

## PRITHWIRAJ (RAJ) CHOUDHURY

### EDUCATION

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- 2010 (expected)      **Harvard Business School**  
Doctor of Business Administration in the Strategy Unit  
Committee: Tarun Khanna (chair), Lee Fleming, Josh Lerner, Guido Imbens
- 1998                    **Indian Institute of Management (IIM) Calcutta**  
MBA
- 1995                    **Indian Institute of Technology (IIT) Kharagpur**  
Bachelor of Technology in Computer Science and Engineering

### AWARDS AND HONORS

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- 2009                    Best Doctoral Dissertation Proposal Award at the Academy of Management (AoM) Doctoral Consortium (IM Division), Chicago.
- 2009                    Best Doctoral Dissertation Proposal Award (AIB/Sheth award) at the Academy of International Business (AIB) Doctoral Consortium, San Diego.
- 2008                    Runners up for ‘Best Doctoral Dissertation Proposal Award’ at the Strategic Management Society (SMS) Doctoral Consortium, Hyderabad.
- 2006                    High Pass on the Harvard Business School Doctoral General Exam.
- 1998                    Ranked within top 2% of graduating MBA class at IIM.
- 1991                    Ranked within top 0.1% of applicants at IIT entrance examination.

### WORKING PAPERS (abstracts in appendix)

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Choudhury, P., “Towards an Internal Labor Markets View of Multinationals: How Cross-border Employee Mobility and Intra-firm Social Relationships affect Knowledge Creation in Distant Subsidiaries.” (**Job Market Paper**).

Choudhury, P. and Khanna, T., “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” ([http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1429001](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1429001))

Choudhury, P., “Impact of Government Grants on Private R&D in Emerging Markets and the Role of Credit Availability.”

Siegel, J. and Choudhury, P., “Looking back at Tunneling: New Data and New Methods.”

## **TEACHING EXPERIENCE**

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Harvard Business School	Teaching Fellow for MBA students. Taught Quantitative Methods course with Professors Jan Hammond and Roy Shapiro for 3 sessions over 2006-2008.
Harvard Univ. Economics Dept.	Teaching Fellow for Econometrics course (with Professors Guido Imbens and Donald Rubin).  Teaching Fellow for Microeconomics course (with Professor Jeffrey Miron).

## **COURSE MATERIALS**

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“Microsoft in China and India, 1993-2007”, Harvard Business School Case N2-708-444, 2007.

“Teaching Note: Microsoft in China and India, 1993-2007”, Harvard Business School Teaching Note N9-708-444, 2008.

“Genzyme’s CSR Dilemma: How to Play its HAND”, Harvard Business School Case (forthcoming 2009).

## **PRESENTATIONS AND CONFERENCE PARTICIPATION**

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Choudhury, P., “Towards an Internal Labor Markets View of Multinationals: How Cross-border Employee Mobility and Intra-firm Social Relationships affect Knowledge Creation in Distant Subsidiaries.” Paper to be presented at the American Economic Association (AEA) meeting (Forthcoming January 2010).

Choudhury, P. and Khanna, T., “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” Paper to be presented at the Strategic Management Society Conference (Forthcoming October 2009).

Choudhury, P. and Khanna, T., “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” Presented at the Academy of Management Conference, Chicago, August 2009.

Selected to attend the NBER Entrepreneurship Research Boot Camp, Cambridge MA, July 2009.

Choudhury, P., “Towards an Internal Labor Markets View of Multinationals: How Cross-border Employee Mobility and Intra-firm Social Relationships affect Knowledge Creation in Distant Subsidiaries.” Presented at the CCC Doctoral Colloquium, Copenhagen, May 2009.

Curriculum vitae, Prithwiraj (Raj) Choudhury

Choudhury, P. and Khanna, T., “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” Presented at the MIT Innovation and Entrepreneurship Seminar, April 2009.

Choudhury, P. and Khanna, T., “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” Presented at the Strategy and Business Environment Conference, UCLA, March 2009.

Choudhury, P. and Khanna, T., “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” Presented at the Strategy Unit Brown Bag, Harvard Business School, February 2009.

Choudhury, P. and Khanna, T., “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” Presented at the National Bureau of Economic Research (NBER) Productivity Seminar, December 2008.

## **INDUSTRY EXPERIENCE**

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### **McKinsey & Company, 1998 to 2003**

- As Engagement Manager, managed teams of 3-5 consultants.
- Worked on strategy consulting projects in the software, retail, aluminum and media industries out of the Mumbai, Delhi, Detroit and Moscow offices of McKinsey.

### **Microsoft Corporation, 2003 to 2005**

- Managed a \$30 million business unit for Microsoft in South East Asia, focused on the 50 largest enterprise customers (the Global Accounts).
- Responsibilities included managing licensing agreements, running proof-of-concepts, managing new product introductions and managing the technology support team.

## **CONTACT DETAILS**

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<http://drfd.hbs.edu/fit/public/facultyInfo.do?facInfo=ovr&facEmId=pchoudhury%40hbs.edu>

## APPENDIX: RESEARCH ABSTRACTS

- **Job Market Paper:** “Towards an Internal Labor Markets View of Multinationals: How Cross-border Employee Mobility and Intra-firm Social Relationships affect Knowledge Creation in Distant Subsidiaries.”

[**Abstract:** One of the dominant views on multinationals in the economics and finance literature is that MNCs leverage their internal capital markets in countries with weak institutions. In this study I draw a parallel and posit an ‘internal labor markets’ view of multinational firms. Just like MNCs borrow capital from the headquarters (HQ) in countries with weak capital markets, I posit that MNC subsidiaries leverage the social capital of expatriates in securing HQ funding for local projects. To test this, I use hand-collected employment, travel and patenting data for 1315 inventors from a Fortune 50 multinational R&D center in India and code social relationships between individuals using data on online communities. I also use knowledge of HR processes (e.g. college recruiting) and of employees (e.g. data on marriages and child births) to control for selection and endogeneity. In summary I find that reporting to an expat manager and traveling to the HQ has a positive effect on local knowledge creation. Also, over time there is a ‘hand-off’ of knowledge creation activities from expats to their direct reports.]

- “Constrained Reform of State Owned Enterprise: Evidence from Indian National Labs.” With Tarun Khanna, July 2009 [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1429001](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1429001)

[**Abstract:** The literature on state-owned entity (SOE) reform has been focused on privatization. However privatization has its limits and has mostly resulted in partial privatization with the state retaining control. In this context, we document a dramatically successful reform effort in India where 42 state owned labs, over a fourteen year period (1993-2006) used licensing of intellectual property to reduce dependence on government budgetary support. This follows incentive policy and leadership change at the labs, the latter event being plausibly exogenous given rigid government employment rules. Alternatives and complements to privatization have been documented in the Chinese context. However unlike the Chinese examples, collaboration between the state and private sectors is the engine of the reform in the Indian context.]

- “Impact of Government Grants on Private R&D in Emerging Markets and the Role of Credit Availability”

[**Abstract:** The main empirical question here is whether over 1990-2008, Indian private firms that receive government grants for R&D disproportionately increase their R&D expenditure or whether government grants ‘crowd out’ private R&D spend. This question relates to the literature on government support for private innovation. This paper intends to make two specific contributions: firstly, in the context of an emerging market location, consider how the macro availability of credit interacts with the causal effect of R&D grants and secondly, distinguish the causal effect of R&D grants for different types of firms, e.g. start-ups vs. mature incumbents.]

- “Looking back at Tunneling: New Data and New Methods.” With Jordan Siegel, July 2009

[**Abstract:** The phenomenon of tunneling by group firms in emerging markets is a core topic in the strategy literature. In this paper, we use new data pertaining to over 16,000 Indian firms collected over 1989-2007 and employ state of the art econometric methods to reassess some of the existing findings. We explore the effect of industry shocks to not only aggregate operating profits but to individual revenue and cost items and account for firm heterogeneity.]