

## RAM RANGANATHAN

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McCombs School of Business  
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### ACADEMIC APPOINTMENTS

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#### McCombs School of Business, University of Texas at Austin

2020-present Associate Professor of Management (with tenure)  
2012-2020 Assistant Professor of Management (*rvvd. extension of probationary period for family reasons*)

### EDUCATION

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#### The Wharton School, University of Pennsylvania

2012 PhD (Mangerial Science and Applied Economics)  
*Dissertation: Controlling or Complying? The Opportunities and Challenges of Coordinated Technological Change*

2010 Master of Science

#### Indian Institute of Management, Bangalore, India

2000 Post Graduate Diploma in Management (MBA equivalent)

#### Karnatak University, India

1995 Bachelor of Engineering (Computer Science & Engineering)

### RESEARCH

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#### A. Refereed Publications

Ranganathan, Ram, Ghosh, Anindya & Rosenkopf, Lori. 2018. "Competition-Cooperation interplay during multi-firm technology coordination." *Strategic Management Journal*, 39(12): 3193-3221.

Benner, Mary J. & Ranganathan, Ram. 2017. "Measuring Up? Persistence and Change in Analysts' Evaluative Schemas Following Technological Change." *Organization Science*, 28(4): 760-780.  
(*Equal co-authorship – authors listed in alphabetical order*)

Ghosh, Anindya, Ranganathan, Ram & Rosenkopf, Lori. 2016. "The impact of context and model choice on the determinants of strategic alliance formation." *Strategic Management Journal*, 37(11): 2204-2221.  
(*Equal co-authorship – authors listed in alphabetical order*)

Ranganathan, Ram & Rosenkopf, Lori. 2014. "Do ties really bind? The effect of knowledge & commercialization networks on opposition to standards." *Academy of Management Journal*, 57(2):515–540.

Benner, Mary J. & Ranganathan, Ram. 2013. "Divergent reactions to convergent strategies: Investor beliefs and analyst reactions during technological change." *Organization Science*, 24(2): 378-394.

Benner, Mary J. & Ranganathan, Ram. 2012. "Offsetting Illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies." *Academy of Management Journal*, 55(1): 213-233.

## **B. Refereed conference proceedings**

Russell Coff, Libby Leann Weber, Sekou Bermiss, Henning Piezunka, Ram Ranganathan, Christina Kyprianou, Johann Peter Murmann, Oliver S. Schilke, and Kinde M. Wubneh, 2020: Adding Individual Cognition to Organizational Theories Changes Everything. *Academy of Management Proceedings*, 2020.

Giovanni Battista Dagnino, Frank T. Rothaermel, Shiva Agarwal, Giovanni Battista Dagnino, Ranjay Gulati, Ram Ranganathan, and Frank T. Rothaermel, 2019: Cooperation and Innovation in the Digital Age. *Academy of Management Proceedings*, 2019.

Steven Gray, Peter Austin Boumgarden, and Ram Ranganathan, 2019: Rising Tide or Sinking Ships: The Effects of Status Heterogeneity in New Venture Networks. *Academy of Management Proceedings*, 2019.

Daniel Beunza Ibanez, Anne Bowers, Todd Zenger, Mary J. Benner, Matteo Prato, Ram Ranganathan, and Viktorie Sevchenko. The Future of Analysts' Work: Importance and Challenges Ahead. *Academy of Management Proceedings*, 2018.

Han, Suho & Ranganathan, Ram. 2015. "Deal or No Deal? The Effect of Director Interlocks on Acquisition Selection and Abandonment." *Academy of Management Proceedings*, 17147  
(*Equal co-authorship – authors listed in alphabetical order*)

Ranganathan, Ram & Yang, Wei. 2015. "Not all ratings are created equal: How firm-analyst heterogeneity influences reactions to firms' strategic investments." *Academy of Management Proceedings*, 15627

Ranganathan, Ram. 2014. "Closing the door on open standards?" *Academy of Management Proceedings*, 17605

Benner, Mary J. & Ranganathan, Ram. 2010. "Offsetting illegitimacy: the influence of securities analysts on incumbents facing new technologies." *Academy of Management Best Paper Proceedings*, 1-6.

### **C. Manuscripts under review**

Ranganathan, Ram, Chen, John & Ghosh, Anindya. "Coordinating the foundations of a digital ecosystem" (*Reject and Resubmit, Organization Science*)

Tandon, Vivek, Asgari, Navid & Ranganathan, Ram. "Inter-firm collaboration survival after an acquisition" (*Revise and Resubmit, Strategic Management Journal*)

Ranganathan, Ram & Chen, John. "Antecedents and consequences of multi-firm technology coordination in ecosystems – a theoretical review" (*Revise and Resubmit, Strategic Management Review*)

### **D. Working papers**

Klueter, Thomas, Moreira, Solon & Ranganathan, Ram. Analyst coverage and licensing.

Gray, Steven, Boumgarden, Peter, Ranganathan, Ram & Huang, Laura. Venture networks and status.

Agarwal, Shiva & Ranganathan, Ram. Opening up a closed ecosystem.

Ranganathan, Ram & Yang, Wei. "When is old gold? Valuations of old, new and complementary technologies during radical technological change."

Ranganathan, Ram and Wubneh, Kindh. "New Wine in an Old Bottle? How analysts evaluate product failures during technological change."

Ranganathan, Ram. "A tale of two standards: The orchestration of competing multi-firm forums."

Ranganathan, Ram. "Give & take? Relational benefits of technical concessions in multi-firm forums."

Ranganathan, Ram and Toh, P K. "Contentiousness and firm scope in ecosystems."

Ranganathan, Ram & Yang, Wei. "Not all ratings are created equal: How firm-analyst heterogeneity influences reactions to firms' strategic investments."

### **E. Other Research Projects**

"Do analysts influence acquisition choices? An Empirical Study In U.S. High technology Sectors." (with Wei Yang)

"Exploitation, exploration, and analysts: Are firms rewarded for ambidexterity?" (with M Benner and Y Choi)

"Double down or walk away? The effect of institutional and competitive pressures on acquisition completion (with A. Ghosh and H Singh)

"Orchestration of innovation communities" (with D Chandrasekaran, S Siddharth & N Saraf)

## **F. Selected Media Coverage of Research**

Harris, R. February 24, 2012. "Blame those darn negative analysts." CFO World.

Haimowitz, B. February 1, 2012. "Why do established companies fail in the face of new technologies? Study indicts previously overlooked culprits -- analysts and investors." , AOM

## **HONORS AND AWARDS**

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- 2020 Recipient of Faculty Honor Roll Award for Excellence in Undergraduate Teaching
- 2020 Nominee, Best Conference Paper Prize, SMS
- 2019 Recipient of Top Reviewer Award, Organization Science (for Editorial Board service)
- 2019 Recipient of CBA Foundation Award for Research Excellence, Mcombs School
- 2019 Nominee, Hank and Mary Harkins Award for Teaching Excellence, Mcombs School.
- 2019 Recipient of Faculty Honor Roll Award for Excellence in Undergraduate Teaching
- 2018 Nominee, Hank and Mary Harkins Award for Teaching Excellence, Mcombs School
- 2017 Nominee, Hank and Mary Harkins Award for Teaching Excellence, Mcombs School
- 2016 Recipient of Past Chairs Emerging Scholar Award, Academy of Management, TIM Division
- 2016 Recipient of Trammell/CBA Foundation Award for Teaching Excellence, Mcombs School
- 2016 Recipient of Faculty Honor Roll Award for Excellence in Undergraduate Teaching
- 2015 Recipient of Faculty Honor Roll Award for Excellence in Undergraduate Teaching
- 2015 Runners-up, SMS Conference Best Proposal Award, Strategy Process IG
- 2013 Finalist, Wiley Blackwell Best Dissertation Award, Academy of Management, BPS Division
- 2013 Finalist, Best Dissertation Award, Academy of Management, TIM Division
- 2013 Nominee, Best Conference Paper Prize for Practice Implications, SMS
- 2013 Nominee, Best Conference Paper Prize, SMS
- 2012 Recipient of Dissertation Scholar Award, Strategy Research Foundation, SMS
- 2011 Recipient of Best Conference PhD Paper Prize, Strategic Management Society
- 2011 Finalist, Best Conference Paper Prize, Strategic Management Society
- 2011 Nominee, Best Conference Paper Prize for Practice Implications, SMS
- 2010 Recipient of Stephen Schrader Best Paper Award, Academy of Management, TIM Division
- 2010 Recipient of Best Reviewer Award, Academy of Management, TIM Division
- 2009 Nominee, Winkelman Award for Outstanding Graduate Students, The Wharton School
- 2009 Nominee, Best Graduate Teacher Award, The Wharton School
- 2006 Recipient of Outstanding Performance Award, Deloitte Consulting
- 1999 Recipient of Director's Merit List Award (Top 5%), Indian Institute of Management
- 1999 Recipient of Academic Excellence Award (1<sup>st</sup> Rank in Section), Indian Institute of Mgmt.

## **GRANTS**

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- 2016 Undergraduate Research Grant, McCombs School of Business
- 2012-18 Faculty Travel Grant, McCombs School of Business

- 2012 Strategic Management Society Dissertation Scholar
- 2011 Research Grant, Mack Center for Technological Innovation, The Wharton School
- 2010 Research Grant, Center for Leadership and Change Management, The Wharton School
- 2008 Research Grant, Mack Center for Technological Innovation, The Wharton School

### **INVITED SEMINARS**

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- 2020 Indian School of Business
- 2018 University of Michigan
- 2017 Fordham University
- 2016 Dartmouth
- 2016 Harvard Business School
- 2016 Duke University (Invited Junior Faculty Strategy Conference)
- 2014 Rice University
- 2014 BYU/ University of Utah (Winter Strategy)
- 2012 University of Texas at Austin
- 2012 University of Southern California
- 2012 University of North Carolina at Chapel Hill
- 2012 Cornell University
- 2012 Georgia State University
- 2012 Massachusetts Institute of Technology
- 2012 University of Minnesota
- 2012 Southern Methodist University
- 2012 New York University
- 2011 National University of Singapore
- 2011 INSEAD
- 2011 Boston University
- 2011 Temple University
- 2011 Purdue University

### **INVITED CONFERENCE PRESENTATIONS**

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- 2019 *Old Wine in a New Bottle?*  
SMS Annual conference, October 2019.
- 2019 *Rising Tide or Sinking Ships?*  
Academy of Management Conference, August 2019.
- 2019 *Antecedents and consequences of multi-firm technology coordination in ecosystems – a theoretical review*  
Strategic Management Review, Special Conference, June 2019.
- 2018 *When is Old Gold?*
  - Academy of Management Conference, Symposium, August 2018.
- 2017 *Competition-Cooperation Interplay During Multifirm Technology Coordination*

- Strategic Management Society Conference, Houston, October 2017.
- 2016 *Do Analysts Influence Acquisition Choices? An Empirical Study In U.S. High technology Sectors*
- Strategic Management Society Conference, Berlin, September 2016.
- 2015 *Double Down or Walk Away? The effect of external pressures on acquisition completion*
- Strategic Management Society Conference, Denver, October 2015.
- 2015 *Not all ratings are created equal: How analyst heterogeneity influences firms' strategic investments*
- Academy of Management Conference, Vancouver, August 2015
  - Strategic Management Society Conference, Denver, October 2015.
- 2015 *Deal or no deal? The Effect of Shared Director Interlocks on Acquisition Abandonment*
- Academy of Management Conference, Vancouver, August 2015
- 2014 *Deal or no deal? The Effect of Shared Director Interlocks on Acquisition Abandonment*
- Academy of Management Conference, Vancouver, August 2015
- 2014 *Closing the door on open standards?*
- Academy of Management, Atlanta, August 2014.
  - BYU/Utah Winter Strategy Conference, February, 2014.
- 2013 *An empirical examination of the effects of institutional investor ownership and business group affiliation in the Indian software industry*
- Strategic Management Society Conference, India, December 2013.
- 2013 *Slacking off? The moderating effect of organizational slack on learning from failed acquisitions*
- Strategic Management Society Conference, Atlanta, September 2013.
- 2013 *Measuring up? Persistence and change in analysts' evaluative schemas following technological change.*
- Harvard Business School, Conference on Institutional Theory, May 2013
- 2013 *Controlling or Complying? The Opportunities and Challenges of Coordinated Technological Change*
- Academy of Management Meetings, BPS Division, Special Session for Wiley Blackwell Dissertation Award Finalists, Orlando, August, 2013
  - Academy of Management Meetings, TIM Division, Special Session for Dissertation Award Finalists, Orlando, August, 2013
- 2012 *Controlling or Complying? The Opportunities and Challenges of Coordinated Technological Change*
- Strategic Management Society Conference, Dissertation Scholars Panel, Prague, Oct 2012
- 2012 *Firm Knowledge Seeking and Country Exit*
- Academy of Management Meetings, BPS Division, Boston, August 2012.
  - Strategic Management Society Conference, Prague, October 2012.

- 2011 *Divergent reactions to convergent strategies: The influence of stock categories on analysts' and stock market's reactions to technological change*
- DRUID Society Conference, Copenhagen, June 2011
- 2011 *Do Ties Really Bind? The effect of technological and alliance networks on consensus formation in multi-firm consortia*
- Administrative Science Quarterly-OMT Conference, June 2011, Paris
  - Academy of Management Meetings, TIM Division, San Antonio, August 2011
  - Strategic Management Society Conference, Miami, November 2011
- 2011 *Once bitten twice shy? How failure influences choice across corporate development activities*
- Academy of Management Meetings, BPS Division, San Antonio, August 2011
  - Strategic Management Society Conference, Miami, November 2011
- 2010 *Divergent reactions to convergent strategies: The influence of stock categories on analysts' and stock market's reactions to technological change*
- Strategic Management Society Conference, Rome, September 2010.
- 2010 *Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies*
- Academy of Management Meetings, TIM Division, Montreal, August 2010.
- 2009 *Shifting categories: Co-evolution of technology, strategy, and institutions.*
- BPS Division, Academy of Management Conference, Chicago, August 2009.
- 2009 *Selective Myopia: A comparison of analysts' reactions to incumbent and non-incumbent responses to radical technological change.*
- Atlanta Competitive Advantage Conference, Atlanta, May 2009.
- 2009 *Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies*
- INFORMS Conference, San Diego, October 2009
  - University of Michigan Strategy Conference, October 2009
  - Harvard Business School Strategy Conference, Boston, November 2009
- 2008 *Selective Myopia: A comparison of analysts' reactions to incumbent and non-incumbent responses to radical technological change.*
- Academy of Management Meetings, BPS Division, Anaheim, 2008.

## **INVITED PANELS, SYMPOSIA & SPECIAL CONFERENCES**

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- 2019 Invited faculty member, Brain Matching Workshop, SMS Annual Conference
- 2019 Discussant, Consortium for Competitiveness and Cooperation (CCC) Conference
- 2019 Presenter, Symposium on Ecosystem Perspectives, AOM
- 2019 Panelist, PDW, Competition, Cooperation & Radical Technological Change, AOM
- 2019 Presenter, Symposium on Cooperation and Innovation in the Digital Age, AOM
- 2019 Dartmouth (Tuck) Junior Faculty Research Camp

- 2019 Discussant, Northwestern/Kellogg Conference on Technology Standards
- 2018 Consortium for Competitiveness and Cooperation (CCC) Conference
- 2018 Panelist, Platforms and Ecosystems Symposium, SMS Annual Conference
- 2018 Dartmouth (Tuck) Junior Faculty Research Camp
- 2018 Northwestern/ Kellogg Conference on Technology Standards
- 2017 Consortium for Competitiveness and Cooperation (CCC) Conference
- 2016 Invited Discussant, Northwestern/Kellogg Conference on Technology Standards
- 2016 Panelist, Technology and Innovation Management Doctoral Consortium, AOM
- 2016 Consortium for Competitiveness and Cooperation (CCC) Conference
- 2015 Junior Mentors Panel, SRF Workshop, SMS Annual Conference
- 2015 Consortium for Competitiveness and Cooperation (CCC) Conference

## **DOCTORAL CONSORTIA AND WORKSHOPS**

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- 2012 SRF Dissertation Scholars Panel, Strategic Management Society
- 2011 Doctoral Workshop, West Coast Research Symposium on Technology Entrepreneurship
- 2011 Dissertation Consortium, BPS Division, AOM
- 2011 Consortium for Competitiveness and Cooperation (CCC) Conference
- 2010 Doctoral Workshop, SMS Annual Conference
- 2009 Doctoral Consortium, TIM Division, AOM
- 2007 New Doctoral Students Consortium, AOM, Philadelphia, Aug 2007

## **TEACHING**

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*(McCombs)*

- General Management and Strategy, Undergraduate Capstone Course
- General Management and Strategy (Honors), Undergraduate Capstone Course
- New Venture Strategies, Masters in Technology Commercialization Course

*(Wharton)*

- Introduction to Management, Recitation, Undergraduate Course, Spring 2009, Fall 2009
- Competitive Strategy, Case and Exam Writer, MBA course, Fall 2008

## **SERVICE**

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### **A. To the University of Texas**

- 2019 Peer teaching observation committee for Associate Professor
- 2018-present Management Department Distinguished Speaker Series Coordinator
- 2018 Peer teaching observation committee for Assistant Professor
- 2017-present Co-organizer, Austin Technology and Entrepreneurship Conference (ATEC)
- 2017-present Department course coordinator for MAN 374 and 374H
- 2017-present Business Honors Program (BHP), Faculty Committee
- 2017 Peer teaching observation committee for Lecturer



2017 Departmental Executive Committee (elected member)  
 2017 Departmental Tenure Subcommittee  
 2014 McCombs Dean's Advisory Committee  
 2014 Departmental Undergraduate Subcommittee  
 2014 Departmental Third Year Review Subcommittee  
 2016 Peer teaching observation for committee Associate Professor  
 2015 Departmental Tenure Subcommittee  
 2015 Department representative and speaker, McCombs Honors Convocation  
 2015 PhD Admissions Committee  
 2015 Undergraduate Research Grant Committee  
 2015 Business Honors Program (BHP) Make-a-Mark Campaign  
 2015 Invited contributor, Business Honors Program (BHP) Senior Newsletter  
 2015 Faculty Mentor, Intellectual Entrepreneurship Pre-Grad Internship  
 2015 Panelist, New Faculty Orientation  
 2015 Peer teaching observation committee for Senior Lecturer  
 2014 Departmental Executive Committee (elected member)  
 2013-2014 Management Department WIP Seminar Organizer  
 2013-2014 McCombs Database committee

## **B. Doctoral Committees**

2020 Sae Young Lee (*member*) – placed at CEIBS  
 2019 Wei Yang (*member*) – placed at George Mason University  
 2019 Julie Sharek (*member*) – placed at University of Central Florida  
 2018 Suho Han (*member*) – placed at Syracuse University  
 2018 Seung-Hwan Jeong (*member*) – placed at Georgia State University  
 2016 Christina Kyprianou (*member*) – placed at Clemson University

## **C. Reviewing**

2018-present Editorial Board member, Organization Science  
 2019-present Editorial Board member, Strategic Management Review

### *Ad hoc reviewer for:*

Strategic Management Journal, Administrative Science Quarterly, Management Science, Strategy Science, Strategic Entrepreneurship Journal, Strategic Organization, Long Range Planning Academy of Management Conference (BPS and TIM divisions), Strategic Management Society Annual Conferences, Strategic Management Society Special Conferences

## **D. To the Academic Community**

2020 Co-Organizer, Creating and Sustaining Comp. Adv. in a Disruptive World, SMS workshop  
 2020 Elected to Executive Committee, STR Division, Academy of Management  
 2020 Reviewer, Strategic Management Society, PhD Paper Prize  
 2020 Reviewer, Strategic Management Society, Research Methods Paper Prize Competition  
 2019 STR Dissertation Consortium, Co-Chair, AOM Annual Conference

- 2019 Co-Organizer, Stakeholders, Partnerships & Competitive Adv., SMS workshop
- 2019 Elected as Representative-at-Large, Competitive Strategy IG, SMS
- 2019 Elected as Representative-at-Large, Cooperative Strategy IG, SMS
- 2018 STR Dissertation Consortium, Co-Chair, AOM Annual Conference
- 2016 BPS Research Committee, Academy of Management
- 2016- Member, Strategy Research Forum
- 2015 BPS Research Committee, Academy of Management
- 2014 Co-Organizer, BPS Manage your Dissertation Workshop, Academy of Management
- 2014 Track Chair, Academy of Management (BPS Division)
- 2014 Review Committee, Academy of Management Best Paper Award (IIM Division)
- 2013 Review Committee, Strategic Management Society Best PhD Paper Award
- 2012 Speaker, “Developing and Defending Your Research Proposal”. Doctoral Workshop, Strategic Management Society Conference Prague, October, 2012
- 2008 Panelist, “Managing your career”. Indian Institute of Management, Bangalore
- 2008 Doctoral Student Representative, The Wharton School

## **INDUSTRY EXPERIENCE**

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### **2000-2007 Deloitte Consulting, Southern California practice**

*Manager (2005-2007)*

*Senior Consultant (2002-2005)*

*Consultant (2000-2002)*

### **1996-1998 Siemens, Bangalore, India, 1996-1998**

*Engineer, Software Development*

### **1995 Infosys Technologies, Bangalore, India, 1995**

*Academic Internship*

## **IMMIGRATION**

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United States Citizen

Overseas Citizen of India (OCI)