

## Shubha Patvardhan

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### EDUCATION

- 2009-2014                      Ph.D., Business Administration  
Smeal College of Business, Pennsylvania State University, PA, USA.
- 1998-2000                      Post Graduate Diploma, Personnel Management & Industrial Relations  
Xavier Labour Relations Institute, Jamshedpur, India.
- 1995-1998                      Bachelor of Arts  
Mount Carmel College, Bangalore University, India.

### ACADEMIC POSITIONS

- 2014 (Sep onwards)        Assistant Professor, Alfred Lerner College of Business and Economics,  
University of Delaware, USA
- 2007-2009                      Research Associate, Indian Institute of Management Bangalore, India
- 2009 (Jan-April)            Wrangler Dr. D.C. Pavate Foundation Research Fellow  
Judge Business School, University of Cambridge, U.K.

### RESEARCH

My research is centered on cognition. I pursue two streams of research: “**forward-looking**” cognition, a nascent domain focused on infusing a “forward-looking, shaping” orientation to strategic management and organizational theories, and **organizational-** and **field-level identity and image**. A qualitative researcher with an interest in field studies, I typically focus on macro-level entities such as organizations, and organizational - collectives (e.g., organizational fields). My work contributes to the micro-foundations of strategic management, organizational theories, innovation, and entrepreneurship.

### PUBLICATIONS

Patvardhan, S.D., & Ramachandran J. 2020. “Shaping the Future: Strategy-Making as Artificial Evolution” *Organization Science*.

Murphy, C.D., Patvardhan, S.D., & Gehman, J. 2017. Moral accounting in organizations: A process study of the U.S. Financial Crisis Inquiry Commission. *Journal of Management Inquiry*, 26(3): 303 - 325

Patvardhan, S.D., Gioia, D.A., & Hamilton, A.L. 2015. Weathering an metalevel identity crisis: Forging a coherent collective identity for an emerging field. *Academy of Management Journal*, 58(2): 405-435

Gioia, D.A., Hamilton, A.L. & Patvardhan, S.D. 2014. Image is Everything. *Research in Organizational Behavior*, 34: 129-154

Gioia, D.A., Patvardhan, S.D., Hamilton, A.L. & Corley, K.G. 2013. Organizational identity formation and change: Review and reflection on three decades of research, *Academy of Management Annals*, 7(1): 123-192.

Gioia, D.A. & Patvardhan, S.D. 2012. *Identity as Process and Flow*. In Maguire, S., Schultz, M., Langley, A. & Tsoukas, H. (Eds.) *Constructing identity in and around organizations*. (Vol. 3) 50-62 . Oxford: Oxford University Press.

Ramachandran, J. & Patvardhan, S.D. 2012. In conversation with fashion artiste Manish Arora. IIMB Management Review, 24(3): 143-154

Ramachandran, J. & Patvardhan, S.D. 2008. International by Design : In Conversation with Dilip Kapur. IIMB Management Review, 20(1): 38-46

### **BEST PAPER PROCEEDINGS**

Patvardhan, S.D. Prospective Sensemaking: Strategy-making in a Pioneering Firm. *Academy of Management Annual Meeting 2015*.

Patvardhan, S.D. Prospection: Review and reflections on forward-looking behavior of firms. *Academy of Management Annual Meeting 2013*.

Patvardhan, S.D. and Hamilton, A.L. Organizational Identity Change: Review and Reflection on Three Decades of Research. *Academy of Management Annual Meeting 2012*.

### **WORK-IN-PROGRESS**

Patvardhan, S.D., & Ramachandran J., “Beyond Bounded Rationality: Imagination and Strategic Choice” (Close to Submission: *Organization Science*).

Toegel, I., & Patvardhan, S.D. “A Grounded Model of Covert Politics in Field-Identity Formation” (expected to submit in Fall 2020 to *Administrative Science Quarterly*).

Patvardhan, S.D. Prospection: A Critical Review and Reconsideration of Future-Oriented Agency in Strategic Management (target journal: *Strategic management Journal*)

### **PUBLISHED TEACHING CASES**

Ramachandran, J., & Patvardhan, S.D. *Hidesign: Designing an International Brand*, IIM Bangalore Case. **Winner, Central & East European Management Association (CEEMAN)/Emerald Case Competition**

Ramachandran, J., & Patvardhan, S.D. *Fabindia: Crafting Success*. IIM Bangalore Case. **Tata Steel Award for Best Case in Corporate Social Responsibility**

Patvardhan, S.D., & Ramachandran, J. *British Fashion Council: Shaping an industry*. IIM Bangalore Case

### **ACADEMIC AWARDS**

Best Paper Award, Managerial & Organizational Cognition Division, Academy of Management. **Winner**

2015

William H. Newman Award for Best Paper Based on a Dissertation Academy of Management, <b>Finalist</b>	2015
Carolyn Dexter Best International Paper Award, Academy of Management. <b>Divisional Nomination</b>	2015
Best Student Paper Award, Managerial & Organizational Cognition Division, Academy of Management. <b>Winner</b>	2013
Best Student Paper Award, Managerial & Organizational Cognition Division, Academy of Management. <b>Finalist</b>	2012
Best Reviewer, Managerial and Organizational Cognition Division, Academy of Management	2011
Central & East European Management Association (CEEMAN)/Emerald Case Competition [ <i>Hidesign: Designing an International</i> ]. <b>Winner</b>	2008
Tata Steel Award for Best Case Study [ <i>Fabindia: Crafting Success</i> ]. <b>Winner</b>	2007
President Kennedy Memorial Gold Medal for securing first rank in the BA Programme, Bangalore University, India	1998

#### **GRANTS AND SCHOLARSHIPS**

Ralph Powe Faculty Enhancement Award, Oakridge Reserch Associated Universities (ORAU), 10000 USD	2016
General University Research Grant, University of Delaware, 7000 USD	2015
Peter E. Liberti and Judy D. Olian Scholarship to outstanding PhD students	2013
Department of Management and Organization Excellence Fund, The Pennsylvania State University	2012, 2013
Klein Scholarship, Department of Management and Organization, The Pennsylvania State University	2012, 2013
Grace G. Albrecht Women in Management Graduate Scholarship, The Pennsylvania State University	2012
Smeal College of Business Doctoral Research Grants, The Pennsylvania State University	2010, 11, 12, 13
Wrangler Dr. D.C. Pavate Foundation Fellowship Judge Business School, University of Cambridge, U.K	2009

#### **INVITED PRESENTATIONS**

Strategic Management Society India Special Conference in Hyderabad Doctoral Workshop.	2018
University of Maryland. Guest Speaker Series	2017

Imagining the Future: Micro-Foundations of Creative Strategizing. UT Austin TX: Herb Kelleher Center for Entrepreneurship, Growth, and Renewal. 2016

Symposium. Habits, Routines, & Practices of Best Student Paper Winners. *Academy of Management Annual Meeting*; Philadelphia, USA. 2014

University College London, London UK 2013

ESRC Social Science Week Evening Seminar on Business Model Innovation in Developed and Emerging Markets, Judge Business School, University of Cambridge, UK 2009

### **SYMPOSIA ORGANIZED**

Patvardhan, S.D. “Broadening our Sight: Re-Imagining Organizational Theories, Practices & Pedagogies” *Academy of Management Annual Meeting*, Vancouver BC, Canada; August 2020 (**Showcase Symposium**).

Patvardhan, S.D. “Exploring the Microfoundations of Forward-looking Strategies” *Academy of Management Annual Meeting*, Boston, MA, USA; August 2019

Patvardhan, S.D., & Gioia, D.A. “Beyond Adaptation: Advancing Shaping-Oriented Approaches to Strategy”. *Academy of Management Annual Meeting*, Chicago, IL, USA; August 2018

Patvardhan, S.D. “Exploring Prospective Sensemaking in Organizations” *Academy of Management Annual Meeting*, Chicago, IL, USA; August 2018 (**Showcase Symposium**).

Patvardhan, S.D., & Gioia, D.A. “Prospecting for the Future: How do we make Organization Theories Forward-Looking?” *Academy of Management Annual Meeting*, Orlando, FL, USA; August 2013 (**All-Academy Theme Showcase Symposium**).

### **CONFERENCE PROCEEDINGS**

Patvardhan S.D., Alvarez, Felin T., Schilling, M., & Ramachandran, J. Exploring the Microfoundations of Forward-Looking Strategy, *Academy of Management Proceedings*, 2019(1), 12297

Patvardhan, S.D. Prospection: A Critical Review and Reconsideration of Future-Oriented Agency in Strategic Management. *Academy of Management Proceedings* 2018 (1), 11443

Alvarez, S., Gioia, D.A., Helfat, C.E., Patvardhan, S. & Rindova, V. *Academy of Management Proceedings* 2018 (1), 10947

Patvardhan S.D., Gioia, D.A., Maitlis, S., Obstfeld, D., Ravasi, D., & Sutcliffe, K.M. Exploring Prospective Sensemaking in Organizations. *Academy of Management Proceedings* 2018 (1), 10946

Grodal, S., Harrison, S., Jones, C., Kahl, S., Lee, JY, Patvardhan, S., Vough, HC. The Micro-Foundations of Meaning Making in Organizational Contexts, *Academy of Management Proceedings* 2016 (1), 12356

Patvardhan, S.D. Strategy-Making as Artificial Evolution. *Academy of Management Proceedings* 2017 (1), 10821

Patvardhan, S.D. Exploring Imagination and Its Implications for Strategic Choice. *Academy of Management Proceedings* 2017 (1), 10823

Patvardhan, S.D. Prospective Sensemaking: Strategy-making in a Pioneering Firm. *Academy of Management Proceedings* 2015 (1), 13569

Bellamy, MA., Lemoine, G.J., Patvardhan, S.D., Tasselli, S., Thompson, PS, Habits, Routines, and Practices of Best Student Paper Winners, *Academy of Management Proceedings* 2014 (1), 14660

Patvardhan, S.D. Shaping the Future: Grounded Model Of Strategy-Making in a Forward-Looking Firm. *Academy of Management Proceedings* 2014 (1), 14029

Patvardhan, S.D. *Prospection*: Review and reflections on forward-looking behavior of firms. *Academy of Management Proceedings* 2013 (1), 15121

Patvardhan, S.D. & Gehman, J. Narrative limits of moral accounting: An exploratory analysis of the financial crisis Inquiry. *Academy of Management Proceedings* 2013 (1), 12454

Patvardhan, S.D. Gioia, D.A.,& Hamilton, A.L. Identity Crisis and Coherence in an Emerging Field, *Academy of Management Proceedings* 2012 (1), 15671

### CONFERENCE PRESENTATIONS

Toegel, I., & Patvardhan, S.D. A Grounded Model of Politics in Field-Identity Formation. *Academy of Management Annual Meeting*, Vancouver BC, Canada; August 2020 (**Showcase Symposium, OMT Best Symposium Proposal Award**).

Patvardhan, S.D., & Ramachandran, J. Exploring the Microfoundations of Shaping-Oriented Strategies. *European Group of Organizational Studies (EGOS) Conference*. Edinburgh, UK. July 2019

Patvardhan, S.D. Grounded Model of a Shaping-Oriented Strategy. *Strategic Management Society Conference*; Houston, TX, USA; October 2017

Patvardhan, S.D. Exploring Imagination and Its Implications for Strategic Choice. *Strategic Management Society Conference*; Houston, TX, USA; October 2017

Murphy, C.D., Patvardhan, S.D., Gehman, J. Moral accounting in organizations: A process study of the U.S. Financial Crisis Inquiry Commission. *European Group of Organizational Studies (EGOS) Conference*. Naples, Italy. July 2016

Patvardhan, S.D. Creative Enactment: Strategy-making in a Pioneering Firm. *European group of Organizational Studies (EGOS)*, Athens, Greece; July 2015

Patvardhan, S.D., & Gioia, D.A. Prospective Sensemaking: Bringing the Future into Sensemaking. *Academy of Management Annual Meeting*; Orlando, FL, USA; August 2013

Patvardhan, S.D. Self-Restraint: Self-regulation in goal setting. *Academy of Management Annual Meeting*; San Antonio, TX, USA; August 2011.

Patvardhan, S.D. Forging a Field-Level Identity: Processes involved in the formation of a new industry identity. *Academy of Management Annual Meeting*; San Antonio, TX, USA. August 2011

Ramachandran, J., Pani, S., & Patvardhan, S.D. Ability to compete: Creating fortune for the bottom of the pyramid, *Strategic Management Society India Special Conference*, Hyderabad, India; December 2008.

### CONSORTIA AND WORKSHOPS

Invited Participant, Faculty Success Program Bootcamp. National Centre for Faculty Development & Diversity 2016

Invited Participant, University of Delaware Faculty Success Program 2015

Organization & Management Theory (OMT) Junior Faculty Consortium. Academy of Management; Vancouver, Canada 2015

Doctoral Workshop. Strategic Management Society; Atlanta 2013

Business Policy and Strategy Doctoral Consortium. Academy of Management; Boston 2012

*Cognition in the Rough*, Managerial and Organizational Cognition Division, Academy of Management; San Antonio 2011

New Doctoral Student Consortium. Academy of Management; Montreal 2010

### **TEACHING**

University of Delaware Strategic Management (Undergraduate/BUAD441): 12 sections  
Corporate Strategy (MBA/BUAD890): 5 sections  
Strategic Change and Innovation (MBA/BUAD872): 2 sections

The Pennsylvania State University Organization Behavior. (Undergraduate): 1 section  
Strategic Management (Undergraduate): 2 sections

Co-Facilitator, “XLRI-Cornell Intensive Workshop on Research Quality, Productivity & Inductive Methodology”, XLRI Jamshedpur India 2016, 2017

### **ACADEMIC SERVICE**

Ad-hoc Reviewer, Strategy Science 2018

Ad-hoc Reviewer, Academy of Management Review 2018

Ad-hoc Reviewer, Strategic Organization 2017

Ad-hoc Reviewer, Administrative Science Quarterly 2019, 2020

Ad-hoc Reviewer, Journal of Management Studies 2017

Ad-hoc Reviewer, Academy of Management Journal 2016 onwards

Reviewer, Academy of Management Annual Conferences 2010 onwards  
(Strategic Management (STR), Organization & Management Theory (OMT), & Managerial & Organizational Cognition (MOC) Divisions)

### **ACADEMIC MEMBERSHIPS.**

Academy of Management, Strategic Management Society, European Group of Organizational Studies

### **INSTITUTIONAL SERVICE**

#### **College-Level Committee**

Member, Organization Committee 2017-2018

**Department-Level Committee**

Co-Chair, Hiring Committee (Tenure Track position)	Summer/Fall 2018
Chair, Honors Days Committee, Department of Business Administration	2017
Member, Adjunct Policy and Oversight Committee, Department of Business Administration	2017-2018
Member, Ad-hoc Committee to design a Management major in the MBA Program, Department of Business Administration	2015
Reviewer, Internal White Paper for Powe Award University of Delaware	2016

**Other service activities**

Coordinator, Management Area Brown Bag Series	2017-2018
Coordinator, “Philly Area Organization Theory Group.”	2017-2018

**WORK EXPERIENCE**

2005-2007	Arts Project Manager (India), British Council India
2000-2004	Human Resources Manager, Coca-Cola India

**OTHER INTERESTS**

As a longtime practitioner of Indian classical dance (Bharatanatyam) and an empaneled artiste of the Government of India, I have performed, and presented lecture-demonstrations, in prestigious venues in India and overseas. As a trustee of *Prasiddha Foundation*, one of India’s premier cultural organizations, I have been involved in organizing national/international arts festivals in India. I have been a practitioner of *Vipassana* meditation for over two decades.