



B I O G R A P H Y

Suraj Srinivasan

Philip J. Stomberg Professor of Business Administration at Harvard Business School

Chair/Co-Chair of four HBS programs addressing Board of Directors effectiveness

Member, Board of Directors and Audit Committee of Harvard Business Publishing Corp.

Dr. Srinivasan began a business career in India after his undergraduate degree in electronics engineering, a masters degree in physics, and an MBA. He became an investment banker, and subsequently through that experience founded a pharmacy and supermarket retail chain with a strategy based on the unique supply chain structures in India. After several years of growing that business, he exited the venture to pursue his Doctorate in Business Administration at Harvard Business School (HBS), and subsequently joined the University of Chicago faculty.

In 2008, Dr. Srinivasan was recruited back to HBS where his research, case study development, teaching, and consulting work have revolved around board of directors and audit committee effectiveness, business transformation, agile execution, risk management, and financial reporting. He has authored over 60 case studies on leading companies on these topics. Knowledge relevant to these areas has evolved rapidly with the center of gravity at the corporate board level. This has created a platform for Dr. Srinivasan to develop his expertise in strategy and governance from engagements with executives and boards going through transitions, often under challenging circumstances. His recent efforts expand understanding of the role of corporate culture as it affects not only the organization but the effectiveness of the board. Dr. Srinivasan's engagement with boards of directors on these issues spans the U.S. and Europe.

Dr. Srinivasan's efforts bring back strong educational value to HBS. His collaboration on the review and understanding of key corporate issues with companies, their boards, and executives, has created new knowledge and teaching opportunities through the resulting case studies. He serves as Co-Chair of the HBS board of directors program, "Making Corporate Boards More Effective", and "Preparing to be a Corporate Director" and as the Chair of two programs for audit committees and compensation committees. He also chairs the executive program "Strategic Financial Analysis" which deals with strategy and financial analysis to identify value drivers for improving performance. In addition, he teaches executive programs on risk management and leadership. In the MBA program, he has Chaired the core course "Financial Reporting and Control" and has previously taught courses on corporate valuation. He also currently teaches entrepreneurs and family business owners in the Owner President Manager (OPM) program.

Driven by his interest in board-shareholder relations, Dr. Srinivasan's interaction with a wide range of corporate leaders provided him the opportunity to learn a framework for boards to better consider the "outside in" perspective of investors. His work developing the foundations for this knowledge has involved companies such as Autodesk, Whole Foods, Target, Yahoo!, Allergan, ADP, Tenet Health, Canadian Pacific, CSX, Babcock and Wilcox, P&G, Wendy's, Cracker Barrel, McDonald's and Dollar General. It has also included active investors such as Value Act, Triam, Jana Partners, Pershing Square, and Blue Harbour. His recent case study collaboration with Institutional Shareholder Services is yet another step in refining this framework.

Dr. Srinivasan has also focused research on audit committee effectiveness emerging from companies experiencing financial reporting and risk management concerns such as New Century Financial, Diamond Foods, Green Mountain Coffee, Signet Jewelers, Wells Fargo, and UBER, among others. This work helps companies and boards align financial reporting, compliance, and risk management functions with growth and profit objectives.

Cyber security has taken a prominent place in risk management. Through in-depth study of prominent cyber breaches such as Target Corporation and Equifax, in addition to collaboration with cyber security firms, Dr. Srinivasan has developed a cyber security risk framework for use at management and board levels.

The global nature of business caused Dr. Srinivasan to expand his work to the broader international business community. He has worked with business groups such as Hikma Pharmaceuticals (Jordan), Zamil Group (Saudi Arabia), and Dabur (India) which represent leading edge corporate governance in emerging markets. This knowledge has prompted emerging market investment funds to seek his collaboration for their investment strategies.

Dr. Srinivasan is a respected thought leader who has published over 75 research papers, articles, and business cases on corporate governance, risk management, financial analysis and reporting, board effectiveness, business transformation, and shareholder activism. He has also written for the Wall Street Journal and for the Harvard Business Review and is regularly cited in prominent media outlets. This research has been recognized for scholarly excellence both at HBS and at the University of Chicago where he received multiple research awards. He serves as an Editor and on the editorial boards of major accounting and management journals, and is a past governance committee member of the American Accounting Association. His teaching has been recognized with the Apgar Award for Innovation in Teaching at HBS. For his broader service to HBS, he has also received the Robert F. Greenhill Award for Outstanding Service to the HBS community in 2018.

Dr. Srinivasan serves on the on the Board of Directors and the Audit Committee of Harvard Business Publishing Corp., a global media and publishing business with revenues of over \$250 M. He also serves on the Harvard University Information Security Risk Oversight Board.