

## Prasad Balkundi

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### Education

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- Ph.D. (2004), The Pennsylvania State University, Management and Organization, (Chair: Dr. Martin Kilduff).  
Dissertation: “*Ties and teams: A social network approach to team leadership.*” explores the association between a designated leader’s informal connections within and outside the work group and the work group’s performance. Based on panel data from 69 multi-national work groups, I found support for my key hypotheses.
- Post Graduate Diploma in Management (MBA) with specialization in HRM, Xavier Institute of Management, India: April 1995.
- Bachelor of Technology in Electrical and Electronics Engineering, Jawaharlal Nehru Technological University, India: May 1993.

### Research

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#### Research Interests:

- Organizational Behavior. Current projects explore the effects of social networks on teams and leaders. This research is multilevel in nature and requires knowledge of both groups and social network research.

#### Publications and Articles Under Review:

- Balkundi, P., Kilduff, M., Harrison, D., 2007. Networking to charisma or inspiring to centrality? Comparing models of how leaders affect team performance. Revise and resubmit, *Organization Science*.
- **Balkundi, P.**, Kilduff, M., Michael, J., Barsness, Z., Lawson, L. 2007. Demographic antecedents and performance consequences of structural holes in work teams. *Journal of Organizational Behavior*, 28: 241–260.
- **Balkundi, P.** & Harrison, D. A. 2006. Ties, leaders, and time in teams: Strong inference about the effects of network structure on team viability and performance. *Academy of Management Journal*, 49: 49-68.
- **Balkundi, P.**, & Kilduff, M. 2005. Ties that lead: A social network approach to leadership. *Leadership Quarterly*, 16: 941-961.
- **Balkundi, P.**, Harrison, D. 2004. Networks, leaders, teams and time: Connections to viability and performance. The Academy of Management Best Paper Proceedings, New Orleans.
- Bergh, D. D., Hanke, R., **Balkundi, P.**, Brown, M., & Chen, X. 2004. On the internal validity of strategic management research (1994-1998). In D. Ketchen & D. Bergh (Eds.),

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Research methods in strategy and management: New York: Elsevier.

- Michael, J., Barsness, Z., Lawson, L., **Balkundi, P** (2004). Focus please: Team Coordination and performance at a wood manufacturer. Forest Products Journal.

#### **Working Papers:**

- **Balkundi, P.**, Kilduff, M., Harrison, D., Mediating effects of charisma on network-performance connection. Target journal: Journal of Applied Psychology.
- **Balkundi, P.**, Michael, J., Barsness, Z. 2007. Clash of titans: How leadership network structures, predict team conflict and turnover intentions. . Target journal: Journal of Applied Psychology.
- **Balkundi, P.** Love and Hate: Impact of Friendship and Dislike Ties on Leader Effectiveness.

#### **Conference and Invited Presentations:**

- **Balkundi, P.**, Michael, J., Barsness, Z. 2007. Leadership Paradox: Leadership network structures, team conflict and turnover intentions. Imperial College, London.
- **Balkundi, P.**, Kilduff, M., and Harrison, D. 2005. Combine and conquer: Testing integrated models of how leader charisma and network centrality affect team performance. Academy of Management Conference, Hawaii.
- **Balkundi, P.**, Holubik, T., 2005. Revisiting the Bavelas and Leavitt Experimental Communication Network Structures. (Part of showcase symposium in **Balkundi, P.** 2005. Team-level network structures and team level outcomes. Academy of Management Conference, Hawaii
- **Balkundi, P.**, Harrison, D. 2004. Networks, leaders, teams and time: Connections to viability and performance. Academy of Management Conference, New Orleans.
- **Balkundi, P.** 2004. Love and hate: Impact of friendship and dislike ties on leader effectiveness. (Part of symposium in **Balkundi, P.** 2004. Negative ties in the workplace: what are they? Where do they come from? And how are they related to workplace outcomes? Academy of Management Conference, New Orleans.)
- **Balkundi, P.** Networks, teams and leaders: A meta-analysis of social networks and team performance. Invited presentation at the University of Pittsburgh, Katz School of Management.
- **Balkundi, P.** 2003. Sociometry: The forgotten approach to leadership research. (Part of symposium in **Balkundi, P.** 2003. Leaders and their social networks: An alternative approach to leadership research. Academy of Management Conference, Seattle.)
- **Balkundi, P.**, Lawson, L., Kilduff, M., Michael, J., Barsness, Z. 2001. Thinking alike, working better: antecedents and consequences of shared team cognition. Academy of Management Conference. Washington D.C.
- **Balkundi, P.**, & Gray, B. 2000. Using humor to restore order in groups. Academy of Management Conference. Toronto.
- Chan Y. H., **Balkundi, P.**, & Renn R. 1998. Integrating the techno-economic cycle with population ecology. Southern Academy Proceedings.

## Teaching

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### Teaching Experience

- *Courses:* Organizational Behavior, Organizational Theory and HRM.
- *Topics:* Teams, leadership, organizational structures, and contemporary H.R. practices.
- *Level:* Undergraduate and MBA.

### Undergraduate Teaching Ratings: (based on a 7 point scale where 7.0 is the highest)

Sr. No	Course Title	Year/ Semester	Rating of Course	Rating of Instruction
1.	Human Resources Management	SPRING 2004	6.3 6.1	6.1 5.9
2.	Organizational Theory & Design	FALL 2002	6.2	6.4
3.	Leadership & Motivation,	SUMMER/2000	6.1	6.2
4.	Leadership & Motivation,	SPRING 2000	6.1	6.5
5.	Leadership & Motivation,	FALL 1999	6.7	6.9
6.	Advanced Human Resources Management	SUMMER 1999	5.2	5.4

### Academic Appointments

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- 2004-2005 Visiting Assistant Professor at Texas Tech University.
- 2005-- Assistant Professor at University of New York at Buffalo

### Awards and Honors

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- Outstanding reviewer, Academy of Management Annual Meeting, Organizational Behavior Division, 2006
- Small Research Grant, Texas Tech University
- Smeal Dissertation Research Award, 2003
- Penn State Graduate Student Outstanding Teaching Award (university-wide) 2001-2002.
- Organizational Behavior/Organizational Theory Doctoral Consortium, invited participant, Academy of Management Annual Meeting, Seattle, August 2003.
- Gender and Diversity Doctoral Consortium, invited participant, Academy of Management Annual Meeting, Denver, CO, August 2002.
- New Doctoral Student Consortium, participant, Academy of Management Annual Meeting, Boston, MA, August 1998.

### Service

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**Ad Hoc reviewer:**

- Academy of Management Journal.
- Academy of Management Review
- Organizational Behavior and Human Decision Processes (OBHDP)
- Journal of Management
- British Journal of Management.
- Academy of Management Annual Conference (TIM and OB Divisions).
- Invited speaker at new doctoral students' orientation at Smeal College of Business.

**Professional Experience**

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Human Resource Executive at Larsen and Toubro Limited, Mumbai, India 1995-1997.

- Designed, developed and implemented the recruitment information system.
- Led a cross-functional team in developing a performance appraisal information system for the entire organization of 10,000 executives.
- Information systems coordinator for the Personnel & HRD department.