

“Advanced Competitive Strategy, Notes for Educators:”

“1. An Overview of the Course,” HBS teaching note 706-449 (2005).

“2. Integration in Business Education and Research,” HBS teaching note 706-468 (2005).

“3. Key Concepts in a Module on Analyzing the Parts of a Strategy,” HBS teaching note 706-469 (2005).

“4. Key Concepts in a Module on the Origins of Strategy,” HBS teaching note 706-470 (2005).

“5. Key Concepts in a Module on Strategic Failure,” HBS teaching note 706-471 (2005).

“6. Key Concepts in a Module on Strategic Change,” HBS teaching note 706-472 (2005).

“7. Tools and Techniques, Plus Practice,” HBS teaching note 706-473 (2005).

“8. Research Questions,” HBS teaching note 706-474 (2005).

“Advanced Competitive Strategy: Integrating the Enterprise, Course Introduction [for students],” HBS class note 706-452 (2005).

A. How can a strategist analyze the parts of a firm’s strategy?

“How can a strategist analyze the parts of a firm’s strategy? Advanced Competitive Strategy, Module Note for Students,” HBS class note 706-431 (2005).

With Pankaj Ghemawat, “Creating Competitive Advantage,” HBS class note 798-062 (1998). Revised version published in Pankaj Ghemawat, *Strategy and the Business Landscape: Text and Cases*, Reading, MA: Addison-Wesley, 1999 (first edition) and 2006 (second edition).

“Airborne Express (A),” HBS case 798-070 (1998).

“Airborne Express (A),” HBS teaching note 700-085 (2000).

“Husky Injection Molding Systems,” HBS case 799-157 (1999).

“Husky Injection Molding Systems,” HBS teaching note 700-087 (2000).

Edited: Videotape of campus visit by CEO of Husky Injection Molding Systems.

“Dogfight Over Europe: Ryanair (A),” HBS case 700-115 (2000).

“Dogfight Over Europe: Ryanair (B),” HBS case 700-116 (2000).

“Dogfight Over Europe: Ryanair (C),” HBS case 700-117 (2000).

“Dogfight Over Europe: Ryanair,” HBS teaching note 701-090 (2001).

B. Where do successful strategies come from?

“Where do successful strategies come from? Advanced Competitive Strategy, Module Note for Students,” HBS class note 706-432 (2005).

With Giovanni Gavetti, “The Use and Abuse of Analogies,” HBS class note 703-429 (2003).

“An Options-led Approach to Making Strategic Choices,” HBS class note 702-433 (2002).

“The British Motorcycle Industry at a Crossroads,” HBS case 703-031 (2003).

“Honda (A), Honda (B), and the British Motorcycle Industry at a Crossroads,” HBS teaching note 704-022 (2003).

With Giovanni Gavetti and Elizabeth Johnson, “Lycos (A): The Tripod Decision,” HBS case 702-435 (2002).

“Lycos (A): The Tripod Decision,” HBS teaching note 704-472 (2004).

With Jason Woodard, “Silverado (A),” HBS case 703-441 (2003).

“Silverado (A),” HBS teaching note 706-464 (2006).

With Kenneth S. Corts, “Performance Indicator,” HBS teaching note 703-456 (2003).

“Excerpts from Amar Bhidé’s *The Origin and Evolution of New Businesses*,” HBS class note 702-424 (2001).

“Peter Drucker on Effective Decisions” (edited excerpts from Peter Drucker’s *The Effective Executive*), HBS class note 703-442 (2002).

“Where Do Great Strategies Come From?” HBS faculty seminar series CD-ROM (2004).

C. Why do strategies fail?

“Why do strategies fail? Advanced Competitive Strategy, Module Note for Students,” HBS class note 706-433 (2005).

With Michael E. Porter, “Matching Dell,” HBS case 799-158 (1999).

“Matching Dell,” HBS teaching note 700-084 (1999).

With Simona Giorgi, “Matching Dell (B): 1998-2003,” HBS case 704-476 (2004).

“Matching Dell: Teaching Note Supplement,” HBS teaching note 706-482 (2006).

“Revitalizing Dell,” HBS case 710-442 (2010).

With Laurent Therivel, “Delta Air Lines (A): The Low-Cost Carrier Threat,” HBS case 704-403 (2004).

With Laurent Therivel, “Delta Air Lines (B): The Launch of Song,” HBS case 704-439 (2004).

“Delta Air Lines (A): The Low-Cost Carrier Threat and Delta Air Lines (B): The Launch of Song,” HBS teaching note 706-430 (2005).

D. How do firms change their strategies successfully?

“How do firms change their strategies successfully? Advanced Competitive Strategy, Module Note for Students,” HBS class note 706-434 (2005).

With Stefan H. Thomke and Daniela Beyersdorfer, “LEGO (A): The Crisis,” HBS case 713-478 (2013).

With Stefan Thomke, “LEGO (A): The Crisis,” HBS teaching note 714-464 (2014).

With Stefan H. Thomke and Daniela Beyersdorfer, “LEGO,” HBS case 613-004 (2012).

With Stefan H. Thomke and Daniela Beyersdorfer, “LEGO,” HBS teaching note 614-008 (2013).

With Michael Roberto, “Federal Bureau of Investigation (A),” HBS case 707-500 (2007).

With Michael Roberto, “Federal Bureau of Investigation (B),” HBS case 707-553 (2007).

With Michael Roberto, “Federal Bureau of Investigation, 2001 (Abridged),” HBS case 710-450 (2010).

With Michael Roberto and Ranjay Gulati, “Federal Bureau of Investigation, 2007,” HBS case 710-451 (2010).

With Michael Roberto and Ranjay Gulati, “Federal Bureau of Investigation, 2009,” HBS case 710-452 (2010).

With Michael Roberto and Ranjay Gulati, “Federal Bureau of Investigation, 2001, 2007, and 2009,” HBS teaching note 711-487 (2011).

With Dorothy Leonard and Gary Hamel, “Change at Whirlpool Corporation (A),” HBS case 705-462 (2005).

With Dorothy Leonard and Gary Hamel, “Change at Whirlpool Corporation (B),” HBS case 705-463 (2005).

With Dorothy Leonard and Gary Hamel, “Change at Whirlpool Corporation (C),” HBS case 705-464 (2005).

With Jay Giroto, "Yahoo!: Business on Internet Time," HBS case 700-013 (1999). Reprinted in Thomas R. Eisenmann, ed. *Internet Business Models: Text and Cases* (Boston: McGraw-Hill Irwin, 2002).

With Jay Giroto, "Yahoo!: Business on Internet Time," HBS teaching note 700-086 (2000).

With Gerrit Meier, "BMG Entertainment," HBS case 701-003 (2000).

"BMG Entertainment," HBS teaching note 701-049 (2000).

Edited: Videotape of campus visit by CEO of BMG Entertainment.

"The Press Looks Inside Sears," HBS case 703-443 (2002).

II. Research and course development on U.S. competitiveness

A. Primary reports of the Harvard Business School U.S. Competitiveness Project

With Michael E. Porter, Mihir Desai, and Manjari Raman, "Problems Unsolved and a Nation Divided: The State of U.S. Competitiveness 2016," Report of the Harvard Business School U.S. Competitiveness Project, September 2016.

With Michael E. Porter (and contributions from Joseph B. Fuller, Allen S. Grossman, Rosabeth Moss Kanter, and Kevin W. Sharer), "An Economy Doing Half Its Job: Findings of Harvard Business School's 2013–14 Survey on U.S. Competitiveness," Report of the Harvard Business School U.S. Competitiveness Project, September 2014.

With Michael E. Porter and Rosabeth M. Kanter "Competitiveness at a Crossroads: Finding of Harvard Business School's 2012 Survey on U.S. Competitiveness," Report of the Harvard Business School U.S. Competitiveness Project, February 2013.

With Michael E. Porter, "Prosperity at Risk: Findings of Harvard Business School's Survey on U.S. Competitiveness," Report of the Harvard Business School U.S. Competitiveness Project, January 2012.

With Karen G. Mills and Michael E. Porter (and contributions from Michael I. Norton and Mitchell B. Weiss), "The Challenge of Shared Prosperity: Findings of Harvard Business School's 2015 Survey on U.S. Competitiveness," Report of the Harvard Business School U.S. Competitiveness Project, September 2015.

With Sara Allan, Allen Grossman, and Nithya Vaduganathan, "Lasting Impact: A Business Leader's Playbook for Supporting America's Schools," Report of the Harvard Business School U.S. Competitiveness Project, November 2013.

"Partial Credit: How America's School Superintendents See Business as a Partner." Report of the Harvard Business School U.S. Competitiveness Project, November 2013.

With Meg Sommerfeld, Linda Jacobson, Lisa Rosenthal, David Ruenzel, Sara Allan, Tyce Henry, and Allen Grossman, "The Brink of Renewal: A Business Leader's Guide to Progress in America's Schools," Report of the Harvard Business School U.S. Competitiveness Project, November 2013.

B. Course development material

“Cross-sector Collaborations for Shared Prosperity,” HBS background note 717-433 (2016).

“The Columbus Partnership,” HBS case 715-462 (2015).

“The Columbus Partnership.” HBS teaching note 717-429 (2016).

With Ryan Lee, “Southwire and 12 For Life: Scaling Up? (A),” HBS case 714-434 (2013).

With Ryan Lee, “Southwire and 12 For Life: Scaling Up? (B),” HBS Case 714-435 (2013).

With Manjari Raman, “Detroit: On the Right Track?” HBS case 716-444 (2016).

“Detroit: On the Right Track?” HBS teaching note 717-432 (2016).

With Dylan Minor, “Truly Human Leadership at Barry-Wehmiller,” HBS case 717-420 (2016).

With Dylan Minor, “Truly Human Leadership at Barry-Wehmiller,” HBS teaching note 717-435 (2016).

C. Articles in business and mainstream media

With Michael E. Porter, “The Looming Challenge to U.S Competitiveness,” *Harvard Business Review* (90: 3), 2012, 54–61.

With Michael E. Porter, “Choosing the United States,” *Harvard Business Review* (90: 3), 2012, 80–91.

With Michael E. Porter, “What Business Should Do to Restore U.S. Competitiveness,” *Fortune* (166: 7), October 29, 2012.

With Michael E. Porter, “What Washington Must Do Now,” *Special Issue on The World in 2013. The Economist*, 2012.

With Michael E. Porter, “A Wake-Up Call for Tomorrow’s Top 1 Percent: Rebuild America’s Middle Class.” *Fortune.com*, March 26, 2015.

With Joseph Fuller and Karen G. Mills, “A Real Path to Shared Prosperity in America,” *Politico*, September 20, 2015.

“How Executives Should Really Respond to Trump’s Controversial Moves,” *Fortune.com*, March 7, 2017.

IV. Research on roots of differences in firm performance and other research

With Tarun Khanna, “Estimating the Performance Effects of Business Groups in Emerging Markets,” *Strategic Management Journal* (22), 2001, 45-74. Abridged version published in *Academy of Management Best Papers Proceedings*, August 1999. Winner of the 1999 Glueck Best Paper Prize, Business Policy and Strategy Division, Academy of Management.

With Tarun Khanna, “Interorganizational Ties and Business Group Boundaries: Evidence from an Emerging Market,” *Organization Science* (17), 2006, 333-352.

With Joanne E. Oxley, Michael D. Ryall, and the Strategy Research Initiative, “The Strategy Research Initiative: Recognizing and Encouraging High-quality Research in Strategy,” *Strategic Organization* (8: 4), 2010, 377-386.

With Tarun Khanna, “The Structure of Profitability Around the World,” HBS Working Paper 01-056.

With Troy Smith, “A Replication Study of Alan Blinder’s ‘How Many U.S. Jobs Might Be Offshorable?’” HBS Working Paper 08-104, 2008.

V. Additional course material, primarily for required first-year course in strategy

With Kenneth S. Corts, “A Note on Microeconomics for Strategists,” HBS class note 799-128 (1999).

With Michael E. Porter, “Competition & Strategy: Course Structure,” HBS teaching note 700-091 (2000).

With Bharat Anand and Tarun Khanna, “Market Failures,” HBS class note 700-127 (2000).

With Michael E. Porter, “Industry Transformation,” HBS class note 701-008 (2000).

With Tarun Khanna, “Math for Strategists,” HBS class note 705-433 (2004).

With Michael Roberto and Erika Ferlins, “Managing National Intelligence (A): Before 9/11,” HBS case 706-463 (2006).

With Pankaj Ghemawat, “Choosing Corporate Scope,” in Pankaj Ghemawat, *Strategy and the Business Landscape: Text and Cases*, Reading, MA: Addison-Wesley, 2006 (second edition).

“Introduction to the RC Strategy Course,” HBS class note 707-492 (2006).

With Troy Smith, “Organic Growth at Wal-Mart,” HBS case 707-498 (2007).

With Stephen Bradley, David Collis, Kevin Coyne, Andrei Hagiu, Mikolaj Jan Piskorski, and John Wells, “How to Crack a Strategy Case,” HBS class note 707-549 (2007).

With Hanna Halaburda, “Analyzing Relative Costs,” HBS class note 708-462 (2007).

With Ann Cullen, “Finding Information for Industry Analysis,” HBS class note 708-481 (2008).

With Juan Alcacer, “Monitor’s Opportunities in India (A),” HBS case 708-482 (2008).

With Juan Alcacer, “Monitor’s Opportunities in India (B): Grail Research,” HBS case 708-483 (2008).

With Richard Vietor and Juliana Seminerio, “The Offshoring of America,” HBS case 708-030 (2008).

With Troy Smith, “Offshoring Day in BGIE and Strategy,” HBS class note 708-492 (2008).

With David Collis, “Strategic Decline,” HBS class note 708-497 (2008).

With David Collis, “Strategic Renewal,” HBS class note 708-503 (2008).

With Eric Van den Steen, “Microsoft’s Search,” HBS case 709-461 (2009).

With Eric Van den Steen, “Microsoft’s Search,” HBS teaching note 710-416 (2009).

With Ranjay Gulati and Kelly McNamara, “BlackRock (A): Selling the Systems?” HBS case 717-404 (2016).

“BlackRock (A): Selling the Systems?” HBS teaching note 717-440 (2016).

SELECTED PRESENTATION VENUES

Academy of Management Meetings
Babson College, F.W. Olin School of Business
Boston University
Brigham Young University / University of Utah Winter Strategy Conference
Cambridge Colloquium on Complexity and Social Networks
Columbia Business School
Dartmouth University, Tuck School of Business
Duke University, Fuqua School of Business
INFORMS Conference
Harvard Business School
Harvard University Economic Department
MIT, Sloan School of Management
New England Complex Systems Institute
New York University, Stern School of Business
Ohio State University, Fisher College of Business
Stanford University, Graduate School of Business
Strategic Management Society Annual Conference
Strategy Research Forum
University of California, Los Angeles, Anderson School of Management
University of Chicago, Graduate School of Business
University of Michigan, Ross School of Business
University of Pennsylvania, Wharton School
University of Toronto, Rotman School of Management
Washington University, Olin School of Business

PROFESSIONAL AND OTHER ACTIVITIES

Associate Editor, *Management Science* (2003-2012)

Editorial board: *Strategic Organization*

Business Policy and Strategy Division, Academy of Management: appointed to Research Committee (2000-02), participated in consortium for doctoral students (2002), appointed to Teaching Committee (2002-04), elected to Executive Committee (2004-06), selected to co-chair consortium for doctoral students (2005-06)

Reviewer: *Academy of Management Journal*, Academy of Management Meetings (recognized as a Business Policy and Strategy Division Outstanding Reviewer in 1999), *Academy of Management Review*, *American Journal of Sociology*, *Emergence: A Journal of Complexity Issues in Organization and Management*, *Journal of Business*, *Journal of Economics and Management Strategy*, *Management Science*, *Organization Science*, *Research Policy*

Director, Goldpocket Interactive, 2000-05

Symposium and workshop organizer:

“New Perspectives on an Old Concept: Internal Fit, Complementarity, and Interaction Effects,” a symposium for the Academy of Management Meetings, 1997, involving Rebecca Henderson, Daniel Levinthal, Michael Porter, Nicolaj Siggelkow, and Scott Stern

- “Replicating Knowledge for Competitive Advantage” (with Gabriel Szulanski and Sidney Winter), a symposium for the Academy of Management Meetings, 1999, involving Jeffrey Dyer, Morten Hansen, Gabriel Szulanski, and Sidney Winter
- “Complexity and Management: Two Interacting Sciences” (with Michael Lissack), an all-day workshop for the Academy of Management Meetings, 1999, involving Max Boisot, John Seeley Brown, Kevin Dooley, Steve Maguire, Bill McKelvey, Larry Prusak, *et al.*
- “Crafting Strategy Courses” (with Gautam Ahuja), a workshop for the Academy of Management Meetings, 2002, involving Will Mitchell, Michael Roberto, and Gabriel Szulanski
- “Teaching Integrative Strategy Courses: Bridging the Formulation-Implementation Divide” (with Ranjay Gulati and Michael Roberto), a workshop for the Academy of Management Meetings, 2003, involving Kathleen Eisenhardt, Anil Gupta, and David Jemison
- “Unlocking the Black Box of Strategy Creation” (with Jeff Dyer and Hal Gregerson), a symposium for the Academy of Management Meetings and Strategic Management Society Annual Conference, 2004, involving Jay Barney, Rita McGrath, and Nicolaj Siggelkow
- “Adaptation vs. Selection in Industry Change: Toward a Contingency View” (with Peter Murmann), a workshop for the Academy of Management Meetings, 2004, involving William Barnett, Anita McGahan, and Will Mitchell

Recurring executive education activities related to Harvard Business School:

- Strategy: Building and Sustaining Competitive Advantage, flagship program of HBS Strategy Unit
- Nomura School of Advanced Management, Tokyo, Japan

AWARDS AND HONORS

- 2012 Greenhill Award, HBS
- 2012 Elective-curriculum teaching award from the HBS Class of 2012
- 2009 Charles M. Williams Award for teaching and contributions to the student learning experience at HBS
- 2009 Elective-curriculum teaching award from the HBS Class of 2009
- 2008 Elective-curriculum teaching award from the HBS Class of 2008
- 2006 Elective-curriculum teaching award from the HBS Class of 2006
- 2005 Elective-curriculum teaching award from the HBS Class of 2005
- 2005 Best Paper Prize, European Meeting on Applied Evolutionary Economics for “Complexity, Networks and Knowledge Flow” with Olav Sorenson and Lee Fleming
- 2004 Elective-curriculum teaching award from the HBS Class of 2004
- 2002 Elective-curriculum teaching award from the HBS Class of 2002
- 2001 - 2002 Berol Faculty Fellow, HBS
- 2000 Greenhill Award, HBS
- 1999 Glueck Best Paper Award, Business Policy and Strategy Division, Academy of Management for “Estimating the Performance Effects of Business Groups in Emerging Markets” with Tarun Khanna
- 1995 Henry Ford II Scholarship, HBS (best academic record among students completing first-year M.B.A. coursework)
- 1988 Valedictorian, Princeton University
- 1988 Marshall Scholarship
- 1987 Moses Taylor Pyne Prize, Princeton University (highest undergraduate distinction for extracurricular contributions and academic achievement)
- 1984 United States Presidential Scholar
- 1984 Westinghouse Science Talent Search Winner (national top forty)