

VITA

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**ACADEMIC BACKGROUND**

Ph.D., Business (Accounting), Stanford University (1985).

A.M., Economics, Stanford University (1984).

M.S., Statistics, Stanford University (1983).

Grad ICWA, Institute of Cost and Works Accountants of India (1980).

Post-Graduate Diploma in Business Management, Indian Institute of Management, Ahmedabad, India (1978).

Chartered Accountant, Institute of Chartered Accountants of India (1976).

B.S., Mathematics and Economics, First Class with distinction, Bombay University, India (1973).

**AWARDS & HONORS:**

2018: Winner of the 2018 *Journal of Management Accounting Research* Best Paper Award for "Testing Strategy with Multiple Performance Measures: Evidence from a Balanced Scorecard at Store24" (2015) with Dennis Campbell, Susan Kulp, and V.G. Narayanan.

2015: Named by Thinkers50 as one of 50 Indian Management Thinkers who had an Impact on the Theory and Practice of Management in 2015.

2012: Recipient of a Doctorate of Literature, Honoris Causa, from Symbiosis International University.

2010: “Rethinking the MBA: Business Education at a Crossroads” (Datar, Garvin, Cullen, Harvard Business Press, 2010) was selected by Strategy + Business as one of the Best Business Books of 2010.

1995: Distinguished Teaching Award, Graduate School of Business, Stanford University

1986: George Leland Bach Teaching Award for Excellence in the Classroom, Graduate School of Industrial Administration, Carnegie Mellon University.

## **EMPLOYMENT**

Senior Associate Dean – University Affairs, Faculty Chair - Harvard Innovation Lab, Arthur Lowes Dickinson Professor, HBS One Harvard Faculty Fellow, Harvard Business School, 2016-present

Faculty Chair - Harvard Innovation Lab, Arthur Lowes Dickinson Professor, Harvard Business School, 2015-2016

Senior Associate Dean - Director of Research, Arthur Lowes Dickinson Professor, Harvard Business School 2007-2010

Senior Associate Dean - Faculty, Arthur Lowes Dickinson Professor, Harvard Business School 2006-2007

Senior Associate Dean - Executive Education, Arthur Lowes Dickinson Professor, Harvard Business School 2003- 2006

Senior Associate Dean - Director of Faculty Development, Arthur Lowes Dickinson Professor, Harvard Business School 2001-2003

Senior Associate Dean - Director of Faculty Recruiting, Arthur Lowes Dickinson Professor, Harvard Business School, 2000-2001

Arthur Lowes Dickinson Professor, Harvard Business School, 1996-2000

Edmund W. Littlefield Professor of Accounting and Management, Graduate School of Business, Stanford University, 1995-1996

Professor of Accounting and Management, Graduate School of Business, Stanford University, 1993-1995

Thomas Henry Carroll Ford Foundation Visiting Professor of Business Administration, Graduate School of Business Administration, Harvard University, 1993-1994

Associate Professor of Accounting and Management, Graduate School of Business, Stanford University, 1989 - 1993

Associate Professor of Industrial Administration, GSIA, Carnegie Mellon University, 1987-1989

Assistant Professor of Industrial Administration, GSIA, Carnegie Mellon University, 1984-1987

Visiting Assistant Professor of Accounting, University of Alberta, Edmonton, Summer 1982

Served in the cadre of the Tata Administrative Service, a central management pool of the largest industrial house in India. Responsibilities included long-range planning, budgeting, and management reporting, 1978-1980.

Visiting Professor of Finance and Managerial Accounting at Bajaj and Xavier's Institutes of Management, Bombay, India, 1979-1980

Worked on the audit staff of Messrs. A. F. Ferguson & Co., the largest public accounting firm in India. The work involved audits of public companies and taxation, 1973-76

### **PUBLISHED PAPERS**

- “Design Thinking and Innovative Problem Solving,” with Caitlin N. Bowler. Shaping Entrepreneurial Mindsets: Innovation and Entrepreneurship in Leadership Development, Jodi Canals, Ed, Palgrave Macmillan (2015, Chapter 7, pp. 119-138).
- “Testing Strategy with Multiple Performance Measures: Evidence from a Balanced Scorecard at Store24,” with Dennis Campbell, Susan L. Kulp, and V.G. Narayanan. Journal of Management Accounting Research, 27, no. 2 (2015): 39-65.
- “Rethinking the MBA: Business Education at a Crossroads,” with David A. Garvin and Patrick Cullen. Journal of Management Development, 30, no. 5 (2011): 451-462.
- “Leadership Effort in Professional Radiology Associations,” with John Tan and Sanjay Saini. Journal of the American College of Radiology, 7, no. 5 (May 2010): 346-350.
- “Enamored with Scale: Scaling with Limited Impact in the Microfinance Industry,” with Marc J. Epstein and Kristi Yuthas. Scaling Social Impact: New Thinking, P. Bloom and E. Skloot, Eds, Palgrave Macmillan (2010, Chapter 3, pp. 47-64).
- “Organizational Design and Control across Multiple Markets: The Case of Franchising in the Convenience Store Industry,” with Campbell, Dennis and Tatiana Sandino. The Accounting Review 84, no. 6 (November 2009): 1749-1779.
- “Management Accounting and Control: Lessons for and from the World's Tiniest Businesses.” with Marc J. Epstein and Kristi Yuthas. Strategic Finance (November 2009).

- “In Microfinance, Clients Must Come First,” with Marc J. Epstein, and Kristi Yuthas, Stanford Social Innovation Review 6, no. 1 (Winter 2008).
- “Governance-linked D&O: Market-based Governance: Leveraging D&O Insurance to Drive Corporate Governance,” with J. H. Friedland, International Journal of Disclosure and Governance 3, no. 2 (June 2006): 84-117.
- “Governance Linked D&O Coverage: Leveraging the Audit Committee to Manage Governance Risk,” with Michael Alles, and John Friedland, International Journal of Disclosure and Governance 2, no. 2 (June 2005): 114-129.
- “How Do You Stop the Books From Being Cooked? A Management Control Perspective on Financial Accounting Standard Setting and the Section 404 Requirement of the Sarbanes/Oxley Act,” with Michael Alles, International Journal of Disclosure and Governance. 1, no. 2 (March 2004): 119-137.
- “Control Implications of Worker Identification with Firms’ Sales Success,” with Michael Alles, Management Accounting Research (2002, No. 13, pp. 173-190).
- “Earnouts: The Effects of Adverse Selection and Agency Costs on Acquisition Techniques,” with Richard Frankel and Mark Wolfson, Journal of Law Economics, and Organizations (April 2001, Vol. 17, No. 1, pp. 201-238).
- “Balancing Performance Measures,” with S. Kulp and R. Lambert, Journal of Accounting Research (June 2001, Vol. 39, No. 1, pp. 75-92).
- “Information and Incentive Effects of Inventory in JIT Production” with M. Alles, A. Amershi, and R. Sarkar, Management Science (December 2000, Vol. 46, No. 12).
- “Discussion of “Private Predecision Information, Performance Measure Congruity, and the Value of Delegation,” Contemporary Accounting Research (Winter 2000, Vol. 17, No. 4, pp.589-594).
- “The Formation and Role of Reputation and Litigation in the Auditor-Manager Relationship” with M. Alles, Journal of Accounting Auditing and Finance (Fall 1999).
- “Transfer Pricing and Strategic Product Costing,” with M. Alles, Management Science (April 1998, Vol. 44, No. 4, pp. 451 - 461).
- “New Product Development Structures and Time to Market,” with C. Jordan, S. Kekre, S. Rajiv, and K. Srinivasan, Management Science (April 1997, Vol. 43, No.4, pp. 452-464).
- “Advantages of Time-Based New Product Development in a Fast Cycle Industry: An Empirical Analysis,” with C. Jordan, S. Kekre, S. Rajiv and K. Srinivasan, Journal of Marketing Research (February 1997, Vol. 34, No. 3, pp. 36-49).

- “New Product Development Structures: The Effect of Customer Overload on Post-Concept Time to Market,” with C. Jordan, S. Kekre, S. Rajiv, and K. Srinivasan, The Journal of Product Innovation Management (July 1996, Vol. 13, No. 4).
- “Moral Hazard and Management Control in Just-In-Time Settings,” with M. Alles and R. Lambert, Journal of Accounting Research Supplement (1996).
- “Optimal Incentive Schemes in Bottleneck Constrained Production Environments,” with M. Rajan, Journal of Accounting Research (Spring 1995, Vol.33, No. 1).
- “Aggregation, Specification and Measurement Errors in Product Costing,” with M. Gupta, The Accounting Review (October 1994, Vol. 69, No. 4).
- “Software Complexity and Software Maintenance Costs,” with R. Banker, C. Kemerer, and D. Zweig, Communications of the ACM (November 1993, Vol. 36, No. 11, pp. 81-94).
- “Simultaneous Estimation of Cost Drivers,” with S. Kekre, K. Srinivasan and T. Mukhopadhyay, The Accounting Review (July 1993, Vol. 68, No. 3, pp.602-614).
- “Complementarity of Prior Accounting Information: The Case of Stock Dividend Announcements,” with R. Banker and S. Das, The Accounting Review. (January 1993, Vol 68, No.1, pp. 28-47).
- “Models for Measuring and Accounting for Cost of Conformance Quality,” with R. Akella and P. Nandakumar, Management Science (January 1993, Vol. 39, No.1, pp. 1-16).
- “The Role of Market Value Accounting in the Regulation of Insured Depository Institutions,” with W. Beaver and M. Wolfson, in Reform of Federal Depository Institutions,” J. Barth and D. Brumbaugh, (eds.) (1992, Chapter 9, pp. 259-276).
- “Optimal Transfer Pricing under Postcontract Private Information,” with R. Banker, Contemporary Accounting Research (1992, Vol. 8, No. 2, pp. 329-352).
- “The Role of Audits and Audit Quality in Valuing New Issues,” with G. A. Feltham and J. S. Hughes, Journal of Accounting and Economics (1991, Vol. 14, No. 1, pp. 3-49).
- “A Model to Evaluate Variables Impacting the Productivity of Software Maintenance Projects,” with R. Banker and C. Kemerer, Management Science (January 1991, Vol. 37, No. 1, pp. 1-18).
- “Testing the Optimality of a Performance Evaluation Measure for a Gainsharing Contract,” with R. Banker and M. Mazur, Contemporary Accounting Research (1990, Vol. 6, No. 2, pp.809-824).

- “Cost of Product and Process Complexity,” with R. Banker, S. Kekre and T. Mukhopadhyay, in Measures for Manufacturing Excellence, R. Kaplan (Ed.), Harvard Business School Press, Boston (1990, Chapter 9, pp. 269-290).
- “Learning Effects in Cell Manufacturing,” with S. Kekre and Eric Svaan in The Research Agenda for the Next Decade, John Ettlie, M.C. Burstein, Ari Fiegenbaum, editors, Kluwer Academic Publishers, Boston (1990, Chapter 9, pp. 75-84).
- “Economic Sufficiency and Statistical Sufficiency in Accounting Aggregation,” with A. Amershi and R. Banker, The Accounting Review (January 1990, Vol. 65, No. 1, pp. 113-130).
- “Analysis of Cost Variances for Management Control in Hospitals,” with R. Banker and S. Das, Research in Governmental and Not for Profit Accounting (1989, Vol.5, pp. 269-291).
- “Software Complexity and Maintainability,” with R. Banker and D. Zweig, Proceedings of the Tenth International Conference on Information Systems (1989, pp. 247-255).
- “Productivity Measurement and Management Accounting,” with R. Banker and R. Kaplan, Journal of Accounting, Auditing and Finance (1989, pp. 528-554).
- “Sensitivity, Precision and Linear Aggregation of Signals for Performance Evaluation,” with R. Banker, Journal of Accounting Research (Spring 1989, Vol. 27, No. 1, pp. 21-39).
- “Unobservable Outcomes and Multiattribute Preferences in the Evaluation of Managerial Performance,” with R. Banker and A. Maindiratta, Contemporary Accounting Research (1988, Vol. 5, No.1, pp. 96-124).
- “Relevant Costs, Congestion and Stochasticity in Production Environments,” with R. Banker and S. Kekre, Journal of Accounting and Economics (1988, Vol. 10, No. 3, pp. 171-197).
- “Factors Affecting Software Maintenance Productivity: An Exploratory Study,” with R. Banker and C. Kemerer, Proceedings of the International Conference on Information Systems (December 1987, pp. 160-175).
- “Measurement of Productivity Improvements: An Empirical Analysis,” with R. Banker and M. Rajan, Journal of Accounting, Auditing and Finance (1987, pp. 319-347).
- “Accounting for Labor Productivity in Manufacturing Operations -- An Application,” with R. Banker, in Field Studies in Management Control, W. Bruns and R. Kaplan (Eds.), Harvard Business School Press (1987, Chapter 7, pp. 169-203).

## **BOOKS**

“Horngren’s Cost Accounting: A Managerial Emphasis,” with Madhav Rajan, 16<sup>th</sup> ed  
Prentice Hall, (2017)

“Managerial Accounting: Making Decisions and Motivating Performance,” with Madhav  
Rajan, Prentice Hall, (2014)

“Rethinking the MBA: Business Education at a Crossroads,” with David A. Garvin and  
Patrick Cullen, Harvard Business Press, (2010)

## **COURSE MATERIALS**

“Fundraising at St. Camillus Hospital,” with Caitlin N. Bowler. Harvard Business School  
Case #119-027.

“frog design (TN),” with Caitlin N. Bowler. Harvard Business School Teaching Note 119-  
040.

“frog design,” with Caitlin N. Bowler. Harvard Business School Multi-media Case 118-707.

“Predicting Purchasing Behavior at PriceMart (B),” with Caitlin N. Bowler. Harvard  
Business School Case #119-026.

“Predicting Purchasing Behavior at PriceMart (A),” with Caitlin N. Bowler. Harvard  
Business School Case #119-025.

“Chateau Winery (B): Supervised Learning,” with Caitlin N. Bowler. Harvard Business  
School Case #119-024.

“Chateau Winery (A): Unsupervised Learning,” with Caitlin N. Bowler. Harvard Business  
School Case #119-023.

“LendingClub (C): Gradient Boosting & Payoff Matrix,” with Caitlin N. Bowler. Harvard  
Business School Case #119-022.

“LendingClub (B): Decision Trees & Random Forests,” with Caitlin N. Bowler. Harvard  
Business School Case #119-021.

“LendingClub (A): Data Analytic Thinking (Abridged),” with Caitlin N. Bowler. Harvard  
Business School Case #119-020.

“Visualizing Data & Effective Communication,” with Caitlin N. Bowler. Harvard Business  
School Case #118-114.

“BMVSS: Changing Lives (TN),” with Caitlin N. Bowler. Harvard Business School Teaching Note #118-111.

“Data Visualization & Communication Exercise,” with Caitlin N. Bowler. Harvard Business School Case #118-107.

“Innovation at Insigne Health,” with Caitlin N. Bowler. Harvard Business School Case #118-042.

“Royal Philips: Designing Toward Profound Change,” Rajiv Lal, and Caitlin N. Bowler. Harvard Business School Case #118-017.

“Data Science at Target,” with Caitlin N. Bowler. Harvard Business School Case #118-016.

“Tamarin App: Natural Language Processing,” with Caitlin N. Bowler. Harvard Business School Case #118-015.

“Busbud: Building a Data Company,” with Alistair Croll, and Caitlin Bowler. Harvard Business School Case #118-011.

“The Oakland Athletics: Strategy & Metrics for a Budget,” with Caitlin N. Bowler. Harvard Business School Case #118-010.

“Innovation at Parker Hotels,” with Caitlin N. Bowler. Harvard Business School Case #118-019.

“Revitalizing State Bank of India,” with N.M. Bhatta, R.T. Krishnan, and R. Tahilyani, Harvard Business School Case #116-043.

“BMVSS: Changing Lives, One Jaipur Limb at a Time (Abridged),” with S. Chaturvedi and C. Bowler, Harvard Business School Case #115-009.

“Tech Mahindra and the Acquisition of Satyam Computers (A),” with A. Raina and N. Arora, Harvard Business School Case #114-049.

“Contempo Technologies, Inc. and Betty Sivers: A Clash of Interests in an Uncertain Time,” with M. Jaff D.O. and C. Bower, Harvard Business School Case #114-009.

“BMVSS: Changing Lives, One Jaipur Limb at a Time,” with S. Chaturvedi, Harvard Business School Case #114-007.

“TWA Parts (TN) (Abridged),” with V.G. Narayanan, Harvard Business School Teaching Note #113-107.

“Justin Ason Distillery, Inc. (TN),” Harvard Business School Teaching Note #113-112.



“To Trim Or Not To Trim: That Is the Question (TN),” Harvard Business School Teaching Note #113-111.

“To Trim Or Not To Trim NPV Spreadsheet,” Harvard Business School Spreadsheet Supplement #213-718.

“Colorscope, Inc. (Abridged) (TN),” with V.G. Narayanan, Harvard Business School Teaching Note #113-108.

“Stanford Graduate School of Business (TN),” with D. Garvin, Harvard Business School Teaching Note #310-083.

“University of Chicago Graduate School of Business (NT),” with D. Garvin, Harvard Business School Teaching Note #310-084.

“INSEAD (TN),” with D. Garvin, Harvard Business School Teaching Note #310-085.

“Harvard Business School (TN),” with D. Garvin, Harvard Business School Teaching Note #310-095.

“Yale School of Management (TN),” with D. Garvin, Harvard Business School Teaching Note #310-096.

“The Center for Creative Leadership,” with D. Garvin, Harvard Business School Teaching Note #310-097.

“Pratham – Every Child in School and Learning Well,” with S. Childress, R. Tahilyani, A. Raina, Harvard Business School Case #110-001.

“Nippon Steel Corporation,” with A. Kanno. Harvard Business School Case #109-038.

“INSEAD,” with D. Garvin and C. Knoop, Harvard Business School Case #308-009.

“The Center for Creative Leadership,” with D. Garvin and C. Knoop, Harvard Business School Case #308-013.

“Stanford Graduate School of Business,” with D. Garvin and C. Knoop, Harvard Business School Case #308-010.

“University of Chicago,” with D. Garvin and J. Weber, Graduate School of Business, Harvard Business School Case #308-014.

“Yale School of Management,” with D. Garvin and J. Weber, Harvard Business School Case #308-011.

“Harvard Business School,” with D. Garvin and C. Knoop, Harvard Business School Case #308-012.

“Opportunity International: Measurement and Mission (TN),” with H. Leonard, M. Epstein, and M. Titter, Harvard Business School Case #308-031.

“AARP Foundation (B),” with H. Leonard, M. Epstein, and T. Goodwin, Harvard Business School Case #107-052.

“AARP Foundation (A),” with H. Leonard, M. Epstein, and T. Goodwin, Harvard Business School Case #107-051.

“Novartis Turkey (B),” with C. Knoop, Harvard Business School Case #103-077.

“Novartis Turkey (A),” with C. Knoop, Harvard Business School Case #103-076.

“Geneva Pharmaceuticals (C),” with C. Reavis, Harvard Business School Case #103-074.

“Geneva Pharmaceuticals (B),” with C. Reavis, Harvard Business School Case #103-073.

“Geneva Pharmaceuticals (A),” with C. Reavis, Harvard Business School Case #103-072.

“Balanced Scorecard at Novartis Pharma (C), The: Linking to the Budget Process,” with C. Reavis, Harvard Business School Case #102-059.

“Balanced Scorecard at Novartis Pharma (B), The: Selecting CSO Targets,” with C. Reavis, Harvard Business School Case #102-058.

“Balanced Scorecard at Novartis Pharma (A), The: Selecting Sector Targets,” with C. Reavis, Harvard Business School Case #102-057.

“Zibatrex: The Whole Deal,” with G. Miller, Harvard Business School Case #102-018.

“Cephalon: Structuring a Deal That Works,” with G. Miller, Harvard Business School Case #102-017.

“Inventory Management In Novartis Spain,” Harvard Business School Case #102-016.

“Managing Accounts Receivable in Novartis Canada,” Harvard Business School Case #102-015.

“Strategies For Accounts Payables At Novartis Canada,” Harvard Business School Case #102-014.

“Capital Appropriation Request Exercise: Diovan,” with S. Gilson and C. Reavis, Harvard Business School Case #102-010.

“Novartis Consumer Health U.K.(A) – (D),” with C. Reavis, Harvard Business School Case #102-006 to 102-009.

“Market Resource Allocation at Novartis: Starlix,” with S. Gilson, D. Lane, Harvard Business School Case #102-005.

“Fast Close at Novartis,” with H. Hogan, Harvard Business School Case #102-003.

“Novartis Pharma: The Business Unit Model,” with C. Knoop and with C. Reavis, Harvard Business School Case #101-030.

“Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard,” with M. Epstein and J. Cott, Harvard Business School Case #101-102.

“Sumisho Metalex: Implementing Strategic Change,” with R. Sarkar, Harvard Business School Case #101-037.

“Extraprise,” with K.Palepu and S. Khetani, Harvard Business School Case #101-001.

“Management Reporting At Novartis (B),” Harvard Business School Case #100-107.

“Management Reporting At Novartis (A),” Harvard Business School Case #100-106.

“To Trim Or Not To Trim: That Is The Question” Harvard Business School Case #100-105.

“Novartis (A): Being a Global Leader,” with C. Knoop, Harvard Business School Case #198- 041.

“Accounting for Manufacturing Companies,” Harvard Business School Background Note #198-196.

“The Cooperative Bank,” with R. Kaplan, Harvard Business School Case #195-196.

## **RESEARCH FUNDING**

1. “Quality Determinants in a Printed Circuit Board Assembly Plant,” with G. Foster, Stanford Integrated Manufacturing Association, \$35,000.
2. “Cost Analysis of Composite Structures,” with G. Springer, S. Tsai, and M. Cutkosky, Stanford Integrated Manufacturing Association, \$80,000.
3. “Strategic Cost Analysis of Design for Manufacturability,” with S. Kekre and T. Mukhopadhyay, research project with Engineering Design Research Center, Center for the

Management of Technology and Information in Organization, \$350,000 over three years. (1987-1990).

4. "Productivity Accounting Systems for Management Control," with R. Banker, research funded by Division of Research, Harvard Business School (1985-86) \$6,000.
5. "Measurement of Software Development Productivity," with R. Banker, research project funded by Mellon Bank, Pittsburgh, (1986), Center for the Management of Technology and Information in Organizations, Carnegie Mellon University \$200,000.

### **EDITORIAL ACTIVITIES**

Member of the Editorial Board of the Accounting Review.

Member of the Research Advisory Committee of the American Accounting Association.

Associate Editor, Management Science.

Member of the Editorial Board of the Journal of Management Accounting Research.

Member of the Editorial Board of Advances in Management Accounting.

Founding Member of the Editorial Board of Review of Accounting Studies.

### **INDUSTRY EXPERIENCE**

Datar serves on the Board of Directors of Novartis AG, ICF International, Stryker Corporation, and T-Mobile, and has worked with many corporations on consulting and field-based projects in management accounting and control. He is a member of the American Accounting Association and the Institute of Management Accountants.