



H A R V A R D | B U S I N E S S | S C H O O L

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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)  
Jorge Paulo Lemann Professor; Strategy Faculty; Faculty Chair, HBS activities in India/S. Asia (until 2020)  
Executive Education, Chair of Senior Executive Leadership program for Middle East, and participant in several China/India programs; Chair of focused programs for global corporations (eg Samsung, Saudi Aramco)  
Co-coordinator, [Creating Emerging Markets](#) project (video interviews of iconic entrepreneurs across emerging markets)  
Supervisor, Doctoral dissertations on Emerging Markets  
Co-editor of several leading scholarly journals on economics and business

Harvard University

Director, [The Lakshmi Mittal and Family South Asia Institute](#) (since 2010)  
Harvard College Gen.Ed & University-wide course (for undergraduates and graduate students): Contemporary Developing Countries: Entrepreneurial Solutions to Intractable Problems  
Coordinator: Mittal Institute-led University Projects: Mapping the [Kumbh Mela](#), world's largest gathering of humanity; [Partition of British India Project](#) (75<sup>th</sup> anniversary in 2022); [Meritocracy Project in China/India](#); [Lancet Citizens' Commission](#) for Reimagining India's Health System.  
Executive Council, Asia Center; Member of Steering Committee, Harvard Global Health Institute  
HarvardX/edX Online free course (MOOC): [Entrepreneurship in Emerging Economies](#), reaching >700,000 students in 200 countries; related course [AfricaLive!](#), reaching 700 entrepreneurs across Africa with blended synchronous-and-asynch learning

Outside Activities Summary

Government of India (GoI) Activities: Chairman, Commission on Entrepreneurship and Innovation, 2015, and board member, [Atal Innovation Mission](#) (2015-current), GoI flagship nationwide program to accelerate entrepreneurship; Commission Member, Prime Minister's program to establish India's Institutes of Eminence (universities, 2018-2021); Vice-Chair, Science & Technology Cluster Apex Committee (2020-2022)  
Cofounder of, and investor in, several entrepreneurial ventures in India, China, Singapore, Dubai  
Cofounder, (pro bono) [Aspire Institute](#), global non-profit to find and nurture neglected but world-class first-in-family-to-college talent. 2% finalist selection rate. Attended by youth from 150 countries  
World Economic Forum (Davos, Dalian/ Tianjin)  
Board Member of, and consultant, to several global & Asia-centered corporations & non-profits  
Trustee, [Museum of Fine Arts](#), Boston (2015-2022)  
Princeton University, Chair, Academic advisory committee to Provost, [PIIRS](#)

Selected Awards and Honors

- 2018 Honorary appointment, China Europe International Business School (CEIBS), Shanghai, China  
2018 35<sup>th</sup> Annual Honorary Sir P Thakurdas Memorial Lecture, Indian Inst. Banking & Finance, India  
2016 Elected Eminent Scholar, lifetime achievement in Int'l Management, Academy of Management  
2014 Runner-up McKinsey Prize for best article in the Harvard Business Review in 2014  
2009 Elected Fellow of the Academy of International Business  
2007 Young Global Leader. World Economic Forum (Davos) citation for exceptional talent under 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)

Updated April 4, 2023

### **MAKING MERITOCRACY: Lessons from China and India, from Antiquity to the Present**

(ed. w/- M. Szonyi), Oxford University Press, 2022

### **LEADERSHIP TO LAST: How Great Leaders Leave Legacies Behind**

w/- G. Jones. Published 2022, Penguin (India/South Asia).

### **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.

Choudhary, P, Khanna, T. Sevchenko, V. "Firm-Induced Migration Paths & Strategic Human Capital Outcomes." *Management Science*, forthcoming 2022

Patel, V., Mazumdar-Shaw, K., Kang, G., Das, P. & Khanna, T. Reimagining India's health System: A Lancet Citizens' Commission." *Lancet* 397, no. 10283, April 17, 2021

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

Dastidar, S.G., R. Fisman, Tarun Khanna. "Testing Limits to Policy Reversal: Evidence from Indian Privatizations." *Journal of Financial Economics* 89, no. 3, September 2008

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

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

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**

Talent@Tencent, 2021 (with N. Dai & S. Lin). Social media giant, owner of WeChat, considers ways to nurture talent during hypergrowth, and to support entrepreneurs in Shenzhen.

Rural Taobao (Alibaba e-commerce expansion) (R. Allen, A. Frost & W. Koo) 2019. Sequential experiments in rural 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 attempts.

### **Selected Case Studies- India & South Asia**

BRAC in 2020, (with S. Ramachandran) Leadership in Bangladesh reviews scope of financially self-sustaining non-profit across developing world

Health City Cayman Islands, 2016 (with B. Gupta). How can Narayana Health (Bangalore) deliver cardiac care affordably around world? VIDEO detailing founding & expansion.

Kumbh Mela : India's Pop-Up Megacity (J. Macomber, S. Chaturvedi). 2013. Safely organizing the world's largest temporary agglomeration of humanity in a religious festival. VIDEO

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

## EMERGING MARKETS (Selected Books, Articles, Cases)

### **TRUST: Creating the Foundation for Entrepreneurship in Developing Countries**

Published 2018. Berrett-Koehler Publishers (Penguin. South Asia). Translations: Brazilian Portuguese, Spanish, Hindi

### **WINNING IN EMERGING MARKETS: A Roadmap for Strategy and Execution**

with K. Palepu & R. Bullock. Published in 2010 by Harvard Business School Publishing. Translations: Brazilian Portuguese, Japanese & Chinese.

Weinzierl, M., P. Choudhury, T. Khanna, A. MacCormack, and B. Rosseau. "Your Company Needs a Space Strategy. Now." *Harvard Business Review* (November–December 2022).

P. Choudhury, D. Wang, N. Carlson, T. Khanna. "Machine Learning approaches to Facial and Text Analysis: Discovering CEO Oral Communication Styles." *Strategic Management Journal* 40, no. 11, November 2019.

Khanna, Tarun, and Gupta, B. "A Recombination-Based Internationalization Model: Evidence from Narayana Health's Journey from India to the Cayman Islands," *Organization Science*, 2018.

Khanna, Tarun. "When Technology Gets Ahead of Society." *Harvard Business Review* 96, no. 4, July–August 2018.

Barnett, Ian, Khanna, Tarun, & Onnela, JP. "Social & Spatial Clustering of People at Humanity's Largest Gathering." *PLOS One*, 2016.

Khanna, Tarun. "Contextual Intelligence." *Harvard Business Review* 92, no. 9, September 2014

Khanna, Tarun, and Catherine Thomas. "Synchronicity and Firm Interlocks in an Emerging Market." *Journal of Financial Economics* 92, no. 2, May 2009

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

### [Creating Emerging Markets Business History Project](#)

~155 research & instructional VIDEO interviews of iconic business leaders across 20 emerging markets in Africa, Asia, and Latin America. > 2,000 website visitors per month.

### **Selected Case Studies**

AES. 2022. (with A. Ciechanover & M. Higgins). Decarbonizing the world, transformation of public company from fossil fuels to renewables; complementing case on Green Hydrogen in Chile.

Gogoro. 2020 (with B. Chan). World's largest electric scooter maker brainstorms a transition to a global clean energy platform from Taiwan.

Zipline. 2020 (with George Gonzalez). Aerial drone system developed in Africa to deliver health products to the underserved, globally.

Engineering an Inclusive Bioeconomy, 2019 (with Raffaella Sadun & Susie Ma). Brazilian venture to sequence the genomes of all of nature's bounty comprehensively starting with the Amazon.

El Sistema. 2018, (with Fernanda Miguel and Laura Urdapilleta). A Venezuelan music academy changes lives of kids worldwide.

Nokia's Rise & Fall, 2013 (with J. Alcacer & C. Snively) Traces the rise and dramatic fall of Nokia mobile phones (esp. in emerging markets). Why the dominance & the denouement?

## Corporate Boards & Selected Angel Investments

### Boards

[AES](#) (Arlington, VA)- Global energy generation and distribution giant, traded on NYSE and several exchanges. Emerging markets, especially Latin America, account for 2/3 of rev. (2009 – Current)  
[Axilor](#) (co-founder) – India’s leading technology accelerator/incubator (2015 – Current)  
[Bharat Financial Inclusion Limited](#) - India’s leading nationwide microfinance company catering to poor women borrowers to help them start businesses in rural India. (formerly SKS Microfinance) (2009-2019)  
[Chai Point](#) (co-founder) - India’s tech-enabled affordable B2C & B2B tea company in 8 cities. (2018 – Current)  
[InMobi](#) – (Singapore) – Global mobile advertising technology company. First ‘unicorn’ out of India (2019 – Current)  
[Parliamentary Research Services](#) (India), New Delhi NGO to research for informed deliberation in India’s Parliament (2005 – Current)

**Selected Investments:** [Aspiring Minds](#) [acquired: SHL (UK)], [Clutch Group](#) [acquired: Morae Global], [Jana Care](#), [Carcrew](#) [acquired: TVS (India)], [Newlab](#); [Just Egg](#); [General Fusion](#); [Byjus](#); [Clip.Bike](#)

### Selected Advisory Engagements

Hero Group (New Delhi, 2017 – current); TVS Group (Chennai, 2010 – current); Primary Sources (Boston, 2008 – current); Princeton University (External Committee, 2018 – 2019; Department of Engineering & Applied Sciences, 2003-2004); Tata Opportunities Fund (Mumbai, 2011 – 2017); Bunge Limited (NYSE: BG, 2005 – 2010);

### Selected Recent Consulting/Education Company Projects

PDS Global Textile Firm (London, Hong Kong), Nomura (Japan), Metro Cash & Carry (Dusseldorf), Asian Paints (Mumbai, India), CMPC Maderas (Santiago de Chile), Jeddah Economic Development Board, Singapore Economic Development Board, Abu Dhabi Investment Authority (UAE), Grace Kennedy (Jamaica), Concours Group China for Fortune 100 CIOs (Dallas, Boston), Dogus Group (Turkey), National Bank of Kuwait (Kuwait), HCL (US and India), British Telecom, Hershey, IBM, Logicom, Pinault-Printemps Redout, Novartis. Advisor to McKinsey & Co (Global Champions Project, 2005-2008); International Finance Corporation (IFC), (South-South Investment, 2005-2007); Booz-Allen & Hamilton (Emerging Markets Project, 1997-2000)

### Selected Speaking Engagements

India Policy Forum, National Council of Applied Economic Research, New Delhi, 2022  
Amity University Felicitation as Distinguished Global Indian Speaker Series, Trust & India’s Potential, New Delhi, 2021  
Young Presidents Organization (YPO) Worldwide chapters, 1997-2019  
Asia Society events on book Trust, Mumbai (November 2018) & Hong Kong (January 2019)  
Jaipur Literature Festival, Jaipur, India, 2015, 2017, 2019, 2023  
Chilean chamber of commerce, Santiago, Invited address on Trust in Developing Countries, January 2019  
Indian Institute of Banking & Finance Annual Keynote Speech, Trust is the Foundation of Finance, Mumbai, 2018 TiE (The Indus Entrepreneurs) global event, New Delhi, 2018  
BIO International Life Sciences Convention, Boston, 2018  
NASSCOM Indian software association, 25<sup>th</sup> anniversary celebrations, Mumbai, 2017  
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 (until 2012), and at occasional WEF regional summits  
Speaker on emerging markets at events by governments, NGOs, multilaterals, industry associations worldwide Op-eds:  
International Herald Tribune, Asian Wall Street Journal, Business Week, Economic Times, Proj. Syndicate  
Commentator on CNN, BBC, CNBC, Bloomberg, and on National Public Radio.

### Selected Videos and Media

Business Today Most Powerful Women talk on [AI: The New age Disruptor](#), India Today, 2023  
Podcast on [Demonstrating Leadership to Last](#), PlaytoPotential episode, 2022  
Academy of International Business [Frontline Video series](#) on Careers of Academics producing notable work, 2021  
Podcast for best vaccine strategies for Covid at [Gavi](#), [HBS Cold Call podcast episode](#), 2021  
CitiesX course on edX, Bangalore as a [Tech Hub](#) and as home to [Startup Culture](#), 2017  
TEDx Mumbai, [Lessons from Kumbh Mela – World’s Largest Gathering of Humanity](#), Dec 2015  
Facebook Live [Emerging Markets Talk](#), 72K views  
World Economic Forum Tianjin, Summer Davos, [Doing Business at the Next Frontier](#), September 2010  
GoogleTech Talks. [Billions of Entrepreneurs](#), March 12<sup>th</sup> 2009.  
World Economic Forum. [Davos 2009 IdeasLab](#), Jan 30, 2009.

**Blog** Recent short pieces can be found on [my newsletter](#) and [Linkedin page](#)