



HARVARD | BUSINESS | SCHOOL

TARUN KHANNA

JORGE PAULO LEMANN PROFESSOR

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EDUCATION

1993 Ph.D., Business Economics, Harvard University
1988 B.S.E., Electrical Engineering and Computer Science, Princeton University

Current Responsibilities

Harvard Business School (since 1993)

Current MBA Course: Contemporary South Asia - Entrepreneurial Solutions to Intractable Problems

Jorge Paulo Lemann Professor since 2005; Professor of Business Administration since 2002

Faculty Chair, HBS India & South Asia Research Center

Comprehensive Leadership General Management Program, Strategy Faculty

Executive Education (regions: China, India; topics e.g. agribusiness; companies: Samsung, Bharti)

Supervisor, Ph.D. dissertations on Emerging Markets

Co-editor of several leading scholarly journals on economics and business

Harvard University

Director, South Asia Institute (SAI [South Asia Institute](#))

University Inter-faculty Project (SAI): Mapping the [Kumbh Mela](#), world's largest human gathering

Executive Council, Asia Center

Harvard College Gen. Ed & University-wide course on Entrepreneurship & Economic Development

Freshman Seminar Leader on China and India, Harvard College

Outside Activities Summary

World Economic Forum Global Agenda Council on Emerging Multinationals, Convener

Board Member of and consultant to several global corporations

Investor in entrepreneurial ventures in emerging markets

Advisory Board member for NGOs in India and in the United States

Selected Awards and Honors

2009 Elected Fellow of the Academy of International Business
2007 Young Global Leader. Selected by World Economic Forum (Davos) for citation given to exceptional individuals under the age of 40.
2004-2006 Honorary appointment. Welling Professor, George Washington Univ., Washington D.C.
1999 Winner, Glueck Best Paper Prize, Business Policy & Strategy, Acad. of Management
1999 Honorary Fellow Award, William Davidson Institute, University of Michigan
1994 Best Paper Proceedings Publication, Business Policy & Strategy, Acad. of Management
1988 Princeton University, *Summa cum laude*, Phi Beta Kappa, Highest Honors

CHINA AND INDIA (Selected Books, Articles, Cases)

BILLIONS OF ENTREPRENEURS: How China and India are Reshaping their Futures, and Yours

Published in 2008 by Harvard Business School Publishing, and licensed to Penguin in South Asia. Translations in Arabic, Brazilian Portuguese, Indonesian, Korean, Portuguese, Turkish, Vietnamese.

Khanna, Tarun. The Yin and Yang of China and India. VIDEO HBS Faculty Series, 34 minutes, 2008.

Khanna, Tarun. "China and India: The Power of Two," *Harvard Business Review*, December 2007

Huang, Yasheng, and Tarun Khanna. "Can India Overtake China?" *Foreign Policy* (July/August 2003).

Khanna, Tarun "Asia's New Business Giants," Prepared by Invitation for *Global Agenda Magazine, World Economic Forum (Davos)*, 2005.

Khanna, Tarun and Krishna Palepu. "The Evolution of Concentrated Ownership in India: Broad Patterns and a History of the Indian Software Industry," in *The History of Corporate Governance around the World* (edited) Randall Morck, University of Chicago Press, 2005.

Khanna, Tarun and Krishna Palepu. "Is Group Affiliation Profitable in Emerging Markets? An Analysis of Diversified Indian Business Groups" *Journal of Finance*, April 2000.

Selected Case Studies - China

Haier: Taking a Chinese Company Global, 2011 (with K. Palepu & P. Andrews). Traces rise and maturation of China's white goods giant, and recent global expansion attempt.

Microsoft in China & India, 2008 (With P. Choudhury). Focus on a series of experiments in China and India, after 15 years of disappointment in China, to reach another billion users.

GE Healthcare, 2006. Shows different ways in which GE Healthcare has leveraged global scope, including splitting value chain to include China and India in its high tech manufacturing, and expanding into life sciences.

Selected Case Studies- India

Aadhaar: India's 'Unique Identification' System. 2012 An ambitious initiative to collect biometric data for each of India's 1.2 billion residents.

Jaipur Literature Festival, 2012. An upstart festival in India captures lovers of books' imagination around world. How should this platform be managed?

Narayana Hrudayalaya: Cardiac Care for the Poor, 2011 (with K. Rangan). How does one provide cutting-edge cardiac care for all in India, when most cannot afford it? Supplemental video detailing expansion at the heart hospital

HCL Technologies, 2008 (with L. Hill & E. Stecker). Software services giant adopts 'employee first, customer second' radical approach to re-energize business model and engage and retain talent in a stridently competitive market.

Globalization of Tatas, 2008 (K. Palepu, R. Bullock). India's preeminent business group has aggressively expanded globally through acquisitions of Corus Steel, Land Rover and Jaguar in the UK, as part of a novel globalization journey.

EMERGING MARKETS (Selected Books, Articles, Cases)

WINNING IN EMERGING MARKETS: A Roadmap for Strategy and Execution With Krishna Palepu & Richard Bullock. Published in 2010 by Harvard Business School Publishing. Translations in Brazilian Portuguese, Japanese & Chinese.

Dhanaraj, Charles and Khanna, Tarun. "Transforming Mental Models on Emerging Markets." *Academy of Management Learning and Education*, 2011

Khanna, Tarun, and Krishna G. Palepu. "Emerging Giants: Building World-Class Companies in Developing Countries." *Harvard Business Review* October 2006.

Khanna, Tarun, and Yishay Yafeh. "Business Groups in Emerging Markets: Paragons or Parasites?" *Journal of Economic Literature*, December 2007.

Jones, G., and Tarun Khanna. "Bringing History (Back) into International Business." *Journal of International Business Studies* 37, no. 4 (July 2006): 453-468.

Khanna, Tarun, and Jan W. Rivkin. "Estimating the Performance Effects of Networks in Emerging Markets," *Strategic Management Journal*, 2001.

Selected Case Studies

Vale: Global Expansion in the Challenging World of Mining, 2010 (with A. Mussachio & R. Reisen de Pinho). In the wake of mass layoffs during the global financial crisis and the emergence of China as the largest consumer of iron ore, Vale, a Brazilian diversified mining company, faces political pressures as they grapple with a decision between investing in integrated steel mills in Brazil or increasing exports to Asia.

Emerging Nokia?, 2010 (with J. Alcacer, M. Furey & R. Mabud). Nokia is grappling with the decision of whether to recover its leading position in the developed markets, or defend its market leadership in the emerging markets. Should Nokia stay the course, operating in both the developed and emerging markets, or should they forego one for the other?

Genzyme's CSR Dilemma: How to Play its HAND, 2009 (with C. Bartlett & P. Choudhury). A global biotech company launches a program to develop therapies for neglected diseases. This case focuses on decision making and how Genzyme's corporate social responsibility fits into its global competitive strategy.

Crossing Borders: MTC's Journey through Africa, 2008 (with A. Khan). A sleepy state-owned telecom company becomes one of Africa and the Middle East's leading mobile operators in a short time period, developing an African brand and integrating several acquisitions, in the process bringing African countries economically closer.

Sex, Drugs and Rock 'n Roll: MTV's approach to battling HIV/AIDS, 2008 (with D. Bloom & S. Bloom). MTV was born the year the first case of HIV was reported in 1981. MTV's core audience of 15-25 year olds is also the most susceptible to HIV. MTV insists that its social messaging of safe sex is the right thing to do, for society in Africa, Asia and elsewhere, and for shareholders. Is this so?

Garanti Bank in Turkey, 2007 (with K. Palepu & R. Bullock). The Sahenk family must consider how to position its successful bank to deal with international competition. Should it sell or ally with a multinational bank or finance corporation, or go it alone? If the former, which suitor should it choose from many?

AES - Global energy generation and distribution giant spread across 29 countries, traded on NYSE and several exchanges. Emerging markets, especially Latin America, account for 2/3 of rev. www.aes.com

SKS Microfinance - India's leading nationwide microfinance company catering to poor women borrowers to help them start businesses in rural India. www.sksindia.com

GVK Biosciences - India's leading life sciences contract research and bio-informatics company, pioneering new risk sharing methodology for drug discovery with big pharma www.gvkbio.com

TVS Logistics- India's leading auto and related products full service logistics company. A global supply chain capability spans the US, Europe and Southeast Asia. <http://www.tvslogisticsservices.com/>

Investments: www.clutchgroup.com, www.aspiringminds.in, www.chaipoint.com www.janacare.com, www.mdhil.com

Selected Advisory Board Memberships

Tata Opportunities Fund (Mumbai) Member of Advisory Board, 2011-current

Bunge Limited, (NYSE: BG), Asia Advisory Board, 2005-2010.

Parliamentary Research Services (India), New Delhi-based NGO dedicated to improving quality of debate in Indian parliament by providing research relevant to pending legislation free. 2005-Current

Primary Sources (Boston) 2008-current. New England's leading NGO dedicated to spreading curricular knowledge about the world among schools. 2008-Current

Princeton University Department of Engineering & Applied Sciences, 2003-2004.

Selected Recent Consulting/Education Company Projects

Hero Group (India), Nomura (Japan), Metro Cash & Carry (Dusseldorf), Asian Paints (Mumbai, India), TVS & Sons (Chennai, India), CMPC Maderas (Santiago de Chile), Jeddah Economic Development Board, Singapore Economic Development Board, Abu Dhabi Investment Authority (UAE), Grace Kennedy & Company (Jamaica), Concours Group China project for Fortune 100 Chief Information Officers (Dallas, Boston), Dogus Group (Istanbul, Turkey), National Bank of Kuwait (Kuwait), HCL (US and India), British Telecom, Hershey, IBM, Logicom, Pinault-Printemps Redout, Novartis.

Advisor to McKinsey & Company, Worldwide Global Champions Project (2005-2008).

Advisor to International Finance Corporation (IFC) on South-South Investment (2005-2007)

Advisor to Booz-Allen & Hamilton, Global Conglomerates in Emerging Markets Project (1997-2000)

Selected Speaking Engagements

WSJ Innovation Summit, Singapore, 2013

Economist Roundtable "Preparing for a Riskier World", Boston, 2012

McKinsey T-30 Summit 2012, Palo Alto, 2012

Regular speaker at World Economic Forum Davos meetings in January of each year, and at occasional WEF regional summits in China, India and the Middle East.

Young Presidents Organization (YPO) Knowledge Projects Worldwide chapters, 1997-2008

Hong Kong/Greater China, Mumbai, Southeast Asia, Australia, Mexico

Speaker on emerging markets at events by governments, NGOs, multilaterals, ind. associations worldwide

Op-eds: International Herald Tribune, Asian Wall Street Journal, Business Week, Economic Times, Proj. Syndicate

Frequent commentator on CNN, BBC, CNBC, Bloomberg, and on National Public Radio.

Selected Videos (selection from www.tarunkhanna.org)

Wall Street Journal Executive Conference: Unleashing Innovation Summit February 19 – 21, 2013

[Is Europe Losing its Innovation Mojo?](#) [Key For Success: Diversity of Backgrounds](#)

University of Maryland, Robert H. Smith School of Business. [Emerging Markets Forum](#). April 29th 2011.

Harvard Business Publishing. [How Companies Break Into Emerging Markets](#) June 22nd 2010.

GoogleTech Talks. [Billions of Entrepreneurs](#). March 12th 2009.

World Economic Forum. [Davos 2009 ideasLab](#). Jan 30, 2009.