



HARVARD | BUSINESS | SCHOOL

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Rakesh Khurana

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Newton, MA 02458
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EDUCATION

- 1998 Ph.D., Organizational Behavior, Harvard University
- 1997 A.M., Sociology, Harvard University
- 1990 B.S., Industrial and Labor Relations, Cornell University

APPOINTMENTS

Harvard University

- 7/1/10-Present Faculty of Arts and Science Joint-Appointment
- 7/1/08-Present Professor (Marvin Bower Professor of Leadership Development)
- 7/1/04 -6/30/08 Associate Professor of Business Administration
- 7/1/00 - 6/30/04 Assistant Professor of Business Administration

Massachusetts Institute of Technology

- 7/1/98- 6/30/00 Assistant Professor of Management

Assignments

- 2010- Present Doctoral Management and Markets, fall; Leadership and Organizational Behavior, fall (Course Head for 900 students); executive education Corporate Governance; Advanced Leadership Initiative co-chair; research; course development
- 2008-2010 Doctoral Management and Markets, fall; second-year Board of Directors and Corporate Governance, spring; executive education Corporate Governance; Advance Leadership Initiative; research; course development
- 2006 - 2007 Doctoral Management and Markets, fall; second-year Board of Directors and Corporate Governance, spring; executive education High Potential Leaders; research; course development
- 2005 - 2006 Doctoral Management and Markets, fall; second-year Board of Directors and Corporate Governance, spring; executive education High Potential Leaders; executive education Governing for Non-Profit Excellence; research; course development
- 2004 - 2005 Doctoral Management and Markets, fall; second-year Board of Directors and Corporate Governance, spring; executive education Strategic Human Resource Management; research; course development
- 2003 - 2004 Doctoral Management and Markets, fall; first-year Leadership and Organizational Behavior, fall; executive education Governing for Non-Profit Excellence; research; course development
- 2002 - 2003 First-year Leadership and Organizational Behavior, fall; executive education Strategic Human Resource Management; executive education Breakthrough Ideas; research; course development
- 2001 - 2002 First-year Leadership and Organizational Behavior, fall; Foundations Applied Personal Skills, fall; research; course development
- 2000 - 2001 First-year Leadership and Organizational Behavior, fall; Foundations Applied Personal Skills, fall; research; course development

WORK EXPERIENCE

- 1990 - 1993 Founding Member and Manager, Cambridge Technology Partners, Cambridge, MA

AWARDS AND HONORS

- 2013 Star Family Prize for Excellence in Mentoring and Advising, Harvard University
 2012 Charles M. Williams Award for Excellence in Teaching
 2008 Winner of the Max Weber Award for outstanding contribution to scholarship,
 American Sociological Association
 Winner of the 2007 PSP Awards for Excellence - Business, Finance, and
 Management (From Higher Aims to Hired Hands)
 Best Business Books of 2008 (Economist, Strategy & Business)
 Charles M. Williams Award for Excellence in Teaching (Doctoral Students)
- 2007 Economist Magazine, Best Business Books (From Higher Aims to Hired Hands)
 2003 – 2004 Faculty Research Award in Leadership Studies, Center for Public Leadership,
 Harvard University
 2003 – 2004 Berol Corporation Fellowship, Harvard Business School
 2003 Noteworthy book in *Industrial Relations and Labor Economics*, Princeton
 University (Searching for a Corporate Savior)
 2003 *Searching for a Corporate Savior*, Princeton University Press’s nomination for
 2003 Pulitzer Prize
 2001 “Bringing the Entrepreneur Back In: Career Experience and Firm Founding.”
 Winner of Best Paper, 2001 *Academy of Management, Organization Management
 and Theory Division*
- 1997 George S. Dively Award for best dissertation proposal, Harvard University
 1995 1st Year Honors, MBA Class of 1996, Harvard Business School

FELLOWSHIPS AND GRANTS

- 2003 – 2004 Center for Public Leadership, Faculty Affiliate, Kennedy School of Government,
 Harvard University
 2002 – 2003 Berol Corporation Fellowship, Harvard Business School

PUBLICATIONS

Books:

*From Higher Aims to Hired Hands: The Social Transformation of American Business
 Schools and the Unfulfilled Promise of Management as a Profession*, (in press),
 Princeton, N.J.: Princeton University Press, 2007.

Searching for a Corporate Savior: The Irrational Quest for Charismatic CEOs,
 Princeton, N.J.: Princeton University Press, 2002.

Edited Book:

Handbook of Leadership Theory and Practice, (2010), Harvard Business Publishing, Boston; MA.

Handbook of Leadership Teaching and Pedagogy (2011), Sage Publishing, New York, New York

Articles:

“Governance and CEO Turnover: Do Something or Do the Right Thing?” *Management Science* (forthcoming)

“Revisiting Selznick”, *Journal of Organizational Behavior* (forthcoming)

Executive Compensation and Society”: *Harvard Magazine* (2011)

“Elites and Social Movements”, *Journal of Organizational Behavior*, (forthcoming)

“MBAs Gone Wild,” Summer 2009, *American Prospect*

“MBA Education and the Professionalization Project”, *University of St. Thomas Law Review*, Summer, 2009

With Rosabeth Moss Kanter, “Position and Emotion: The Significance of Georg Simmel’s Structural Theories for Organizational Behavior, (forthcoming), *Organization Studies and Classical Social Theory*, Oxford University Press, 2008.

“With Herb Gintis, “Corporate Honesty and Business Education: A Behavior Model.” *Moral Markets: The Critical Role of Values in the Economy*, (forthcoming), Princeton University Press, 2007.

With Christopher Marquis, “Diagnosing and Dissolving Our ‘Translation Gap,’” *Journal of Management Inquiry*, vol. 15, no. 4, pp. 406-409, December 2006.

“Book review of *Managing Elites: Professional Socialization in Law and Business Schools.*” *Contemporary Sociology* (forthcoming), 2007.

With Scott Snook, “Comments on Glenn Hubbard's *Business, Knowledge, and Global Growth*,” *Capitalism and Society*: Vol. 1: Iss. 3, Article 2, 2006.

“Book review of *Capitalism, Social Privilege and Managerial Ideologies*,” *American Journal of Sociology* 111, no. 5 (March 2006).

“Review of *Capitalism, Social Privilege and Managerial Ideologies* By Ernesto R. Gantman. Hampshire: Ashgate Publishing, 2005,” *American Journal of Sociology* 111, no. 5: 1608-1611, 2006.

“Leadership and the Social Construction of Charisma,” in *Handbook on Responsible Leadership and Governance in Global Business*, edited by J. Doh and S. Strumpf, 112-136, U.K.: Edward Elgar, Inc., 2005.

With Nitin Nohria and Daniel Penrice, “Management as a Profession,” *Restoring Trust in American Business*, edited by Jay W. Lorsch, Andy Zelleke and Leslie Berlowitz, Cambridge: American Academy of Arts and Sciences, 2005.

With Jeff Cohn and Laura Reeves, “Growing Talent As If Your Business Depended on It,” *Harvard Business Review* 83, no. 10 (October 2005).

With Katharina Pick, “The Social Nature of Boards,” *Brooklyn Law Review* 70, no. 4 (summer 2005).

With Joel Podolny and Marya Lisl Hill-Popper, "Revisiting the Meaning of Leadership," *Research in Organizational Behavior* 26 (2005).

"Book Review of *Headhunters: Matchmaking in the Labor Market* by William Finlay and James E. Coverdill, Cornell University Press, 2002," *Journal of Economic Literature* XLII, no. 1 (March 2004).

With Mikolaj Jan Piskorski, "Sources of Structural Inequality in Managerial Labor Markets," *Research in Social Stratification and Mobility* 21 (2004): 169-187.

With Scott Snook, "Developing 'Leaders of Character': Lessons from West Point," In *Leadership and Governance from the Inside Out*, edited by Robert Gandossy and Jeffrey Sonnenfeld, New York: John Wiley, 2004.

With Scott A. Shane, "Bringing Individuals Back In: The Effects of Career Experience on New Firm Founding," *Industrial and Corporate Change* 12, no. 5 (October 2003): 519-543.

"Toward More Rational CEO Succession," *Chief Executive* 187 (April 2003).

With Jeff Cohn, "How to Succeed at CEO Succession: Aligning Strategy and Succession," *Directorship* (Spring/2003).

With Nicholas G. Carr, "Secrets of Succession," *Financial Times*, December 6, 2002.

"The Curse of the Superstar CEO," *Harvard Business Review* (September 2002).

"Good Charisma, Bad Business," *The New York Times*, September 13, 2002.

With Jeffrey Sonnenfeld, "Fishing for CEOs in Your Own Backyard," *The Wall Street Journal*, July 30, 2002.

"Market Triads: A Theoretical and Empirical Analysis of Market Intermediation," *Journal for the Theory of Social Behavior* 32, no. 2 (June 2002).

"Finding the Right CEO: Why Boards Often Make Poor Choices," *MIT Sloan Management Review* 43, no. 1 (fall 2001): 91-96.

With J. W. Lorsch, "Changing Leaders: The Board's Role in CEO Succession," *Harvard Business Review* 77, no. 3 (May-June 1999).

Cases, notes, teaching notes:

With James Weber, "Tyco: From Worst to First," Harvard Business School case N9-408-059 (2007)

"General Catalyst: Venture Capital Governance," Harvard Business School case N9-407-070 (2007)

"Messier's Reign at Vivendi Universal (TN)," Harvard Business School teaching note (2007)

“Veridian: Putting a Value on Values (TN),” Harvard Business School teaching note 407-030 (2006) [17].

With Joel Podolny, and Jaan Margus Elias, “Veridian: Putting a Value on Values,” Harvard Business School case 406-028 (2006) [28].

With Joel Podolny, “Sapient Corporation (Abridged),” Harvard Business School case 406-058 (2005) [29].

With Tarun Khanna and Daniel Penrice, “Harvard Business School and the Making of a New Profession,” Harvard Business School case 406-025 (2005) [22].

With Joel Podolny, “Sapient Corporation (TN),” Harvard Business School teaching note 405-073 (2005) [19].

With Vincent Dessain, and Daniela Beyersdorfer, “Messier's Reign at Vivendi Universal,” Harvard Business School case 405-063 (2004) [28].

With Joel Podolny, “Sapient Corporation,” Harvard Business School case 405-045 (2004) [34].

With Michael Beer and James Weber, “Hewlett-Packard: Culture in Changing Times,” Harvard Business School case 404-087 (2004) [20].

With Jay W. Lorsch, and Sonya Sanchez, “Board of Directors at The Coca-Cola Company, The,” Harvard Business School case 404-039 (2003) [29].

With Gina Carioggia, “Taking Charge at Dogus Holding (B),” Harvard Business School case 402-046 (2003) [1].

“Taking Charge at Dogus Holding (A) and (B) (TN),” Harvard Business School teaching note 403-161 (2003) [16].

With Tarun Khanna and David Lane, “Globalization of HBS, The,” Harvard Business School case 703-432 (2002) [23].

With Lynda M. Applegate, “Joe Smith's Closing Analysis (A),” Harvard Business School case 803-046 (2002) [2].

With Lynda M. Applegate, “Joe Smith's Closing Analysis (B),” Harvard Business School case 803-047 (2002) [1].

With Lynda M. Applegate, “Joe Smith's Closing Analysis (C),” Harvard Business School case 803-048 (2002) [1].

With Lynda M. Applegate, “Joe Smith's Closing Analysis (A,B,&C) (TN),” Harvard Business School Teaching Note 803-049 (2002) [8].

With Jay W. Lorsch, and Sonya Sanchez, “Delphi Corporation,” Harvard Business School case 402-033 (2002) [21].

With Thomas J. DeLong, “Michael Rubens Bloomberg, Mayor-Elect,” Harvard Business School case 402-038 (2002).

With Simon Johnson, and Gina Carioggia, “Taking Charge at Dogus Holding (A),” Harvard Business School case 402-009 (2001) [23].

With Tarun Khanna and Krishna G. Palepu, “Russell Reynolds Associates, 1999,” Harvard Business School case 100-039 (1999) [23].

With Brian J. Hall and Carleen Madigan, “Al Dunlap at Sunbeam,” Harvard Business School case 899-218 (1999) [21].

With Nitin Nohria, “Executing Change: Seven Key Considerations,” Harvard Business School Note 494-038 (1993) [9].

With Nitin Nohria, “Executing Change: Three Generic Strategies,” Harvard Business School Note 494-039 (1993) [8].

Films and CDs:

“Irrational Succession: The Role of the Board in CEO Succession,” Faculty Seminar Series, Harvard Business School video 7553C (2004).

WORKING PAPERS

With Raymond Fisman and Julia Galef, “Estimating the value of connections to Vice-President Cheney.” Columbia Business School Working Paper, 2006.

With Rosabeth Moss Kanter and Nitin Nohria, “Moving Higher Education to the Next Stage: A New Set of Societal Challenges, a New Stage of Life, and a Call to Action for Universities.” Harvard Business School Working Paper, No. 06-021, 2005.

With Raymond Fisman and Matthew Rhodes-Kropf, “Governance and CEO Turnover: Do Something or Do the Right Thing?” Harvard Business School Working Paper, No. 05-066, 2005.

PRESENTATIONS

“The Cold War and Management Scholarship” (Indiana University, April, 2012)

“The Future of MBA Education: A Historical Look at the Evolution of Market Logic (Columbia University, March, 2012)

“Herbert Simon and the Cold War”, Oxford University (November, 2012)

“Herbert Simon and the Cold War”, Harvard Business School (November, 2012)

“Elites and Management Scholarship”, Department of Sociology, Columbia University (October, 2010)

“Professionalization and Management Education”, Harvard Law School, Harvard University (October, 2010)

“Executive Compensation: Sociological Roots and Policy Recommendations”, Easter Sociological Society, Boston, (March, 2010)

“Business Education and Economics: A Bourdieuan analysis of the Ford Foundation”, Sloan School of Management, MIT (March, 2010)

“The Intersection of Finance and Economics and the Rise of Financial Economics”, Graduate School of Education, Stanford University (March, 2010)

“The Shareholder Maximization Ideal and Modern Business Education”, Department of Anthropology, Stanford University (March 2010)

“Professions and the Sem-Professions: The Case of Business Schools), School of Journalism, Columbia University (December 2009)

Business Education and Economics: A Bourdieuan analysis of the Ford Foundation, Kellogg School of Management, Northwestern University, Evanston, Illinois (October, 2009)

“Business Education and Economics: A Bourdieuan analysis of the Ford Foundation”, Harvard Business School, Boston, MA (October, 2009)

“Executive Compensation and Corporate Character”, Woodrow Wilson School, Princeton University (September, 2009)

“Business Education and the Profession of Management”, EGOS, Keynote Address, July, 2009

“The Prospects of Professionalizing Business Education: Theory, Possibilities, and Constraints”, Stern School of Business, New York University, April 2009

“Business Education and the Economic Crisis: More of the Same or an Opportunity for Change?”, Aspen Institute, New York (December, 2008)

“The Professionalization Project in Management Education: 1881-1941, INSEAD, Paris, France, (November, 2008)

“The Professionalization Project in Management Education: 1881-1941, CIBER Conference, (Keynote), Stamford, CT, (November, 2008)

“Network Power and Unconventional Directors”, University of Pennsylvania, (September, 2008)

“The Professionalization Project in Management Education: 1881-1941, Johns Hopkins University, (September, 2008)

“Epistemic Communities and the Nature of Business School Research”, Academy of Management Meeting, (August, 2008)

“Boston Brahmins and the New Men: The Founding of Harvard Business School”, American Sociological Association, (August, 2008)

“An Intellectual History of the Hawthorne Experiments: Myth and Reality”, Harvard Business School, (April, 2008)

“Credentialing Elites: The Rise of Business Education”, Harvard University, Department of Sociology, Cambridge, Massachusetts, (April, 2008)

“The Professionalization Project in Management Education: 1881-1941, Columbia University, (April, 2008)

“In Search of a Higher Calling: The Future of Management Education”, University of Sacramento, Sacramento, California, (March, 2008)

“Business Education”, University of California, Irvine, Irvine, California (March, 2008)

“Economics and Professional Schools: The Case of Graduate Schools of Business”, Sage Foundation, New York, (December, 2007).

“The Professionalization Project in Management Education: 1881-1941, University of Pennsylvania, Wharton, (October, 2007).

“The Professionalization Project in Management Education: 1881-1941, University of Chicago, Graduate School of Business, (September, 2007).

“The Professionalization Project in Management Education: 1881-1941, Yale University, School of Management, (April, 2007).

“Business Education and Leadership Development”, Massachusetts Institute of Technology, Sloan School of Management, (April, 2007).

“Rethinking CEO Succession for the 21st Century”, Harvard University, Kennedy School of Government, Cambridge, MA, (April, 2007).

“Professionalizing Management”, Boston College, The Winston Center for Leadership and Ethics Distinguished Speaker Series, Chestnut Hill, Massachusetts (April 2007).

“Moving Higher Education to the Next Stage: A New Set of Societal Challenges, A New Stage of Life,” Aspen Institute Forum for the Future of Higher Education, Aspen, Colorado, (September 2006).

“Disciplining the Faculty: The Emergence of Social Science Faculty and the Transfer of Arts and Science Culture and Structure into Elite Business Education: 1946-Present,” Academy of Management, Atlanta, Georgia (August 2006).

“Corporate Honesty and Behavioral Science,” Cambridge University, Judge School of Business, Cambridge, UK (March 2006).

“The Professionalization Project in American Business Education: 1881-1941,” Cornell University, Department of Sociology (March 2006).

“Estimating the Value of Connections to Vice President Cheney,” National Bureau of Economic Research, National Security Working Group Conference (February 2006).

“The Professionalization Project in American Business Education, 1881-1941,” Harvard Business School (October 2005).

“The Professionalization Project in American Business Education, 1881-1941,” Massachusetts Institute of Technology, Sloan School of Management, Organization Studies Group (September 2005).

“The Social Nature of Boards,” Alfred P. Sloan Foundation Conference on Corporate Misbehavior by Elite Decision-Makers (November 2004).

“A Behavioral View of Board Decision Making,” Presented at Heyman Center on Corporate Governance Lecture Series, Yeshiva University, Benjamin N. Cardozo School of Law, New York, NY (October 2004).

“Employee sentiment and stock option compensation,” Discussant, National Bureau of Economic Research Conference on Behavioral Finance, Cambridge (October 2004).

“Re-thinking CEO Selection in the post-Enron and post-Andersen world,” Keynote Lecture, Norwegian School of Economics and Business Administration, Norway (June 2004).

“The Creation of Managerial Legitimacy: 1880-1929,” Harvard University, Graduate School of Business (June 2004).

“Social Matching and the CEO Succession Process,” Stanford University, Graduate School of Business (April 2004).

“Social Construction of Charisma,” University of Pennsylvania, Department of Management (October 2003).

“Social Construction of Charisma,” Columbia University, Department of Management (October 2003).

“Social Construction of Charisma,” INSEAD, Department of Organizational Behavior (March 2003).

“Social Construction of Charisma,” Princeton University, Department of Sociology (October 2002).

“Changing the CEO Succession Process,” The National Association of Corporate Directors, Boston, MA (September 2002).

“Social Matching and the CEO Succession Process,” Massachusetts Institute of Technology, Sloan School of Management (March 2002).

“Irrational Succession,” Keynote address, Association of Executive Search Consultants Meetings, Boca Raton, FL (March 2002).

“Market intermediaries: the role of executive search firms,” Columbia University, Department of Sociology (November 2001).

“Searching for the particular: information search and CEO selection,” University of Chicago, Strategy Conference (June 2000).

“Careers and Organizational Dynamics,” American Sociological Association, Chicago, IL (August 2000) (co-organizer).

“Career Experiences and Firm Foundings,” (co-author) Northwestern University, Kellogg School of Management (April 2000).

“Career Experiences and Firm Foundings,” (co-author) Strategy Conference at Stanford University (February 2000).

“Executive Search Firms and CEO Search,” Harvard Business School (October, 1999).

“Searching for the Particular: Information Search in the CEO Labor Market,” Yale University (December 1998).

With Brian Hall, “Financial Returns to Executive Promotion,” Work, Organizations, and Markets, Harvard University (November 1998).

“The Duality of Careers and Organizations: Transitions and Organizational Dynamics,”
The Academy of Management Meetings, Chicago (August 1999).

“Three Party Exchange: Executive Search Firms and CEO Search,” The Academy of
Management Meetings, Chicago (August 1999).

Job Market Presentations at M.I.T’s Sloan School of Management, Harvard Business
School, Stanford’s Graduate School of Business, University of Pennsylvania’s Wharton
School, University of Chicago’s Graduate School of Business. (January-February 1998).

SELECTED COMMITTEES AND SERVICE AT HARVARD UNIVERSITY

- Harvard University (Gift Committee) (2013-present)
- Harvard University, Standing Member of Integrity Committee Students (2013-present)
- Harvard University, Harvard Committee on Harvard College Culture (2012)
- Chair of Alcohol Committee for Undergraduate Education (2012), Successfully
implemented first College-wide alcohol policy
- Member of Alcohol and Other Drugs Committee (2011-2013)
- Co-Chair, Harvard University Initiative on Multi-Method Research (2010-present)
- Harvard Business School Centennial (Section Organizer on Governance)
- Harvard Business School Faculty Search Committee Chair, OB (2012)
- Numerous Search Committees

PROFESSIONAL ACTIVITIES

1995 – Member, Academy of Management (Organization and Management Theory
Division)

1998 – Member, American Sociological Association

2002 – Program Planning Committee Member, World Economic Forum, Geneva,
Switzerland

Academy of Arts and Sciences, Corporate Responsibility Steering Committee:
Restoring Trust in the Professions, Cambridge, Massachusetts

Center for Public Leadership, Research Committee, Kennedy School of
Government, Harvard University

Reviewer, *American Sociological Review*

Reviewer, *Journal of Theory and Social Behavior*

Reviewer, *Sociological Methods*

Reviewer, *Management Science*

Reviewer, *Sloan Management Review*

Reviewer, *American Journal of Sociology*

Reviewer, Academy of Management Meetings (Organization and Management Theory; Business Policy and Strategy)

Reviewer, *Academy of Management Journal*