

PRAVEEN R. NAYYAR

Associate Professor of Management & Operations Management
Leonard N. Stern School of Business
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EDUCATION

Ph.D. University of Michigan, Ann Arbor, Michigan, 1988.

Dissertation: Related Diversification by Service Businesses: Types of Relatedness, Potential Economies, and Organizational Costs.

M.B.A. Indian Institute of Management, Ahmedabad, India, 1981.

B.Tech. Indian Institute of Technology, New Delhi, India, 1978.

ACADEMIC EXPERIENCE

New York University, New York, NY

Associate Professor of Management and Operations Management, 1993-present.
Acting Deputy Chairperson, Operations Management Area, 1996-1997.
Assistant Professor, 1988-1993. Responsible for teaching and research in the areas of strategic management, including corporate strategy, business policy and organization theory, and operations management with special emphasis on service businesses.

University of Michigan, Ann Arbor, MI

Research Assistant, 1984-1986. Conducted research in corporate innovation for the Institute of Science and Technology. Planned a conference on Managing Growth.

Teaching Assistant, Fall 1985. Taught business policy in the Bachelor of Business Administration program.

Indian Institute of Materials Management, New Delhi, India

Visiting faculty, 1982-1983. Taught Principles of Materials Management to junior executives in the Executive Program.

INDUSTRY EXPERIENCE

University Consulting Group, Inc., Ann Arbor, MI

Consultant, Summer 1985. Directed several consulting assignments relating to industry and competitive analysis and strategy formulation. Assisted implementation efforts.

A. F. Ferguson & Co., India

Consultant, 1981-1984. Supervised and conducted a variety of consulting assignments in the area of strategy formulation and implementation. Authored several technical reports. Instructed senior- and middle-level managers in the preparation of strategic plans for individual businesses and the corporation.

Larsen & Toubro Limited, Bombay, India

Manufacturing Engineer, 1978-1979. Supervised manufacturing operations.

HONORS AND AWARDS

- Finalist, 1998-99 Stern School of Business Professor of the Year
- Finalist, 1997-98 Stern School of Business Teacher-of-the-Year
- Nominated for the 1996-97 Stern School of Business Teacher-of-the-Year.
- Stern School of Business, Summer Research Grant, 1996-97.
- Stern School of Business, Summer Research Grant, 1995-96.
- Stern School of Business, Curriculum Development Grant, 1994-95.
- New York University Research Challenge Fund Grant, 1994-95.
- Nominated for the 1993-94 Stern Undergraduate Teacher of the Year.
- International Teachers Programme, INSEAD, Fontainebleau, France, 1993.
- Tenneco Fund Award, 1993.
- Nominated for the Professor-of-the-Year Award, Stern School of Business, New York University, 1990.
- Dexter Grant from the Center of Entrepreneurial Studies, Stern School of Business, New York University, 1990.
- A. T. Kearney Award for Outstanding Research in General Management, Business Policy and Planning Division, Academy of Management, 1989.
- Dykstra Fellow, University of Michigan, 1986-1987.
- President, Ph.D. Forum, School of Business Administration, University of Michigan, 1986-1987.
- Doctoral Consortium, Academy of Management, 1986.
- Associates Fellowship, University of Michigan, 1984-1988.
- Merit List, Indian Institute of Management, Ahmedabad, India, 1981.
- Scholarship, Indian Institute of Technology, New Delhi, India, 1973-1978.
- Alumni Association Prize for Academics, Indian Institute of Technology, New Delhi, 1975-1976.

PUBLICATIONS

1. Strategic Groups: A Comment. *Strategic Management Journal*, 10(1), 1989, 101-103.
2. Information Asymmetries: A Source of Competitive Advantage for Diversified Service Firms. *Strategic Management Journal*, 11(7), 1990, 513-519.
3. Seller Beware: Choosing Generic Competitive Strategies for Service Businesses Under Information Asymmetry. *Best Paper Proceedings of the Academy of Management Annual Meetings, Miami*, August, 1991. (With Patricia L. Templeton).
4. On the Measurement of Corporate Diversification Strategy: Evidence from Large U.S. Service Firms. *Strategic Management Journal*, 13(3), 1992, 219-235.
5. Performance Effects of Three Foci in Service Firms. *Academy of Management Journal*, 35(5), 1992, 985-1009.
6. Performance Effects of Information Asymmetry and Economies of Scope in Diversified Service Firms. *Academy of Management Journal*, 36(1), 1993, 28-57.
7. Organizing to Attain Potential Benefits from Information Asymmetries and Economies of Scope in Diversified Service Firms. *Academy of Management Review*, 18(4), 1993, 735-759. (With Robert Kazanjian).
8. Stock Market Reactions to Related Diversification Moves by Service Firms Seeking Information Asymmetry Benefits and Economies of Scope. *Strategic Management Journal*, 14(8), 1993, 569-591.
9. On the Measurement of Competitive Strategy: Evidence from a Large Multi-Product U.S. Firm. *Academy of Management Journal*, 36(6), 1652-1669, 1993.
10. Transformative Capacity: Maintaining Corporate Vitality by Inter-Temporal Technology Transfer. *Strategic Management Journal*. 15(5), 1994, 365-385. (With Raghu Garud).
11. Seller Beware: Information Asymmetry and the Choice of Generic Competitive Strategies for Service Businesses. In Swartz, T. A., D. E. Bowen, and S. W. Brown (Eds.) *Advances in Services Marketing and Management*, Volume 3. 1994. (With Patricia Templeton).
12. Competitive Agility: A Source of Competitive Advantage Based on Speed and Variety. In Shrivastava, P., A. Huff, and J. Dutton (Eds.) *Advances in Strategic Management*, Volume 10. 1994. (With Karen Bantel).
13. Attaining Technological Synergy in Diversified Firms. In L. R. Gomez-Mejia and M. W. Lawless (Eds.), *Management of Competitive Strategy in High Technology Firms*. Greenwich, CT.: JAI Press. 1995. (With Robert K. Kazanjian).
14. Stock Market Reactions to Customer Service Changes. *Strategic Management Journal*. 16(1), 1995, 39-53.
15. Rethinking the Tenure Process: The Influence and Consequences of Power and Culture. *Journal of Management Inquiry*. September 1996. (With Richard Wolfe, Janice Beyer, Robert Blackburn, Leonard Greenhalgh, and Anju Seth).
16. Technological Choices and the Inevitability of Errors. In R. Garud, P. R. Nayyar and Z. Shapira (Eds.) *Technological Innovation: Oversights and Foresights*, Cambridge University Press. 1997. (With Raghu Garud and Zur Shapira).
17. Technological Innovation: Oversights and Foresights. In R. Garud, P. R. Nayyar and Z. Shapira (Eds.) *Technological Innovation: Oversights and Foresights*, Cambridge University Press. 1997. (With Raghu Garud and Zur Shapira).

PUBLICATIONS (Continued)

18. Beating the Odds: Towards a Theory of Technological Innovation. In R. Garud, P. R. Nayyar and Z. Shapira (Eds.) *Technological Innovation: Oversights and Foresights*, Cambridge University Press. 1997. (With Raghu Garud and Zur Shapira).
19. *Technological Innovation: Oversights and Foresights*, Cambridge University Press. 1997. (With Raghu Garud and Zur Shapira).
20. Heading Toward Part-Time World. *Journal of Commerce*. November 1997. (With Mike Moses). (Reprinted in **The Baltimore Sun**.)
21. Real Options or Fool's Gold? Perspective Makes The Difference. *Academy of Management Review*. 23(2), 1998, 212-214. (With Raghu Garud and Arun Kumaraswamy).
22. Creating Value in Financial Services. In E. Melnick, P. R. Nayyar, M. Pinedo, and S. Seshadri (Eds.) *Creating Value in Financial Services*, Kluwer Academic Press. 1999. (With E. Melnick, M. Pinedo, and S. Seshadri).
23. Out of the Fog: Creating Value by Assembling and Managing a Portfolio of Services. In E. Melnick, P. R. Nayyar, M. Pinedo, and S. Seshadri (Eds.) *Creating Value in Financial Services*, Kluwer Academic Press. 1999.
24. **Creating Value in Financial Services**, Kluwer Academic Press. 1999. (With E. Melnick, M. Pinedo, and S. Seshadri).
25. Managing Your Doctoral Program: A Practical Orientation. *Production and Operations Management*. 9(4), Winter 2000. (With Jerry Sheppard and Charles Summer).

WORKING PAPERS

1. Competing in Services
2. On the Measurement of Corporate Geographic Diversification.
3. On optimal levels of customer service: A study of causes and consequences of variations in levels of customer service offered.

PRESENTATIONS

1. Value retailing. Keynote Address. KSA-Technopak Retail Summit, 2002. New Delhi, India.
2. In Search of Value in Services. *Symposium on Creating Value in Financial Services*, Stern School of Business, New York University, New York, March 7, 1997. (With Sridhar Seshadri).
3. Competitive Agility and Performance in Technology-Based 'Adolescent' Firms. *Strategic Management Society Annual International Conference*, Mexico City, Mexico, October 1995. (With Karen Bantel).
4. Perceptions of the Tenure Process. *Academy of Management Annual Meetings*, Vancouver, Canada, August 1995. (With Anju Seth and Richard Wolf).
5. Transformative Capacity: Continual Structuring by the Inter-Temporal Transfer of Technology. *TIMS/ORSA Joint National Meeting*, Detroit, Oct. 1994. (With Raghu Garud).
6. Technological Oversights and Foresights. *Academy of Management Annual Meetings*, Atlanta, August 1993. (With Raghu Garud and Zur Shapira).

PRESENTATIONS (Continued)

7. Stock Market Reactions to Customer Service Changes. *Academy of Management Annual Meetings*, Las Vegas, August 1992.
8. Organizing to Attain Potential Benefits from Information Asymmetries and Economies of Scope in Diversified Service Firms. *TIMS/ORSA Joint National Meeting*, Orlando, April 1992. (With Robert Kazanjian).
9. Seller Beware: Choosing Generic Competitive Strategies for Service Businesses Under Information Asymmetry. *Academy of Management Annual Meetings*, Miami, August, 1991. Also at the *Research Conference on Customer Relationship Management: Theory and Practice*, Emory University, Atlanta, April 1992. (With Patricia Templeton).
10. Related Diversification by Service Businesses: Types of Relatedness, Potential Economies and Organizational Costs. *Academy of Management Annual Meetings*, Washington, D. C., August, 1989.
11. Predicting the Performance Effects of Related Diversification by Service Businesses. *Thirtieth Annual Conference of the Western Academy of Management*, San Francisco, March 1989.
12. Organization Designs for Diversified Service Businesses. *Seventh Annual International Conference of the Strategic Management Society*, Boston, 1987.

PROFESSIONAL AFFILIATIONS

Strategic Management Society

RESEARCH INTERESTS

Service businesses, diversification, corporate innovation, competitive strategy, globalization, technology management and organization design.

TEACHING INTERESTS

Business Policy and Strategic Management
Industry and Competitive Analysis
Competitive Advantage from Operations
Service Operations and Strategy
Technological Innovation and New Product Development

PROFESSIONAL SERVICE -- ACADEMY

- Ad-hoc reviewer for *Strategic Management Journal*, *Management Science*, *Organization Science*, *Academy of Management Review*, *Academy of Management Journal*, *Journal of Management*, *Journal of Marketing*, and *Academy of Management Annual Meetings*.
- Editorial Review Board, *Journal of Management*, 1996-1999.
- Co-Chairperson, Showcase Symposium on Technological Innovation: Oversights and Foresights, *Academy of Management Annual Meetings*, Boston, August 1997. (With Raghu Garud and Zur Shapira).
- Faculty, Junior Faculty Consortium, Business Policy and Strategy Division, *Academy of Management Annual Meetings*, Boston, August 1997.
- Co-Organizer, *Symposium on Creating Value in Financial Services*, Stern School of Business, New York University, March 7, 1997. (With Edward Melnick and Sridhar Seshadri).
- Co-Chairperson, Symposium on "Understanding the Tenure Process as Business Schools Adapt to Meet the Challenges of the 21st Century" *Academy of Management Annual Meetings*, Vancouver, Canada, August, 1995. (With Anju Seth and Richard Wolf).
- Presenter, Doctoral Consortium, Operations Management Division, *Academy of Management Annual Meetings*, Vancouver, Canada, August, 1995.
- Co-Organizer, *Conference on Technological Oversights and Foresights*, Stern School of Business, New York University, March 11-12, 1994. (With Raghu Garud and Zur Shapira).
- Discussant, New Directions in Corporate Diversification Research. Business Policy and Strategy Division, *Academy of Management Annual Meetings*, Atlanta, August 1993.
- Discussant, Organizational Resources and Relatedness. Business Policy and Strategy Division, *Academy of Management Annual Meetings*, Las Vegas, August 1992.
- Co-chair, First Annual Dissertation Workshop. Business Policy and Strategy Division, *Academy of Management Annual Meetings*, Miami, August 1991.

PROFESSIONAL SERVICE – NEW YORK UNIVERSITY

- Curricular Development Challenge Fund Committee, 1999-2000.

PROFESSIONAL SERVICE -- STERN SCHOOL OF BUSINESS

- Faculty Council, 2001.
- Library Committee, 1996-1999.
- Undergraduate Programs Committee, 1993-1994, and 1994-1995.
- Undergraduate Case Competition Committee, 1994-1995.
- Teaching Fellows Coordination Committee, 1990-1993.
- Elective Review Committee, 1991.

PROFESSIONAL SERVICE -- *MANAGEMENT AND ORGANIZATIONAL BEHAVIOR DEPARTMENT*

- Doctoral Studies Committee, 1992-1994.
- Recruitment Committee, 1989-1991.
- Business Policy Course Design Committee, 1992-1993.
- Chair, Ph. D. Comprehensive Examination Committees for Neeraj Bhargava and Jose Brito.
- Member, Ph. D. Comprehensive Examination Committees for Arun Kumaraswamy and Patricia Templeton.
- Member, Ph. D. Dissertation Committee for Glynn Bolar.
- Member, Ph. D. Dissertation Committee for Patricia Templeton.
- Member, Ph. D. Dissertation Committee for Arun Kumaraswamy.
- Member, Ph. D. Dissertation Committee for Jose Brito (Finance Department).

PROFESSIONAL SERVICE -- *OPERATIONS MANAGEMENT DEPARTMENT*

- Acting Deputy Chairperson, 1996-1997.
- Core Course Committee, 1991-1992.
- Recruitment Committee, 1992-1993.