

Prasad Balkundi

Chair of Department of Organizations and Human Resources
Associate Professor of Organizational Behavior
School of Management
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EDUCATION

Ph.D. (2004), The Pennsylvania State University, Management and Organization.
Post-Graduate Diploma in Management (MBA) Xavier Institute of Management, India.
Bachelor of Technology, Jawaharlal Nehru Technological University, India.

REFEREED JOURNAL ARTICLES

[Total citations as of June 5, 2019: 734 (Web of Science); 2386 (Google Scholar)]

Chiu, C., Balkundi, P., Owens, B., & Tesluk, P. (inpress) Managing positive and negative network density in teams: Role of leader expressed humility. *Human Relations*

Balkundi, P, Wang, L., & Kishore, R. (2019) Antecedents and consequences of knowledge network change in teams. *Journal of Organizational Behavior*, 40, 325-341.

Chiu C., Balkundi, P., Weinberg, F. (2017) When managers become leaders: The role of manager network centralities, social power, and followers' perception of leadership. *Leadership Quarterly*, 28, 334–348.

- Finalist for best student paper award of MOC division, Academy of Management 2013
- Reviewed by I/O at Work, How Managers Becomes Leaders
- Identified as an example of “best methodological practices” by Aguinis et al. (2019), *Organizational Research Methods*. <https://doi.org/10.1177/1094428119836485>

Serkan, A., Sharman, R., & Balkundi, P. (2012) Impact of meta-analytic decisions on the conclusions drawn on the business value of information technology. *Decision Support Systems*. 54, 521-533.

Balkundi, P., Kilduff, M., & Harrison, D. (2011). Networking to charisma or inspiring to centrality? Comparing models of how leaders affect team performance *Journal of Applied Psychology*, 96, 1209-1222.

Galvin, B., Balkundi, P., & Waldman, D. (2010). Spreading the word: The role of surrogates in charismatic leadership processes. *Academy of Management Review*, 35, 477–494.

Balkundi, P., Michael, J., & Barsness, Z. (2009). Unlocking the influence of leadership network

structures on team conflict and viability. *Small Group Research*, 40, 301–322.

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.

Michael, J., Barsness, Z., Lawson, L., & Balkundi, P. (2004). Focus please: Team coordination and performance at a wood manufacturer. *Forest Products Journal*, 54, 250–255.

BOOK CHAPTERS AND OTHER REFEREED PUBLICATIONS

Kilduff, M., & Balkundi, P. (2011). A network approach to leader cognition and effectiveness. In D. L. Collinson, K. Grint, B. Jackson, A. Bryman, & M. Uhl-Bien M (Eds.), *Sage handbook of leadership: 118-135*. London: Sage.

Balkundi, P., & Harrison, D. (2004). Networks, leaders, teams and time: Connections to viability and performance. *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.), *Research methods in strategy and management*, pp.347-363. New York: Elsevier.

MANUSCRIPTS UNDER REVISION/REVIEW AT REFEREED JOURNALS

Weaver, G., Brown, M., & Balkundi. Pipes, Prisms and Mirrors: Social networks and the enhancement of ethical leadership. Invited for revision at *Journal of Business Ethics*

WORKING PAPERS

Ghahremani, H., Carter, K., Barrett, R., Crawford, E., & Balkundi, P. Haters versus Jerks: A meta-analysis of negative ties. Under third round review at *Academy of Management Journal*.

Balkundi, P., Bentley, J., Kilduff, M., Ghahremani, H. Strong versus the weak: A meta-analysis of tie strength and individual effectiveness. Under review at *Academy of Management Journal*. Target Date: December 2019

Xu N., Balkundi P., Waldman D., & Galvin B., Trouble between formal and informal leaders: the effects of unrequited friendship. Target journal *Academy of Management Journal*.

Target date: Feb 2020

Xu, N., Balkundi, P., Harrison, D., & Wang, L. Bridging versus Brokering: A meta-analytic test of two competing network structures. Target date: Dec 2019

Paruchuri, S., Ferris, D. L., & Balkundi, P. Social networks and leadership perceptions. TBD

WORK IN PROGRESS

Balkundi, P., Xu, N., & Lindsey, C. Who voted for Trump: A test of four competing drivers of voting behavior.

Balkundi, P., NiBlock, K., Harms, P., & Jeung W. Seeing accurately: How narcissists use their social networks to get ahead.

Yang J., Barsness, Z., Seidel M. L., & Balkundi, P. Prisms and promotions: Effect of social networks on the performance–promotion relationship.

Balkundi, P., Crossland, C., Harrison, D., & Wang, L. Bridging the gap: Consequences of firms acting as brokers.

Paruchuri, S., & Balkundi, P. Benefits and burdens of positive and negative social ties:
An empirical examination.

Balkundi, P., Harrison, D., & Weinberg, F. Member composition, network structure and group processes: Integrating isolated pathways towards team performance.

REFEREED CONFERENCES

Jae Kwon Jo, Ajay Mehra, Prasad Balkundi, Raina A. Brands, Ko Kuwabara, Catherine Shea, Jiyin Cao, David A. Harrison, Tanya Menon, Amit K. Nandkeolyar, and Jigyasu Shukla, 2019: [Combine and Conquer: Social Networks and Psychological Process for Understanding Behavior](https://doi.org/10.5465/AMBPP.2019.13089symposium). *Proceedings, 2019*, <https://doi.org/10.5465/AMBPP.2019.13089symposium>.

Xu, N., & Balkundi, P. (2017). Inward looking outward: A meta-analytic review of individuals' crosscutting ties. *Outside in: How crosscutting ties drive individual and unit performance*. symposium at Academy of Management Annual Meeting, Atlanta, GA.

Balkundi, P., Bentley, J., & Kilduff, M., & Ghahremani, H. (2016) Culture, labor markets and attitudes: A meta-analytic test of tie-strength theory. INSEAD. Conference on Network Evolution 5.0.

Xu, N., & Balkundi, P. (2016). Inward looking outward: The effects of individuals' crosscutting ties. Paper presented at the 11th INGRoup Annual Conference, Helsinki, Finland.

Ghahremani, H., & Balkundi, P., (2016). Negative ties: Key issues and synthesis. Academy of Management Annual Meeting, Anaheim.

- Chiu, C., Balkundi, P., Owens, B., & Tesluk, P. (2015) Managing positive and negative network density in teams: Role of leader expressed humility. Academy of Management Annual Meeting, Vancouver, Canada
- Balkundi, P., Waldman, D., Xu, N., & Galvin, B. (2015). Trouble between Formal and Informal Leaders: The effects of Unrequited Friendship. Academy of Management Annual Meeting, Vancouver, Canada
- Chiu C., Balkundi, P., Weinberg, F., (2013) Central leaders and satisfied followers: The mediating effects of social power and leader proto-typicality. Academy of Management Conference, Orlando.
- Paruchuri, S., Ferris, D. L., & Balkundi, P (2013). Social networks and leadership perceptions. Society for Industrial and Organizational Psychologists Conference, Houston
- Chiu C., Balkundi, P., Weinberg, F.(2012) Powerful leaders and satisfied followers: Roles of social worth and leadership prototypes. Academy of Management Conference, Boston.
- Balkundi, P., Bentley, J., & Kilduff, M. (2012) Culture, labor markets and attitudes: A meta-analytic test of tie-strength theory. Academy of Management Conference, Boston.
- Balkundi (2012). So you think you can do network analysis! Panel at Society for Industrial and Organizational Psychologists Conference, San Diego.
- Chiu, C., & Balkundi, P. (2012). Powerful leaders and satisfied followers: roles of network and prototypes. Society for Industrial and Organizational Psychologists Conference, San Diego.
- Balkundi, P., Waldman, D., & Galvin, B. (2012). Surrogates: The role of influential others in the charismatic leadership process. Society for Industrial and Organizational Psychologists Conference, San Diego.
- Yang J., Barsness, Z., Seidel M. L., & Balkundi, P. (2011). Prisms and promotions: Effect of social networks on the performance–promotion relationship. Academy of Management Conference, San Antonio.
- Balkundi, P., & Bentley, J. (2010). Strong versus the weak: A meta-analysis of tie strength and individual effectiveness. Academy of Management Conference, Montreal.
- Wang, L., Kishore, R., & Balkundi, P. (2010). Antecedents and consequences of knowledge network change in teams. Academy of Management Conference, Montreal.
- Ada, S., Balkundi, P., & Sharman, R. (2009). When information technology matters: A meta-analysis. Academy of Management Conference, Chicago.

- Wang, L., Balkundi, P., & Harrison, D. (2009). Bridging the gap: Consequences of structural hole spanning at multiple levels. Academy of Management Conference, Chicago.
- Balkundi, P., & Weinberg, F. (2008). Unpacking the density–performance hypothesis: The mediating role of team transactive memory. Academy of Management Conference, Anaheim.
- Balkundi, P., Harrison, D., & Weinberg, F. (2007). Multiple diversity threads in the texture of team functioning: Material roles of knowledge and network structures. Society for Industrial and Organizational Psychologists Conference, New York.
- Balkundi, P., Michael, J., & Barsness, Z. (2007). The leadership paradox: How leadership network structures predict turnover intentions among team members. Academy of Management Conference, Philadelphia.
- Balkundi, P., & Weinberg, F. (2006). Antecedents to team transactive memory. [Part of showcase symposium in Balkundi, P. (2006). Through a prism darkly? Network cognition in organizations.] Academy of Management Conference, Atlanta.
- 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., Kilduff, M., & 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. (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. (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, DC.
- 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.

ACADEMIC APPOINTMENTS

2004–2005: Visiting Assistant Professor at Texas Tech University.
2005–2012: Assistant Professor at State University of New York at Buffalo.
2012—present: Associate Professor with tenure
2015 – 2016: Interim Chair of Organizations and Human Resources Department
2016 – present: Chair of Organizations and Human Resources Department

INVITED PRESENTATIONS AND WORKSHOPS

2004 University of Pittsburgh, Katz School of Management.
2005 Emory University, Goizueta Business School.
2007 Intra-Organizational Network, University of Kentucky.
2007 Imperial College, London.
2008 University of Toronto, Rotman School of Management.
2008 Society of Organizational Behavior.
2009 INSEAD, France.
2011 Summer Institute, University at Buffalo (Introduction to Social Networks).
2011 Bocconi University, Italy.
2010-2018 Social Networks Advanced Professional Development Workshop, Academy of Management Conference, San Antonio.
2013 Georgia Tech.
2013 University at Binghamton
2013 Northwestern University
2013 National University of Singapore
2013 Indian School of Business
2014- current Co-organizer: “Introduction to Social Networks” Professional Development Workshop. Academy of Management
2014 Xavier Labor Research Institute, India.
2014 Indian School of Business
2015 Cornell University
2016 Indian School of Business
2016 Xavier Institute of Management, India.
2016 Institute of Public Enterprise, India.
2017 Indian Institute of Management, Bangalore, India
2018 Centre for Translational Research, Buffalo, Ny
2018 Northwestern University.
2018 Institute of Management Technology, Hyderabad, India
2018 Lovely Professional University, Jalandhar, India

TEACHING EXPERIENCE

Ph.D. and MBA courses on Social Networks in Organizations, Organizational Behavior.
Undergraduate courses: Organizational Behavior, Organizational Theory, and Human Resources Management.

GRANTS, AWARDS, AND HONORS

Recipient, **outstanding reviewer** for Organizational Behavior Division, Academy of Management, 2014.

Southern Management Association (2010–2011): \$10,000. Networks and complexity theory: Investigating enabling conditions and outcomes of adaptive leadership. With Curt Moore, Robyn Brouer, and Mary Uhl-Bien.

Outstanding reviewer, Academy of Management Annual Meeting, Organizational Behavior Division, 2006.

Small research grant, Texas Tech University, 2005.

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, August 2002.

New Doctoral Student Consortium, participant, Academy of Management Annual Meeting, Boston, August 1998.

SERVICE

University at Buffalo

Faculty Recruiting Committee, 2006–current
Recruiting committee for instructor at CLOE
MBA recruiting Committee (2013-2015)
Ph.D. committee, 2010–2015
Undergraduate Committee, 2008–2010
UB Breathe free 2016 -- current

Ph.D. Dissertation Committee Member

Jeewon Choi (Graduated in 2007)
Ada Serkan (Graduated in 2011)
Lei Wang (Graduated in 2011)
Anand Narshima (Graduated in 2012)
Jun Yang (Graduated in 2012)
Chad Chiu (Graduated in 2013)
Rebecca Badaway (graduated in 2014)
Jeff Bentley (Graduated in 2014)

Xiao Tang (Graduated in 2015)
Srikanth Parameshwaran (graduated in 2017)
RouChen (graduated in 2020)

Ph. D. Dissertation Chair

Ning Xu (Graduated in 2018)

International

On the Governing Board at Dhruva College of Management, India.

Community

Faculty Advisor for Association for India's Development (AID): a not-for-profit student-run organization. Got AID registered as part of the United Way system.

Professional

OMT Research Committee Member (subcommittee for best paper award), 2008-2013
International Network of Social Network Analysts (INSNA) Committee (best student paper), 2008 to current
Network of leadership scholars (Committee for Best dissertation award)

Editorial Board of *Organization Science* (2014 – present)
Editorial Board of *Leadership Quarterly* (2016 – present)
Editorial Board to *Group and Organization Management* (2020 – present)

Ad Hoc Reviewer (reviewed 101 papers since 2004)

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Journal of Applied Psychology
Management Science
Organization Science
Organizational Behavior and Human Decision Processes
Other journals and the Academy of Management Annual conferences

PROFESSIONAL EXPERIENCE

Human Resources 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 and Human Resources departments.

