

01-29-24

RANJAY GULATI
Harvard Business School
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Boston, MA 02163
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Academic Positions:

HARVARD UNIVERSITY, Harvard Business School	Boston, MA
Paul R. Lawrence MBA Class of 1942 Professor of Business Administration	2019 – Present
Unit Head, Organizational Behavior	2011 – 2018
Chair, Advanced Management Program	2012 – 2018
Jaime and Josefina Chua Tiampo Professor of Business Administration	2008 – 2018
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., Computer Science, <i>summa cum laude</i> . Studied as two-year exchange fellow.	1983 – 1985
ST. STEPHENS COLLEGE	Delhi, India
B.A. (Honors), Economics	1980 – 1983

Honors:

THINKERS 50	
<i>Distinguished Achievement Award for Leadership (finalist) – 2023</i>	
ACADEMY OF MANAGEMENT	
<i>Academy of Management Fellow – 2015</i>	

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

STRATEGIC MANAGEMENT SOCIETY

Dan and Mary Lou Schendel Best Paper Prize – 2014
Strategic Management Society Fellow – 2013

ASIAN INSTITUTE OF MANAGEMENT

Manila, Philippines

Birla Fellow – 2012

LONDON BUSINESS SCHOOL

London, UK

Ghoshal Award for Rigor and Relevance in the Study of Management – 2012

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

HARVARD UNIVERSITY

Cambridge, MA

Harvard MacArthur Fellow, MacArthur Foundation – 1992 – 1993
Fellow, Consortium on Competitiveness and Cooperation, Sloan Foundation – 1991 – 1992

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:

Associate Editor, Strategy Insights Journal (2018 - 2021)

Academy of Management Journal (2013 - 2021)

Academy of Management Annals (2013 - 2021)

Co-Guest Editor, Academy of Management Journal, Special Issue on “Multiplex Networks” (2013)

Co-Guest Editor, Strategic Management Journal, Special Issue on “Organizational Architecture” (2012)

Strategic Entrepreneurship Journal (2008 - 2022)

Strategic Organization (2002 - 2005)

Management and Organization Review (2002- 2008)

Strategic Management Journal (2000 - 2013)

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

Academy of Management Review (1996 - 1999)

Organization Science (1996 - 2005)

Administrative Science Quarterly (1996 - 2012)

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, Deep Purpose: The Heart and Soul of High Performance Companies, Harper Business, 2022.

Thinkers50 – Best New Management Books of 2022

Next Big Idea Club – 20 Best Management Books of 2022

Forbes – 10 Best Books of 2022

Axiom Business Books Award – Bronze Medal

Gulati, Ranjay, Anthony Mayo, and Nitin Nohria, Management, Second Edition. Cengage, 2016 (First Edition, 2013).

Gulati, Ranjay, Reorganize for Resilience: Putting Customers at the Center of Your Organization, Harvard Business Press, 2009.

Academy of Management – Finalist, George R. Terry Book Award, 2011

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

Edited Books:

Henderson, Rebecca, Ranjay Gulati, and Michael Tushman (eds.), Leading Sustainable Change: An Organizational Perspective, Oxford University Press, 2015.

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. "Unifying Your Company Around a Moral Goal." Harvard Business Review, November 22, 2023.

Gulati, Ranjay. "Investing in Growth Through Uncertainty." Harvard Business Review, 101(4), pp. 36-42. July-August 2023.

Gulati, Ranjay and Franz Wohlgezogen. "Can Purpose Foster Stakeholder Trust in Corporations?" Strategy Science, 8(2), pp. 270-287. May 2, 2023.

Gulati, Ranjay. "To See the Way Forward, Look Back." Harvard Business Review, pp. 53-57. November-December 2022.

Gulati, Ranjay. "The Messy but Essential Pursuit of Purpose." Harvard Business Review, 100(2), pp. 45-55. March-April 2022.

Gulati, Ranjay. "The Great Resignation or the Great Rethink?" Harvard Business Review. March 22, 2022.

DeSantola, Alicia, Ranjay Gulati, and Pavel Zhelyazkov. "External Interfaces and Internal Processes: Market Positioning and Divergent Professionalization Paths in Young Ventures." Organization Science, 34(1), pp. 1-23. January 2022.

Cooper III, Frank & Ranjay Gulati. "What Do Black Executives Really Want?" Harvard Business Review, November 18, 2021.

Edmondson, A. C., and Ranjay Gulati. "Agility Hacks." Harvard Business Review, November-December 2021), 99(6), pp. 46-49, 2021.

Vanneste, B., and Ranjay Gulati. "Generalized Trust, External Sourcing, and Firm Performance in Economic Downturns." Organization Science, 33(4), pp. 1599-1619. May 25, 2021.

Gulati, Ranjay. "Why Today's Startups Pursue Both Ideas and Ideals." Harvard Business Review, May 13, 2021.

Gulati, Ranjay and Mark Wiedman. "What Really Prevents Companies from Thriving in a Recession." Harvard Business Review, September 2, 2020.

Raveendran, Marlo, Luciana Silvestri, and Ranjay Gulati, "The Role of Interdependence in the Micro-Foundations of Organization Design: Task, Goal, and Knowledge Interdependence." Academy of Management Annals, 14(2), pp. 828-868, August 10, 2020.

Gulati, Ranjay and Frank Cooper III. "Companies Must Go Beyond Random Acts of Humanitarianism." Harvard Business Review, August 6, 2020.

Ozmel, Umit, M. Deniz Yavuz, Timothy E. Trombley, and Ranjay Gulati. "Interfirm Ties Between Ventures and Limited Partners of Venture Capital Funds: Performance Effects in Financial Markets." Organization Science 31(3) (May–June), pp. 698-719, 2020.

Gulati, Ranjay. "The Soul of a Start-Up: Companies can sustain their entrepreneurial energy even as they grow." Harvard Business Review, 97(4), pp. 84-91, 2019.

Gulati, Ranjay. "Structure That's Not Stifling: How to give your people essential direction—without shutting them down." Harvard Business Review, 96(3), pp. 68-79, 2018.

Gulati, Ranjay. "GE's Global Growth Experiment." Harvard Business Review, September/October 2017.

DeSantola, Alicia and Ranjay Gulati. "Scaling: Organizing and Growth in Entrepreneurial Ventures." Academy of Management Annals, 11(2), pp. 640-668, 2017.

Gulati, Ranjay, & Alicia DeSantola. "Start-Ups That Last: How to Scale Your Business." Harvard Business Review, 94(3), pp. 64-61, March 2016.

Zhelyazkov, Pavel and Ranjay Gulati. "After The Break-Up: The Reputational Consequences of Withdrawal from VC Syndicates." Academy of Management Journal, 59(1), pp. 277-301, February 2016.

Tatarynowicz, Adam, Maxim Sytch, and Ranjay Gulati. "Environmental Demands and the Emergence of Social Structure: Technological Dynamism and Interorganizational Network Forms." Administrative Science Quarterly, 61(1), pp. 52-86, 2016.

Silvestri, Luciana and Ranjay Gulati. "From Periphery to Core: A Process Model for Embracing Sustainability," In Henderson, Rebecca, Ranjay Gulati, and Michael Tushman (eds), Leading Sustainable Change: An Organizational Perspective, Oxford University Press, 2015

Gulati, Ranjay, Charlotte Krontiris, and Charles Costa. "How The Other Fukushima Plant Survived." Harvard Business Review, pp. 111-115, July/August 2014.

Shipilov, Andrew, Ranjay Gulati, Martin Kilduff, and Stan Li. "Relational Pluralism Within and Between Organizations." Academy of Management Journal, 57(2), pp. 449-459, 2014.

- Gulati, Ranjay and Sameer Srivastava. "Bringing Agency Back into Network Research: Constrained Agency and Network Action." Research in the Sociology of Organizations, 40, pp. 73-94, 2014.
- Puranam, Phanish, Ranjay Gulati, and Sourav Bhattacharya, "How Much to Make and How Much to Buy? An Analysis of Optimal Plural Sourcing Strategies," Strategic Management Journal, 34(10), pp. 1145-1161, 2013.
- Gulati, Ranjay and Maxim Sytch. "Markets as Networks: The Dynamics and Implications of Interorganizational Network Structures." Palgrave Encyclopedia of Strategic Management, edited by D. Teece and M. Augier, 2014.
- Ozmel, Umit, Jeff Reuer, and Ranjay Gulati. "Signals Across Multiple Networks: How Venture Capital and Alliance Networks Affect Interorganizational Collaboration." Academy of Management Journal, 56(3), pp. 852-866, 2013.
- Sytch, Maxim, Adam Tatarynowicz, and Ranjay Gulati. "Toward a Theory of Extended Contact: The Incentives and Opportunities for Bridging Across Network Communities." Organization Science, 23(6), pp. 1658-1681, November-December 2012.
- Gulati, Ranjay, Franz Wohlgezogen, and Pavel Zhelyazkov. "The Two Facets of Collaboration: Cooperation and Coordination in Strategic Alliances." Academy of Management Annals, 6(1), pp. 531-583, 2012.
- Gulati, Ranjay, Phanish Puranam, and Michael Tushman. "Meta-Organizational Design: Rethinking Design in Interorganizational and Community Contexts." Strategic Management Journal, 33(6) pp. 571-586, 2012.
- Gulati, Ranjay, Maxim Sytch, and Adam Tatarynowicz. "The Rise and Fall of Small Worlds: Exploring the Dynamics of Social Structure." Organization Science, 23(2), pp. 449-471, 2012.
- Gulati, Ranjay, Dovev Lavie, and Ravi Madhavan. "How Do Networks Matter? The Performance Effects of Interorganizational Networks." Research in Organizational Behavior, 31, pp. 207-224, December 2011.
- Oldroyd, James and Ranjay Gulati, "A Learning Perspective on Intraorganizational Knowledge Spill-Ins." Strategic Entrepreneurship Journal, pp. 356-372, December 2010.
- Comstock, Beth, Ranjay Gulati, and Stephen Liguori, "Unleashing the Power of Marketing." Harvard Business Review, pp. 90-98, October 2010.
- Vermeulen, Freek, Phanish Puranam, and Ranjay Gulati, "Change for Change's Sake." Harvard Business Review, pp. 70-76, June 2010.
- Gulati, Ranjay, Nitin Nohria, and Franz Wohlgezogen, "Roaring Out of Recession," Harvard Business Review, pp. 62-69, March 2010.
- Gulati, Ranjay, Dovev Lavie, and Harbir Singh, "The Nature of Partnering Experience and the Gains from Alliances," Strategic Management Journal, 30(11), pp. 1213-1233, 2009.

Polzer, Jeffrey, Ranjay Gulati, Rakesh Khurana, and Michael Tushman, "Crossing boundaries to increase relevance in organizational research." Journal of Management Inquiry, 18(4), pp. 280-286, 2009.

Gulati, Ranjay, and Phanish Puranam, "Renewal Through Reorganization: The Value of Inconsistencies between Formal and Informal Organization." Organization Science, 20(2), pp. 422-440, 2009.

Gulati, Ranjay, "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.

Sytch, Maxim and Ranjay Gulati, "Creating Value Together." Sloan Management Review, 2008.

Gulati, Ranjay, Parth Mehrotra, and Maxim Sytch, "Breaking Up is Never Easy: Planning for Exit in a Strategic Alliance." California Management Journal, 50(4), pp. 147-163, 2008.

Gulati, Ranjay, and Jackson Nickerson, "Interorganizational Trust, Governance Choice, and Exchange Performance." Organization Science, 19(5), pp. 1-21, 2008.

Gulati, Ranjay, and Maxim Sytch, "Does Familiarity Breed Trust? Revisiting the Antecedents of Trust" Managerial and Decision Economics, 29(2/3), pp. 165-190, 2008.

Pollock, Tim, and Ranjay 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 in 2002.

Gulati, Ranjay, "Tent-Poles, Tribalism, and Boundary Spanning: The Rigor-Relevance Debate in Management Research." Academy of Management Journal, 50(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, 52(1), pp. 32-69, 2007.

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

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

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

Gulati, Ranjay, and David Kletter, "Shrinking Core-Expanding Periphery: The Relational Architecture of High Performing Organizations." California Management Review, 47(3), pp. 77-104, 2005.

Gulati, Ranjay, Paul Lawrence, and Phanish Puranam, "Adaptation in Vertical Relationships: Beyond Incentive Conflict." Strategic Management Journal, 26(5), 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 Ranjay Gulati. "Getting Off to a Good Start: The Effects of Upper Echelon Affiliations on Interorganizational Endorsements." Organization Science, 14(3), pp. 244-263, 2003.

Gulati, Ranjay, and Monica Higgins. "Which Ties Matter When? The Contingent Effects of Interorganizational Partnerships on IPO Success." Strategic Management Journal, 24(2), 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, 20, pp. 209-242, 2003.

Gulati, Ranjay, Dania Dialdin, and Lihua Wang, "Organizational Networks." In Joel A. C. Baum (ed.), Companion to Organizations, Basil Blackwell, pp. 281-303, 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, pp. 107-114, May-June 2000.

Khanna, Tarun, Ranjay Gulati, and Nitin Nohria, "The Economic Modeling of Strategy Process: Clean Models and Dirty Hands." Strategic Management Journal, 21(7), pp. 781-790, 2000.

Gulati, Ranjay, Nitin Nohria, and Akbar Zaheer, "Strategic Networks," Strategic Management Journal, 21(3), 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, 44(3), pp. 473-506, 1999.

Gulati, Ranjay, and Martin Gargiulo, "Where Do Interorganizational Networks Come From?" American Journal of Sociology, 104(5), 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, 20(5), 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, 43(4), pp. 781-814, 1998.

Gulati, Ranjay, "Alliances and Networks." Strategic Management Journal, 19(4), pp. 293-317, 1998.

Khanna, Tarun, Ranjay Gulati, and Nitin Nohria, "The Dynamics of Learning Alliances: Competition, Cooperation, and Relative Scope." Strategic Management Journal, 19(3), pp. 193-210, 1998.

A shorter version of this paper appeared in Academy of Management Best Papers Proceedings in 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, 42(2), 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 in 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, 15(6), 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, 39(5), pp. 1245-1264, 1996.

A shorter version of this paper appeared in Academy of Management Best Papers Proceedings in 1995.

Gulati, Ranjay, "Social Structure and Alliance Formation Patterns: A Longitudinal Analysis." Administrative Science Quarterly, 40(4), 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, 38(1), pp. 85-112, 1995.

Gulati, Ranjay, Tarun Khanna, and Nitin Nohria, "Unilateral Commitments and the Importance of Process in Alliances." Sloan Management Review, 35(3), 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.

Print Media Articles:

Gulati, Ranjay. "Lessons From Building a Payment Business in Africa." Inc.com, December 18, 2023. <https://www.inc.com/ranjay-gulati/lessons-from-building-a-payment-business-in-africa.html>

Gulati, Ranjay. "How James Mwangi Worked to Democratize Banking Across Africa." Inc.com, November 27, 2023. <https://www.inc.com/ranjay-gulati/how-james-mwangi-worked-to-democratize-banking-across-africa.html>

Gulati, Ranjay. "How Ben Minicucci Piloted Alaska Airlines Through the Pandemic." Inc.com, November 20, 2023. <https://www.inc.com/ranjay-gulati/how-ben-minicucci-piloted-alaska-airlines-through-pandemic.html>

Gulati, Ranjay. "How Courage Can Help Leaders Stay the Course." Inc.com, November 7, 2023. <https://www.inc.com/ranjay-gulati/how-courage-can-help-leaders-stay-course.html>

Gulati, Ranjay. "How Susan Tynan Disrupted a Dusty Old Industry." Inc.com, October 30, 2023. <https://www.inc.com/ranjay-gulati/how-susan-tynan-disrupted-a-dusty-old-industry.html>

Gulati, Ranjay. "How John Chen Rescued Blackberry" Inc.com, October 23, 2023. <https://www.inc.com/ranjay-gulati/how-john-chen-rescued-blackberry.html>

Gulati, Ranjay. "How a Defined Purpose Drove Unilever's Turnaround." Inc.com, October 16, 2023. <https://www.inc.com/ranjay-gulati/how-a-defined-purpose-drove-unilevers-turnaround.html>

Gulati, Ranjay. "3 Crucial Factors to Manage Your Company's Growth Without Losing Its Spark." Inc.com, July 7, 2023. <https://www.inc.com/ranjay-gulati/3-crucial-factors-to-manage-your-companys-growth-without-losing-its-spark.html>

Gulati, Ranjay. "How to Save a Stumbling Startup." Inc.com, June 30, 2023. <https://www.inc.com/ranjay-gulati/how-to-save-a-stumbling-startup.html>

Gulati, Ranjay. "How to Prevent Silos From Becoming an Enemy of Collaboration." Inc.com, May 25, 2023. <https://www.inc.com/ranjay-gulati/how-to-prevent-silos-from-becoming-an-enemy-of-collaboration.html>

Gulati, Ranjay. "Turn Your Purpose Into a Superpower for Growth." Inc.com, February 27, 2023. <https://www.inc.com/ranjay-gulati/turn-your-purpose-into-a-superpower-for-growth.html>

Gulati, Ranjay. “How Feeling Like an Outsider Fueled a CEO’s Purpose.” Inc.com, February 20, 2023. <https://www.inc.com/ranjay-gulati/how-feeling-like-an-outsider-fueled-a-ceos-purpose.html>

Gulati, Ranjay. “A Purpose-Based Case for a Long-Term Outlook in Business.” Inc.com, February 13, 2023. <https://www.inc.com/ranjay-gulati/a-purpose-based-case-for-a-long-term-outlook-in-business.html>

Gulati, Ranjay. “Think Long-Term to Improve the Bottom Line.” Inc.com, February 6, 2023. <https://www.inc.com/ranjay-gulati/think-long-term-to-improve-bottom-line.html>

Gulati, Ranjay. “How Purpose Can Energize a High-Growth Venture.” Inc.com, January 30, 2023. <https://www.inc.com/ranjay-gulati/how-purpose-can-energize-a-high-growth-venture.html>

Gulati, Ranjay. “How the Mahindra Group Embraces Change.” Inc.com, January 23, 2023. <https://www.inc.com/ranjay-gulati/how-mahindra-group-embraces-change.html>

Gulati, Ranjay. “4 Keys to a Digital Banking Startup Success.” Inc.com, January 16, 2023. <https://www.inc.com/ranjay-gulati/4-keys-to-a-digital-banking-startup-success.html>

Gulati, Ranjay. “How an Eldercare Experience Made Rosalind Brewer a Better CEO.” Inc.com, January 12, 2023. <https://www.inc.com/ranjay-gulati/how-an-eldercare-experience-made-rosalind-brewer-abetter-ceo.html>

Gulati, Ranjay. “How Your Company Can Build Better Employee Healthcare.” Inc.com, December 6, 2022. <https://www.inc.com/ranjay-gulati/how-your-company-can-build-better-employeehealthcare.html>

Gulati, Ranjay. “4 Sustainability Lessons from Unilever.” Inc.com, November 29, 2022. <https://www.inc.com/ranjay-gulati/4-sustainability-lessons-from-unilever.html>

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Gulati, Ranjay. “3 Ways Stakeholder Capitalism Delivers Excellence.” Inc.com, July 14, 2022. <https://www.inc.com/ranjay-gulati/3-ways-stakeholder-capitalism-delivers-excellence.html>

Gulati, Ranjay. “Leaders Need the Will to Pursue Purpose. They Also Need the Skill.” Inc.com, July 12, 2022. <https://www.inc.com/ranjay-gulati/leaders-need-will-to-pursue-purpose-they-also-needskill.html>

Gulati, Ranjay. “How Looking Backward Helped Lego’s CEO Save His Company.” Inc.com, May 6, 2022. <https://www.inc.com/ranjay-gulati/deep-purpose-the-heart-and-soul-of-high-performancecompanies.html>

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Gulati, Ranjay. "Creating a Culture of Inspired Workers." IndustryWeek Magazine, April 27, 2022. <https://www.industryweek.com/leadership/corporate-culture/article/21240310/creating-a-culture-of-inspired-workers>

Gulati, Ranjay. "Too Many Bosses." Stanford Social Innovation Review, March 22, 2022. https://ssir.org/books/excerpts/entry/too_many_bosses

Gulati, Ranjay. "Cultivating Deep Purpose, Not Fake Purpose." SHRM Executive Network, March 3, 2022. <https://www.shrm.org/executive/resources/articles/Pages/deep-purpose-gulati.aspx>

Gulati, Ranjay. "Why We Should See Purpose as the Foundational Principle of Our Workplaces." Thrive Global, February 11, 2022. <https://thriveglobal.com/stories/why-we-should-see-purpose-as-the-foundational-principle-of-our-workplaces/>

Gulati, Ranjay. "Opinion: If your job doesn't give you purposeful work, you owe it to yourself to join the 'Great Reshuffle.'" Market Watch, February 10, 2022. https://www.marketwatch.com/story/if-your-job-doesnt-give-you-purposeful-work-you-owe-it-to-yourself-to-find-one-that-will-11644485011?link=MW_latest_news

Gulati, Ranjay. "The 'Do-Gooder's Dilemma': Why purpose-driven companies can't lose focus on profits." Fast Company, February 8, 2022. <https://www.fastcompany.com/90698467/the-do-gooders-dilemma-why-purpose-driven-companies-cant-lose-focus-on-profits>

Gulati, Ranjay. "Measuring The Business Outcomes of Purpose." Branding Strategy Insider, February 6, 2022. <https://www.brandingstrategyinsider.com/measuring-the-business-outcomes-of-purpose/>

Gulati, Ranjay. "Deep Purpose: The Heart and Soul of High Performance Companies." The Harbus, February 2022. https://issuu.com/harbus/docs/the_harbus_news_-_feb_2022

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Indus Towers: From Infancy to Maturity. Harvard Business School Case 415-005.

Jones Lang LaSalle 2001-2012 Video Supplement. Harvard Business School Video Supplement 413-704.

Corporate Solutions at Jones Lang LaSalle 2001 (A). Harvard Business School Case 113-114.

Integrated Services at Jones Lang LaSalle 2005 (B). Harvard Business School Case 113-115.

Growing Integrated Services at Jones Lang LaSalle 2008 (C). Harvard Business School Case 113-116.

Jones Lang LaSalle (2012): Integrated Services and the Architecture of Complexity (D). Harvard Business School Case 113-117.

Corporate Solutions at Jones Lang LaSalle (2001). Harvard Business School Case 409-111.

Corporate Solutions at Jones Lang LaSalle (2001) (TN). Harvard Business School Teaching Note 409-069.

Jones Lang LaSalle: Reorganizing around the Customer (2005). Harvard Business School Case 410-007.

Jones Lang LaSalle: Reorganizing around the Customer (2005) (TN). Harvard Business School Teaching Note 410-069.

Cisco Systems (2001): Building and Sustaining a Customer Centric Culture. Harvard Business School Case 409-061.

Cisco Systems (2001): Building and Sustaining a Customer-Centric Culture (TN).
Harvard Business School Teaching Note 410-127.

Cisco Business Councils (2007): Unifying a Functional Enterprise with an Internal Governance System. Harvard Business School Case 409-062.

Cisco Business Councils (2007): Unifying a Functional Enterprise with an Internal Governance System (TN). Harvard Business School Teaching Note 410-126.

Cisco in 2012: Reorganizing for Efficiency and Flexibility. Harvard Business School Case N9413-069.

Federal Bureau of Investigation, 2009. Harvard Business School Case 710-452.

Federal Bureau of Investigation, 2001, 2007, and 2009 (TN). Harvard Business School Teaching Note. 5-711-487.

Federal Bureau of Investigation, 2007. Harvard Business School Case 710-451.

Target: Responding to the Recession. Harvard Business School Case 510-016.

Indus Towers: Collaborating with Competitors on Infrastructure. Harvard Business School Case 110-057.

Teaching Experience:

HARVARD UNIVERSITY, Harvard Business School

Boston, MA

MBA Teaching

Leadership in Organizations (Core Course)

Turnarounds and Transformation (formerly known as Entrepreneurial Management in a Turnaround Environment) (Elective Curriculum)

Executive Teaching

Former Chair and Faculty Member, Advanced Management Program

Co-Director of Executive Program on Building and Leading Customer Centric Organizations

Co-Chair, Designing and Executing Corporate Revitalization

Co-Chair, Driving Organizational Agility – Virtual

NORTHWESTERN UNIVERSITY, Kellogg School of Management

Evanston, IL

MBA Teaching

Strategies for Managing Organizations (Core Course)

Creating and Managing Strategic Alliances

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:

Michael Christensen (Wharton)

Luciana Silvestri (Independent Consultant)

Alicia DeSantola (University of Washington)

Pavel Zhelyazkov (HKUST, Hong Kong)

Franz Wohlgezogen (formerly at Bocconi University, now at The University of Melbourne)

Venkat Kuppuswamy (formerly at University of North Carolina at Chapel Hill, now at
Northeastern University)

Maxim Sytch (Chair, University of Michigan, Ann Arbor)

Kristina McElheran (formerly at Harvard Business School, now at University of Toronto)

James Oldroyd (formerly at Ohio State University, now at Brigham Young University)

Douglas Frank (INSEAD)

Chris Forman (formerly at Carnegie Mellon University and Georgia Tech, now at Cornell
University)

Dania Daldin (Chair, McKinsey and Company)

Lihua Olivia Wang (formerly at Columbia University, now at San Jose State)

Xiaoli Yin (formerly at Purdue, now at San Francisco State)

Angelique Augereau (McKinsey and Company)

Brenda Ellington-Booth (Northwestern University)

Nicole Dubbs (formerly at Columbia University, now at Deloitte)

James Westphal (formerly at University of Texas at Austin, now at University of Michigan)

External Students:

Dovev Lavie (Ph.D. at Wharton, formerly at University of Texas, Austin, then at Technion, now at London
Business School)

Matt Semadeni (Ph.D. at Texas A&M, formerly at Indiana University, now at Arizona State
University)

Bart Vanneste (Ph.D. at London Business School, formerly at INSEAD, now at University College
London)

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.

Recent Conference and University Presentations:

“Deep Purpose: Heart and Soul of High Performing Firms,” presidential address at *Indian Strategy Conference*, Indian Institute of Management Bangalore, December 2023.

“Purpose-Driven Innovation and Transformation: Trajectories, Mechanisms, and the Human Impact,” panelist at symposium at *Academy of Management Meeting*. Chicago, August 2023.

“Fundamental Issues in Digital Strategy,” panelist at workshop at *Academy of Management Meeting*. Chicago, August 2023.

“Organizational Learning, Innovation, and Growth in an Uncertain World: The Role of Serendipity,” panelist at symposium at *Academy of Management Meeting*. Chicago, August 2023.

“Redefining the Purpose of Corporations – A Ray of Hope or Illusory Promise,” panelist at symposium at *Academy of Management Meeting*. Chicago, August 2023.

“Deep Purpose: Heart and Soul of High Performing Firms,” Positive Links Speaker Series, University of Michigan, Center for Positive Organizations, January 2023.

“Organizational Design and Purpose,” Organization Design Community Conference, January 2023.

“Deep Purpose: Heart and Soul of High Performing Firms,” BIGS Speaker Series, Harvard Business School, January 2022.

“Entrepreneurial Scaling,” panelist at *Academy of Management Meeting*. Seattle, August 2022

“Deep Purpose,” Stanford University Entrepreneurial Thought Leaders Seminar, April 2022.

“Meta-Organizations: Origins and Current Trends,” Organization Design Community Conference, October 2021.

“Trust between Individuals and Organizations,” panelist at the *Academy of Management Meeting*. Boston, August 2019.

“Dynamics of Young Venture Development,” seminar presentation at Stanford University Department of Industrial Engineering and Engineering Management, 2017.

“Dynamics of Young Venture Development,” seminar presentation at University of Chicago Booth School of Business, 2017.

“Familiar vs. Trusted Partners: Relationship Length and Strength in Interfirm Contract Design” (with Martina Luetkewitte and Thomas Mellewig), presented at *Academy of Management Meeting*. Vancouver, August 2015.

“A New Look at Corporate Parenting: Linking Structure and Cognition in the Multibusiness Firm.,” distinguished speaker at symposium at *Academy of Management Meeting*. Philadelphia, August 2014.

“After the Break-Up: The Relational and Reputational Consequences of Withdrawals from VC Syndicates” (with Pavel Zhelyazkov), presented at *Academy of Management Meeting*. Philadelphia, August 2014.

“Rethinking the Architecture of Global Corporations,” presented at *Strategic Management Society Conference*. Madrid, September 2014.

“Dynamics of Social Structure: Implications for Collaboration & Innovation,” presented at *Academy of Management Meeting*. Orlando, August 2013.

“How Compliance and Networks Shape Status,” presented at *Academy of Management Meeting*. Orlando, August 2013.

“Going into the Field: How Experiential Methods Complement Case-Based Teaching,” presented at *Academy of Management Meeting*. Orlando, August 2013.

“Unleashing the Marketing Potential of Your Organization,” presented at the *Marketing Science Institute*. Boston, April 2012.

“Willing and Able? Cooperation and Coordination in Strategic Alliances,” presented at *Academy of Management Meeting*. San Antonio, August 2011.

“Interorganizational Trust,” keynote address at *Workshop on Trust Within and Between Organizations*. Madrid, 2010.

“The Rise and Fall of Small Worlds,” seminar at the *Olin School of Business*, Washington University, St Louis, 2010.

“Compensatory Fit in Integrated Architectures: The Upside of Structural Ambiguity,” presented at *Academy of Management Meeting*, Montreal, August 2010.

“The Micro-Foundations of Performance in Vertical Relationships,” presented at *Academy of Management Meeting*, Montreal, August 2010.

“Trust Within and Between Firms,” presented at *Academy of Management Meeting*, Montreal, August 2010.

“Growth Strategies in Turbulent Markets,” keynote address at *Confederation of Indian Industries*, New Delhi, India, 2010.

“Reorganize for Resilience: Putting Your Customers at the Center of Your Organization to Realize Profitable Growth,” keynote address at the *Association for Corporate Growth*, Chicago, 2010.

“Growth Strategies in Turbulent Markets,” keynote address at *American Chamber of Commerce*, Hong Kong, 2010.

“Reorganize for Resilience: Putting Your Customers at the Center of Your Organization to Realize Profitable Growth,” speaker at *Marketing Science Institute Conference* on “Realizing Opportunities for Profitable Growth” at the Kellogg School of Management at Northwestern University, Evanston, 2010.

“Service Supremacy: The New Economic Elixir,” speaker in the Outer Realm series at *TieCon* (The Indus Entrepreneurs Annual Conference), San Francisco, 2010.

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

“The Evolution of Collaborative Networks: The Dynamics of Social Structure and Knowledge Diffusion,” presented 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*. Philadelphia, August 2007.

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

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

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

“Renewal Through Reorganization: The Value of Inconsistencies Between Formal and Informal Organization,” presented at *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 21st 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 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 of showcase symposium at *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* at 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.