Kannan Srikanth
The Ohio State University
Max M.Fisher College of Business
Department of Management and Human Resources
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EDUCATION

2007   Ph.D. in Strategic and International Management, *London Business School.*

Dissertation Title: Coordination in distributed organizations
Examining Committee: Gerard George, Mari Sako
Proposal Committee: Phanish Puranam (chair), Chris Earley, Hayagreeva Rao

1998   M.S. Industrial Engineering and Engineering Management, *Stanford University.*

1995   B.Tech. Mechanical Engineering, *Indian Institute of Technology – Madras*.

ACADEMIC POSITIONS

2017   Associate Professor of Strategy (with tenure), MHR Department, Max M. Fisher College of Business, the *Ohio State University*.

2014-2017   Associate Professor of Strategic Management (with tenure), *Singapore Management University*.
- Lee Kwan Yew Fellow (from July 1, 2016).

2008-2014   Assistant Professor of Strategy, *Indian School of Business*.
- ISB Research Fellow (from July 1, 2012 – 2014).
- CLMP Research Fellow, visiting scholar at the Center for Leadership and Management Practice, *Indian School of Business* (Sep 2016 – Jul 2017)

2007-2008   Assistant Professor, Strategic Organization Design Unit, *University of Southern Denmark*.
- Visiting faculty, Strategic Organization Design Unit, *University of Southern Denmark. (2008-2017)*

PROFESSIONAL EMPLOYMENTS

2001-2002   Business Analyst, *The Gale Group*, Foster City, CA.

1998-2001   Business Analyst, *American Management Systems*, Sacramento, CA.

SERVICE

Editorial Board Member:	Strategic Management Journal (from 2011), Organization Science (from 2012), Academy of Management Journal (from 2013-2019), Journal of Management (from 2013-2019), Journal of Organization Design (2018-20)
Associate Editor	Journal of Organization Design (from Jan 2021)

RESEARCH GRANTS

- SMU Seed funding grant (SGD 103,500) 2016
- AIM Research (UK) under ESRC grant research funds at London Business School (GBP 15,000) 2007
- Leverhulme Trust Digital Transformations Programme at London Business School (GBP 100,000 PhD studentship), 2002-2006

JOURNAL PUBLICATIONS

1. *V Tandon, A Nandkumar, R Mogra, K Srikanth. 2024.* Balancing allocative and dynamic efficiency with redundant R&D allocation: The role of organizational proximity and centralization. *Forthcoming, **Strategic Management Journal**.* https://doi.org/10.1002/smj.3662

2. *K Srikanth, T Ungureanu. 2024.* Organizational adaptation in dynamic environments: Disentangling the effects of how much to explore versus where to explore. *Forthcoming, **Strategic Management Journal**. https://doi.org/10.1002/smj.3646*

3. *M Raveendran, K Srikanth, T Ungureanu L Zheng. 2023.* How Do Performance Goals Influence Exploration-Exploitation Choices? ***Organization Science**. 34(6): 2464-2486. https://doi.org/10.1287/orsc.2019.13311*

4. *K Srikanth, J Anand, M Stan. 2021.* The origins of time compression diseconomies. ***Strategic Management Journal**. 42(9): 1573-1599.* https://doi.org/10.1002/smj.3314

5. *S. Billinger, K. Srikanth, N. Stieglitz, T. Schumacher. 2021.* Exploration and exploitation in complex search tasks: How feedback influences whether and where human agents search. ***Strategic Management Journal** 42(2): 361-385.* https://doi.org/10.1002/smj.3225

6. *K. Srikanth, A. Nandkumar, D. Mani, P. Kale. 2020.* How firms build isolating mechanisms for knowledge: A study in offshore Research and Development captives. ***Strategy Science**, 5(2): 98-116.* https://doi.org/10.1287/stsc.2020.0101

7. *J. Joseph, O. Baumann, R. Burton, K. Srikanth. 2018.* Reviewing, revisiting and renewing the foundations of organization design. ***Organization Design: Advances in Strategic Management**, 40: 1-23. https://merage.uci.edu/_files/documents/faculty-profiles/Joseph-Baumann-Burton-Srikanth-AiSM19.pdf (co-editor of spl issue on Organization Design: https://www.emerald.com/insight/publication/doi/10.1108/S0742-3322201840)*

8. *K. Srikanth S. Harvey and R. Peterson. 2016.* A dynamic perspective on diverse teams: Moving from the dual-process model to a dynamic coordination-based model of diverse team performance. ***Academy of Management Annals**, 10(1): 453-493.* https://doi.org/10.1080/19416520.2016.1120973

9. *A. Nandkumar & K. Srikanth. 2016.* Right person in the right place: How the host country IPR influences the distribution of inventors in offshore R&D projects of multinational enterprises. ***Strategic Management Journal**, 37(8): 1715-1733.* https://doi.org/10.1002/smj.2418

10. *D. Mani, K. Srikanth & A. Bharadwaj. 2014.* Efficacy of R&D work in offshore captive centers: An empirical study of task characteristics, coordination mechanisms, and performance. ***Information Systems Research**, 25(4): 846-864. (An 'A' journal in IS Area; included in the FCOB summer funding list):* https://doi.org/10.1287/isre.2014.0552 *(equal contribution by all authors)*

11. *T. Knudsen & K. Srikanth. 2014.* Coordinated Exploration: Organizing joint search by multiple specialists to overcome mutual confusion and joint myopia. ***Administrative Science Quarterly**, 59(3): 409-441.* https://doi.org/10.1177/0001839214538021 *(equal contribution)*

12. *K. Srikanth & P. Puranam. 2014.* The Firm as a coordination system: Evidence from software services offshoring. ***Organization Science**. 25(4): 1253-71.* https://doi.org/10.1287/orsc.2013.0886

13. *S. Kotha & K. Srikanth. 2013.* Managing a global partnership model: Lessons from the Boeing 787 'Dreamliner' program. ***Global Strategy Journal**, 3(1): 41-66. (Best paper award, 2021).* https://doi.org/10.1111/j.2042-5805.2012.01050.x

14. *R. Kotha, G. George & K. Srikanth. 2013.* Bridging the mutual knowledge gap: coordination and the commercialization of university science*, **Academy of Management Journal**, 56(2):498-524.* https://doi.org/10.5465/amj.2010.0948

15. *K. Srikanth & P. Puranam. 2011.* Integrating distributed work: comparing task design, communication and tacit coordination mechanisms. ***Strategic Management Journal**, 32(8): 849-875.* https://doi.org/10.1002/smj.908

16. *P. Puranam & K. Srikanth. 2007.* What they know Vs. What they do: How acquirers leverage technology acquisitions. ***Strategic Management Journal**, 28(8): 805-825.* https://doi.org/10.1002/smj.608

Publication Metrics:
- Google scholar citations: 2190; h-index: 13; i-10 index: 15
- Web of Science: 1000 citations; Scopus: 1070 citations.

Invited Revisions

1. *K Awate R Khanna K Srikanth Star search behavior and firm innovation performance. <u>3rd round R&R</u> **Organization Science** (equal contribution)*

WORKING PAPERS

1. *C Jacobs V Tandon K Srikanth I Cuypers* Target network structure and post-acquisition innovation outcomes.
2. *A Nandkumar K Srikanth A Chandrashekaran* Influence of diversity in work environments on individual learning. (equal contribution by first two authors).
3. *S Garg K Srikanth* Is transparency the silver bullet? How transparency influences performance of public-private collaborations. (equal contribution).
4. *O Baumann K Srikanth T Ungureanu* Nested Learning: Exploration in hierarchical organizations (equal contribution)
5. *A Nandkumar K. Srikanth* Patently different? How does the strength of patents influence globalization of R&D? (equal contribution)
6. *T Ungureanu K Srikanth O Baumann* Optimal resource re-allocation frequencies in hierarchical organizations. (equal contribution)
7. *J. Chatterjee, K. Srikanth* Effect of Mutual Knowledge in Offshore Outsourced Software Development Projects. (equal contribution).
8. *K Awate K Srikanth O Shenkar* Learning from others: replication and extension.
9. *L Kluppel K Srikanth* The informational consequences of vertical integration: An empirical analysis.

BOOK CHAPTERS

1. *K. Srikanth, S. Harvey and R. Peterson* Coordination failure: A missing link in understanding performance in diverse groups. In J. A. Miles (Ed.), *New Directions in Management and Organization Theory: Proceedings of the 1st Management Theory Conference*. 2014 Cambridge, UK: Cambridge Scholars Publishing.
2. *N. Langer, D. Mani and K. Srikanth*, 2014. Client Satisfaction versus Profitability: An Empirical Analysis of the Impact of Formal Controls in Strategic Outsourcing Contracts. In Hirschheim et al. (Eds): *Information Systems Outsourcing*, First Edition, 2014, Springer Publishing.
3. *K. Srikanth and T. Knudsen* "Strategic Organization Design" Entry in *Palgrave Encyclopedia of Strategic Management* 2013.
4. *P. Puranam & K. Srikanth* "Outsourcing" Dictionary entry in *Blackwell Encyclopedia on Management: Organizational Behaviour* 2004.

APPLIED PUBLICATIONS

1. *K. Srikanth & P. Puranam* Advice to outsourcers: Think bigger *Wall Street Journal – MIT Sloan Management Review: Business Insight Report*, Jan 26 2010.
2. *P. Puranam & K. Srikanth* Seven myths about outsourcing. *Wall Street Journal – MIT Sloan Management Review: Business Insight Report*, June 16 2007.
3. *S. Gupta P. Puranam & K. Srikanth* Services sourcing in the banking and financial services industries: Exploding myths and describing emerging best practice. London Business School and Capco Institute Report. 2006.

TEACHING CASES

1. *K. Srikanth G Shah 2024 Uber for the arts: VSA Academy* (under preparation).
2. *K. Srikanth R Srinivasaraghavan 2024* Responding to vertical competition. (under preparation).
3. *K. Srikanth R Srinivasaraghavan T Ungureanu 2024* Responding to aggressive competition: Responses to Huawei's entry in the networking equipment industry.
4. *K. Srikanth CW Chan 2023* Japan's Sharp Corporation: Aiming to boost its competitive edge (A) and (B) SMU095-PDF-ENG & SMU899-PDF-ENG.
5. *K. Srikanth G. Shah. 2018* Ashok Leyland (A) and (B): Reaching for the stars – embarking on a new vision and strategy; and Shattered Dreams – Transformation for survival. ISB113-PDF-ENG & ISB115-PDF-ENG; ISB117.
6. *K. Srikanth CW Chan* 2018 Improving Comfort Del Gro's flagging taxi business. SMU case and teaching note. SMU136-PDF-ENG ('***Bestseller****' in the HBS case collection*).
7. *K. Srikanth S. Mehrotra P. Arora G. Shah* Moser Baer and OM&T – Choosing a strategic partnership mode. ISB043-PDF-ENG *(First prize winner of the EFMD case award in the technology commercialization category)*.

TEACHING

Fisher College of Business, The Ohio State University
- Advanced Strategy Implementation (Elective WP-MBA course), 2018-20; 21-22 (online)
- Strategy Formulation and Implementation (core MBA course), 2022-24 (online)
- Strategy (Core UG course), 2018
- Advanced topics in strategy (PhD Course), 2019-2024

Singapore Management University
- Foundations of Strategy (Core MSc course), 2015-2016
- Strategy and Organization for the multi-business firm (Elective MBA course), 2015-2016
- Strategy I (PhD course), 2015; Advanced topics in strategy (PhD course), 2016
- Undergraduate Capstone (required course for all business UG students in SMU), 2015

Indian School of Business
- Corporate Strategy & Organization Design (Elective MBA course), 2008-2013

University of Southern Denmark[1]
- Foundations of Organizations and Applied Organizations (MS Core Course), 2007/ 2008
- International Management (MS Elective Course), 2008

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[1] All courses were co-taught with other faculty members.