



## **KARTHIK RAMANNA**

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Karthik Ramanna is Professor of Business & Public Policy at the University of Oxford's Blavatnik School of Government and a fellow at [St. John's College](#).

An expert on business-government relations, sustainable capitalism, and corporate reporting & auditing, Professor Ramanna studies how organizations and leaders build trust with stakeholders. His scholarship has won numerous awards, including the *Journal of Accounting & Economics* Best Paper Prize, the *Harvard Business Review*-McKinsey Prize for “groundbreaking management thinking,” and three times the international Case Centre's prizes for “outstanding case-writing,” dubbed by the *Financial Times* as “the business school Oscars.”

At Oxford, Professor Ramanna established and leads the [Case Centre on Public Leadership](#) and the [Transformational Leadership Fellowship](#), the latter a bespoke, by-invitation program for senior leaders looking to reimagine their public-service impact. In 2022, he co-founded the non-profit [E-liability Institute](#), where he serves as principal investigator, with a mission to drive decarbonisation processes through rigorous GHG accounting. From 2016 to 2023, he was director of Oxford's [Master of Public Policy](#) program that has educated over a thousand public leaders from about 120 countries. From July 2023, Professor Ramanna is on partial public-service leave from Oxford to advise the US Public Company Accounting Oversight Board, an “auditor of auditors” in global markets.

Previously, Professor Ramanna taught at the [Harvard Business School](#) in both the MBA and senior executive-education programs. He has a doctorate from [MIT's Sloan School of Management](#). He lives in Oxford with his husband, Jon, and they enjoy dinner parties and touring [Caravaggios](#).

## **HIGHLIGHTS FROM PROFESSIONAL APPOINTMENTS**

### ***Public Company Accounting Oversight Board***, Washington, DC

Senior Advisor & Chief Economist, Office of the Chief Auditor (consulting since July 2023)

### ***University of Oxford***, Oxford, UK

Professor of Business and Public Policy; Fellow, St. John's College (Since Acad. Yr. 2016-17)

#### *Select Administrative Assignments and Highlights:*

Variously, Director of the Oxford MPP, Director of the Transformational Leadership Fellowship, Director of the Oxford Case Centre on Public Leadership – Blavatnik School of Government; Member of the Finance, Investments, and Wine Committees – St. John's College

- Responsible for the overall strategy and operation of the Oxford MPP – one of the most globally and experientially diverse leadership programs in the world, with about 140 candidates annually from about 70 jurisdictions, ranging from 21 to 51 years of age, including Rhodes Scholars and government ministers
- Introduced several curricular innovations in teaching and assessment to help diverse teams forge unlikely coalitions – including coursework on active listening, empathy, and problem solving (for summaries, see *Times* article “[Healing Fractured Societies](#)”)
- Launched a new executive-development program for senior leaders looking to reimagine their public-service impact (the Transformational Leadership Fellowship, whose participants include national heads of government and Fortune 500 CxOs)
- Launched (via independent fundraising) the Oxford Case Centre on Public Leadership, to enable faculty to develop case studies to integrate their scholarship and teaching
- Co-led the COVID-19 crisis response in MPP academic programming and student welfare; Developed an “active admissions strategy” to secure student quality and numbers in the face of the pandemic, resulting in over 20% increase in tuition revenues for 2020-21 and a 25% increase in applications for 2021-22, one of the highest jumps across Oxford programs

### ***Harvard University***, Cambridge, MA

Professor (Assistant, then Associate), Harvard Business School; Henry B. Arthur Fellow in Ethics, Marvin Bower Fellowship for Innovative Research (Full-time faculty from Acad. Yr. 2007-08 through 2015-16); Visiting Scholar, Harvard Business School (Honorary appointment Acad. Yr. 2016-17 through 2019-20)

#### *Select Teaching Assignments and Highlights:*

Leadership and Corporate Accountability (Executive Education and MBA); Financial Reporting and Control (MBA); Finance for Senior Executives (Executive Education)

### ***Massachusetts Institute of Technology***, Cambridge, MA

D.Phil., Sloan School of Management (2007); *Thesis Title*: The Implications of Unverifiable Fair-value Accounting: Evidence from the Political Economy of Goodwill Accounting (Winner, American Accounting Association FARS Best Dissertation Award)

## HIGHLIGHTS FROM SCHOLARSHIP

### *Building trust and driving change amidst uncertainty and division*

- What new skills, strategies, and alliances do organizational leaders need to cultivate in today's deeply polarized societies – see, e.g., *HBR* article “Managing in the Age of Outrage”
- How do leaders build momentum for reform in risk-averse organizations and systems – see, e.g., case studies on COVID crisis management at Oxford Hospitals, financial-governance at the Vatican, and China's media entrepreneurs at *Caijing*
- How can resource-constrained government agencies attract and develop a high-quality, high-integrity workforce in the face of labor-market competition from the private sector – see, e.g., case studies on US Southern District of New York and US Private Company Council

### *Accounting, auditing, and governance (including ESG)*

- What accounting and non-financial reporting practices improve firms' access to capital markets, and what are the implications for governance regulation – see, e.g., *Political Standards* book and *HBR* article on accounting prudence
- How can firms improve ESG reporting to better meet demands of investors, customers, regulators, and activists – see, e.g., *HBR* articles “Accounting for Climate Change” and “Accounting for Carbon Offsets”
- How can auditors and other governance intermediaries navigate the conflicts of interest inherent in their model – see, e.g., *PwC* article on “Building a Culture of Challenge” and case study on President Trump and the US justice department
- How do domestic and international politics shape the adaptation of a jurisdiction's GAAP to IFRS – see, e.g., *AEL* article “International Politics of IFRS” and case studies on Canada, China, Hong Kong, IASB/ IFRS, and Japan

### *Sustainable capitalism*

- How must capitalism change in the face of declining public support in Western societies – see, e.g., articles in *American Interest* “Should America Still Believe in Free Markets?” and *Fortune* “Why do attempts at reforming capitalism fail?”
- What is the responsibility of corporate managers in setting “rules of the game” for market societies – see, e.g., *CMR* articles on “Thin Political Markets” and “[Milton] Friedman at 50”
- What responsibilities do businesses have when their capabilities exceed those of governments; how can firms manage the sometimes-unreasonable consumer expectations in these situations – see, e.g., case studies on Nestlé's handling of its Maggi Noodles crisis in India and *HBR* article on the role of Western multinationals in combating corruption in emerging markets
- How can global firms navigate conflicting expectations of them in different jurisdictions, for instance, workplace protection and empowerment of women & LGBT individuals in jurisdictions where these contravene local customs and laws – see, e.g., case studies on IKEA in Saudi Arabia and *HBR* article on mentoring gay employees at Korean multinationals
- How can we prevent regulator tunnel-vision in highly technical areas of regulation where the public interest is diffuse – see, e.g., journal articles on regulatory capture at the SEC & FASB and case study on 5G from Huawei

## PROFESSIONAL BIBLIOGRAPHY (Featured readings marked **thusly**)

### *Books*

- *Political Standards: Corporate Interest, Ideology, and Leadership in the Shaping of Accounting Rules for the Market Economy*, The University of Chicago Press, 2015.
- *The Age of Outrage: A Radical Approach to Moderation* (under contract).

### *Articles* (peer-reviewed and long-form)

- Robert Kaplan, Karthik Ramanna, and Marc Roston, “Accounting for Carbon Offsets,” *Harvard Business Review* 101, no. 4, July–August 2023: 126 - 137.
- “From confusion to clarity: A pragmatic, demand-driven approach to ESG reporting,” *PwC Climate and ESG Reporting Initiative*, April 2023: 1 - 29. [Commissioned Work.]
- “**Managing in the Age of Outrage**,” *Harvard Business Review* 101, no. 1, January–February 2023: 96 - 107.
  - Reprinted in *HBR’s 10 Must Reads 2024*.
- “Unreliable Accounts: How Regulators Fabricate Conceptual Narratives to Diffuse Criticism,” *Accounting, Economics and Law—A Convivium* (2022) 12, no. 2: 81 - 151.
- “Commentary on the FRC Report ‘What Makes a Good Environment for Auditor Scepticism and Challenge’,” *UK Financial Reporting Council*, November 2022: 1 - 8. [Commissioned Work.]
- Robert Kaplan and Karthik Ramanna, “**Accounting for Climate Change: The First Rigorous Approach to ESG Reporting**,” *Harvard Business Review* 99, no. 6, November–December 2021: 120 - 131.
  - Winner of the *HBR-McKinsey Prize*.
  - Derivative publication: Robert Kaplan and Karthik Ramanna, “Accurate and Verifiable Measurement of Corporate GHG Emissions,” *Accountability in a Sustainable World Quarterly* (2022) 1: 71 - 84.
  - Derivative publication: Mark Frigo, Robert Kaplan, and Karthik Ramanna, “Sustainability Strategies and Net-Zero Goals,” *Strategic Finance*, April 2022: 42 - 49.
- “Should America Still Believe in Free Markets?,” *The American Interest*, July 2020 (Essays).
- “Healing Fractured Societies: The Oxford Programme Building Unlikely Coalitions,” *Times Higher Education*, May 2020 (Feature).
- “**Friedman at 50: Is it Still the Social Responsibility of Business to Increase Profits?**,” *California Management Review* (2020) 62, no. 3: 28 - 41.
- “Building a Culture of Challenge in Audit Firms,” *PwC Future of Audit Initiative*, September 2019: 1 - 26. [Commissioned Work.]

- Abigail Allen, Karthik Ramanna, and Sugata Roychowdhury, “Auditor Lobbying on Accounting Standards,” *Journal of Law, Finance & Accounting* (2018) 3, no. 2: 291 - 331.
  - Winner of the American Accounting Association Western Conference Best Paper Award.
- Sudarshan Jayaraman, S.P. Kothari, and Karthik Ramanna, “Capture and Competition: The Role of Product-Market Competition in Reallocating Rents from Regulatory Capture,” *Proceedings of the Annual Conference on Taxation and Minutes of the Annual Meeting of the National Tax Association* (2017) 110: 1 - 55.
- Jonas Heese, Mozaffar Khan, and Karthik Ramanna, “Is the SEC Captured? Evidence from Comment-letter Reviews,” *Journal of Accounting & Economics* (2017) 64, no. 1: 98 - 122.
- **“Thin Political Markets: The Soft Underbelly of Capitalism,”** *California Management Review* (2015) 57, no. 2: 5 - 19. (Translated in Italian as “I Mercati Politici Sottili: Il Punto Debole del Capitalismo,” *Diritto & Conti*.)
- Rebecca Henderson and Karthik Ramanna, “Do Managers Have a Role to Play in Sustaining the Institutions of Capitalism?,” *Brookings Initiative on 21<sup>st</sup> Century Capitalism* (2015) 20: 1 - 20.
- “Is a Promotion Worth Hiding Who You Are?,” *Harvard Business Review* 93, no. 10, October 2015: 123 - 127.
- “Book Review of Kunio Ito and Makoto Nakano (eds.), ‘International Perspectives on Accounting and Corporate Behavior’,” *The Accounting Review* 90, no. 3, May 2015.
- Karthik Ramanna and Ewa Sletten, “Network Effects in Countries’ Adoption of IFRS,” *The Accounting Review* (2014) 89, no. 4: 1517 - 1543.
- “Why ‘Fair Value’ Is the Rule: How a Controversial Accounting Approach Gained Support,” *Harvard Business Review* 91, no. 3, March 2013: 99 - 101.
- Paul Healy and Karthik Ramanna, “When the Crowd Fights Corruption,” *Harvard Business Review* 91, nos. 1/2, January–February 2013: 122 - 129.
- Abigail Allen and Karthik Ramanna, “Towards an Understanding of the Role of Standard Setters in Standard Setting,” *Journal of Accounting & Economics* (2013) 55, no. 1: 66 - 90.
  - *Journal of Accounting & Economics* Editors’ Choice Article.
- “A Framework for Research on Corporate Accountability Reporting,” *Accounting Horizons* (2013) 27, no. 2: 409 - 432.
- **“The International Politics of IFRS Harmonization,”** *Accounting, Economics and Law—A Convivium* (2013) 3, no. 2: 1 - 46.
  - Published in a dedicated issue of the journal together with four discussions, including two by the chairpersons of the national accounting standards bodies of France and Japan.
- Karthik Ramanna and Ross Watts, “Evidence on the Use of Unverifiable Estimates in Required Goodwill Impairment,” *Review of Accounting Studies* (2012) 17, no. 4: 749 - 780.
- S.P. Kothari, Karthik Ramanna, and Douglas Skinner, “Implications for GAAP from an Analysis

of Positive Research in Accounting,” *Journal of Accounting & Economics* (2010) 50, nos. 2-3: 246 - 286.

- Karthik Ramanna and Sugata Roychowdhury, “Elections and Discretionary Accruals: Evidence from 2004,” *Journal of Accounting Research* (2010) 48, no. 2: 445 - 475.
- “The Implications of Unverifiable Fair-value Accounting: Evidence from the Political Economy of Goodwill Accounting,” *Journal of Accounting & Economics* (2008) 45, nos. 2-3: 253 - 281.
  - Winner of the *Journal of Accounting & Economics* Best Paper Prize.
  - Winner of the American Accounting Association FARS Best Dissertation Award.
- Herman “Dutch” Leonard and Karthik Ramanna, “What is Corruption? A Practical Framework,” (working paper).

### *Short Comments* (about 1000 words)

- Robert Kaplan, Karthik Ramanna, and Marc Roston, “A Game Plan for Funding Carbon Offsets,” *Harvard Business Review Online* June 13, 2023.
- Robert Kaplan, Karthik Ramanna, and Stefan Reichelstein, “Getting a Clearer View of Your Company’s Carbon Footprint,” *Harvard Business Review Online* April 3, 2023.
- Robert Kaplan and Karthik Ramanna, “We need better carbon accounting, here’s how to get there,” *Harvard Business Review Online* April 12, 2022.
- “This proposal could inadvertently improve corporate accounting,” *Pro-Market: University of Chicago George Stigler Center* December 21, 2021.
- Robert Kaplan and Karthik Ramanna, “Addressing Climate Change Must Begin with Verifiable Carbon Accounting,” *Pro-Market: University of Chicago George Stigler Center* November 23, 2021.
- “**The metaphysics of regulatory capture**,” *Pro-Market: University of Chicago George Stigler Center* August 2, 2021.
- “UK audit reforms fail to address the real problem behind scandals,” *Financial Times* March 20, 2021.
- “The key to understanding the implosion of US conservatism,” *Prospect Magazine* February 12, 2021.
- “Don’t shy away from running a larger fiscal deficit,” *The Economic Times* February 8, 2021.
- “The case for optimism about America,” *Pro-Market: University of Chicago George Stigler Center* January 22, 2021.
- “ESG accounting needs to cut through the greenwash,” *Financial Times* January 17, 2021.

- “Seven reasons why the Wirecard fraud matters,” *Pro-Market: University of Chicago George Stigler Center* October 25, 2020.
- **“Why do attempts at reforming capitalism fail?”** *Fortune* 10 October, 2020.
- “Corporations are already plenty powerful; stakeholder capitalism could make them more so,” *Pro-Market: University of Chicago George Stigler Center* September 17, 2020.
- “Why Huawei Lost its Quest for World Domination,” *The American Interest* July 29, 2020.
- “The real problem with accounting firms: They don’t reward auditors that challenge clients,” *Fortune* July 11, 2020.
- Jonas Heese and Karthik Ramanna, “Was sich nach dem Wirecard-Skandal ändern muss,” *Frankfurter Allgemeine Zeitung* July 3, 2020. (“What has to change after the Wirecard scandal.”)
- **“Governments and specialist advisers must get along better,”** *Financial Times* June 29, 2020.
- **“Business must reclaim prudent accounting principles,”** *Harvard Business Review Online* June 12, 2020.
- “Are We Witnessing the Fall of the American Liberal Order?,” *Pro-Market: University of Chicago George Stigler Center* June 9, 2020.
- “The Covid Reset is a Vital Chance to Restore Faith in Britain’s Corporate Regulators,” *CapX* June 5, 2020.
- “Lockdown Was No Mistake, But Indefinite Lockdown Would Be a Disaster,” *The Telegraph* April 28, 2020.
- “Election Timetabling is Not the Role of Judges,” *Pro-Market: University of Chicago George Stigler Center* April 11, 2020.
- “Contracting in a Time of Crisis,” *CapX* April 8, 2020.
- “Break up the Big Four and make them focus on prudence,” *Financial Times* April 2, 2019.
- “What to do About Auditing,” *CapX* December 19, 2018 (Republished as “The Solution to the Auditing Industry’s Oligopoly Problem? More Competition” in *Pro-Market: University of Chicago George Stigler Center* December 21, 2018).
- “Free Markets are Not the Problem,” *Oxford Government Review* (2018) 3: 36 - 37.
- “Corporate Auditing is Broken; Here’s How to Fix it,” *CapX* July 16, 2018.
- “The Trouble with Accounting’s Big Four,” *CapX* March 16, 2018.
- “Responding to an Age of Discontent,” *Oxford Government Review* (2017) 2: 19 - 20.

- “Britain Was Once a Nation of Shopkeepers – It Must Listen to Them Again to Get Brexit Right,” *The Telegraph* June 2, 2017.
- “Britain’s Leaders Have Lost Their Way – We Need People Who Put Country Before Self-interest,” *The Telegraph* April 26, 2017.
- “A Moment to Reform Accounting Rulemaking?,” *Pro-Market: University of Chicago George Stigler Center* June 5, 2016.
- Allen Dreschel and Karthik Ramanna, “The Quiet War on Corporate Accountability,” *The New York Times* April 26, 2016: A23.
- “Ruling From the Shadows,” *The New York Times* November 22, 2015: SR6 (Sunday Review).
- S.P. Kothari and Karthik Ramanna, “On Section 377, A Call to Leadership,” *Mid Day* January 31, 2014:12 (National).
- “Business leaders are more than profiteers, as they deliver growth in an efficient, fair manner,” *The Economic Times* December 4, 2012: 8 (Career & Business).
- “The Question of IFRS Adoption: A Very Long Engagement,” *The CPA Journal* 82, no. 4, April 2012.

### ***Case Studies at Oxford***

(as part of the Oxford Case Centre on Public Leadership, which I established in 2017)

- Karthik Ramanna and Oenone Kubie, “**Building Better Judgment Amongst Policymakers Using the Case-Study Method**,” Oxford Blavatnik School Technical Note (June 2020) [10].
- Karthik Ramanna and Oenone Kubie, “Chile’s Balancing Act: Fiscal Responsibility and Emergency Spending During Covid-19,” Oxford Blavatnik School Case (May 2022) [31].
- Karthik Ramanna and Oenone Kubie, “Chile’s Balancing Act: Fiscal Responsibility and Emergency Spending During Covid-19 (TN),” Oxford Blavatnik School Teaching Note (January 2023) [10].
- Karthik Ramanna and Sarah McAra, “COVID-19 at Oxford University Hospitals: Sustaining Morale on the Eve of a Crisis,” Oxford Blavatnik School Case (May 2020) [24].
- Karthik Ramanna and Sarah McAra, “COVID-19 at Oxford University Hospitals: Sustaining Morale on the Eve of a Crisis (TN),” Oxford Blavatnik School Teaching Note (July 2020) [8].
- Ciaran Martin, Karthik Ramanna, and Vidhya Muthuram, “DIKSHA: A Transformational Bet on Educational Outcomes in India?,” Oxford Blavatnik School Case (May 2022) [25].
- Anna Petherick, Karthik Ramanna, and Oenone Kubie, “Education Reform in Brazil: An Enduring Coalition?,” Oxford Blavatnik School Case (February 2022) [28].
- Karthik Ramanna and Vidhya Muthuram, “Of Faith and Fortune: Reforming the Vatican’s



Finances,” Oxford Blavatnik School Case (September 2017) [27].

- Karthik Ramanna and Vidhya Muthuram, “Of Faith and Fortune: Reforming the Vatican’s Finances (TN),” Oxford Blavatnik School Teaching Note (September 2019) [10].
- Karthik Ramanna, Sarah McAra, and Vidhya Muthuram, “The Future of Taxation,” Oxford Blavatnik School Technical Note (February 2019) [24].
- Karthik Ramanna and Oenone Kubie, “The Future of Taxation (TN),” Oxford Blavatnik School Teaching Note (September 2020) [11].
- Karthik Ramanna and Sarah McAra, “How to Write Case Studies for Public Policy Education,” Oxford Blavatnik School Technical Note (June 2020) [10].
- Karthik Ramanna and Sarah McAra, “To Huawei or Not: The 5G Decision in India,” Oxford Blavatnik School Case (July 2020) [22].
- Karthik Ramanna and Sarah McAra, “To Huawei or Not: The 5G Decision in India (TN),” Oxford Blavatnik School Teaching Note (July 2020) [15].
- Karthik Ramanna and Vidhya Muthuram, “Judicial Review of Executive Action: Judge Rakoff and the SEC (A),” Oxford Blavatnik School Case (January 2019) [18].
- Karthik Ramanna and Vidhya Muthuram, “Judicial Review of Executive Action: Judge Rakoff and the SEC (B),” Oxford Blavatnik School Case (January 2019) [2].
- Karthik Ramanna and Radhika Kak, “Judicial Review of Executive Action: Judge Rakoff and the SEC (TN),” Oxford Blavatnik School Teaching Note (June 2019) [15].
- Karthik Ramanna and Sarah McAra, “The Migrant Crisis in Boa Vista, Brazil,” Oxford Blavatnik School Case (May 2022) [24].
- Karthik Ramanna, Vibhuti Gour, and Sarah McAra, “The Migrant Crisis in Boa Vista, Brazil (TN),” Oxford Blavatnik School Teaching Note (January 2023) [13].
- Karthik Ramanna and Radhika Kak, “A Model Public-Service Organization? The US Attorney’s Office for the Southern District of New York,” Oxford Blavatnik School Technical Note (December 2019) [17].
- Karthik Ramanna and Oenone Kubie, “A Model Public-Service Organization? The US Attorney’s Office for the Southern District of New York (TN),” Oxford Blavatnik School Teaching Note (August 2020) [8].
- Karthik Ramanna and Vidhya Muthuram, “President Trump Calling: Accept or Decline?,” Oxford Blavatnik School Case (February 2018) [23].
  - Winner, Outstanding Case-Writer Award 2019 from The Case Centre (the international home of case-method learning).
- Karthik Ramanna, Sarah McAra, and Vidhya Muthuram, “President Trump Calling: Accept or Decline? (TN),” Oxford Blavatnik School Teaching Note (October 2018) [15].

- Karthik Ramanna, Thomas Simpson, and Sarah McAra, “Priscilla Ankut at the Kaduna State Peace Commission,” Oxford Blavatnik School Case (October 2021) [21].
- Karthik Ramanna, Vibhuti Gour, and Sarah McAra, “Priscilla Ankut at the Kaduna State Peace Commission (TN),” Oxford Blavatnik School Teaching Note (January 2023) [14].
- Karthik Ramanna and Oenone Kubie, “‘Should I Really be Doing This?’ Misba Khan’s Journey to the North Pole (A),” Oxford Blavatnik School Case (September 2020) [16].
- Karthik Ramanna and Oenone Kubie, “‘Should I Really be Doing This?’ Misba Khan’s Journey to the North Pole,” Oxford Blavatnik School Teaching Note (January 2021) [11].
- Karthik Ramanna and Oenone Kubie, “Tackling undernutrition in Ethiopia through the Seqota Declaration,” Oxford Blavatnik School Case (November 2022) [20].
- Karthik Ramanna and Oenone Kubie, “True North: Misba Khan’s Journey to the North Pole (B),” Oxford Blavatnik School Case (March 2021) [13].
- Karthik Ramanna and Oenone Kubie, “True North: Misba Khan’s Journey to the North Pole (B),” Oxford Blavatnik School Teaching Note (June 2021) [8].
- Karthik Ramanna, Christopher Stone, and Sarah McAra, “Stop and Search in London in the Summer of COVID,” Oxford Blavatnik School Case (January 2021) [28].
- Karthik Ramanna, Christopher Stone, and Sarah McAra, “Stop and Search in London in the Summer of COVID,” Oxford Blavatnik School Teaching Note (March 2021) [11].
- Irem Guceri, Clare Leaver, Karthik Ramanna, and Oenone Kubie, “Tax reform in Colombia: a moment for ‘greatness, consensus and solidarity’?” Oxford Blavatnik School Case (October 2021) [31].
- Irem Guceri, Clare Leaver, Karthik Ramanna, and Amrita Massaguer Garcia, “Tax reform in Colombia: a moment for ‘greatness, consensus and solidarity’?” Oxford Blavatnik School Teaching Note (May 2022) [16].
- Robert Kaplan, Karthik Ramanna, Vibhuti Gour, and Sarah McAra, “What does an E-liability pilot look like? The case of Giti Tire” Oxford Blavatnik School Case (November 2022) [7].

### ***Case Studies at Harvard***

- “Against the Grain: Jim Teague in Tanzania (A),” Harvard Business School Case 112-069 (March 28, 2012) [Rev. October 2, 2012] [8].
- “Against the Grain: Jim Teague in Tanzania (B),” Harvard Business School Case 113-042 (October 2, 2012) [1].
- “Against the Grain: Jim Teague in Tanzania (TN),” Harvard Business School Teaching Note 112-112 (June 3, 2012) [6].

- Karthik Ramanna and Matthew Shaffer, “AIG and the American Taxpayers (A),” Harvard Business School Case 113-124 (April 4, 2013) [Rev. June 18, 2013] [23].
- Karthik Ramanna and Matthew Shaffer, “AIG and the American Taxpayers (B),” Harvard Business School Case 113-125 (April 4, 2013) [2].
- Karthik Ramanna, Sandra Sucher, and Ian McKown Cornell, “Business and Government: Campaign Contributions and Lobbying in the United States,” Harvard Business School Technical Note 113-037 (March 21, 2013) [Rev. August 18, 2014] [26].
- Karthik Ramanna and Sandra Sucher, “Business and Government: Campaign Contributions and Lobbying in the United States (TN),” Harvard Business School Teaching Note 113-138 (June 3, 2013) [Rev. March 10, 2015] [9].
- Karthik Ramanna and G.A. Donovan, “Caijing Magazine (A),” Harvard Business School Case 112-028 (February 24, 2012) [Rev. October 3, 2012] [20].
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- David Hawkins, Karthik Ramanna, Nobuo Sato, and Mayuka Yamazaki, “Deferred Tax Assets in Basel III: Lessons from Japan,” Harvard Business School Case 111-076 (February 27, 2011) [Rev. July 28, 2011] [25].
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- Karthik Ramanna and Jérôme Lenhardt, “IKEA in Saudi Arabia (A),” Harvard Business School Case 116-015 (January 2016) [24].
  - Winner, ‘Economics, Politics and Business Environment’ Case Award 2021 from The Case Centre (the international home of case-method learning).
- Karthik Ramanna and Jérôme Lenhardt, “IKEA in Saudi Arabia (B),” Harvard Business School Case 116-016 (January 2016) [2].
- Karthik Ramanna and Jérôme Lenhardt, “IKEA in Saudi Arabia (C),” Harvard Business School Case 116-017 (January 2016) [4].
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- Karthik Ramanna and Rachna Tahilyani, “Leadership in Corporate Reporting Policy at Tata Steel,” Harvard Business School Case 111-028 (September 23, 2010) [Rev. May 27, 2011] [22].

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- Karthik Ramanna and Radhika Kak, “The Maggi Noodle Safety Crisis in India (A),” Harvard Business School Case 116-013 (February 2016) [24].
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- Rebecca Henderson and Karthik Ramanna, “Managers and Market Capitalism,” Harvard Business School Module Note 112-043 (January 21, 2012) [Rev. March 31, 2014] [15].
- Karthik Ramanna and Matthew Shaffer, “A Politician in a Leather Suit and the Paradox of Japanese Capitalism,” Harvard Business School Case 113-026 (October 3, 2012) [Rev. August 1, 2013] [25].
- “A Politician in a Leather Suit and the Paradox of Japanese Capitalism (TN),” Harvard Business School Teaching Note 113-139 (June 2, 2013) [8].
- “The Politics and Economics of Accounting for Goodwill at Cisco Systems (A),” Harvard Business School Case 109-002 (July 1, 2008) [10].
- “The Politics and Economics of Accounting for Goodwill at Cisco Systems (B),” Harvard Business School Case 109-003 (July 1, 2008) [2].
- “The Politics and Economics of Accounting for Goodwill at Cisco Systems (A) and (B) (TN),” Harvard Business School Teaching Note 109-004 (July 1, 2008) [13].
  - “The Politics and Economics of Accounting for Goodwill at Cisco Systems (A) and (B) (CW),” Harvard Business School Spreadsheet Supplement 109-702 (July 1, 2008).
  - “The Politics and Economics of Accounting for Goodwill at Cisco Systems (A) and (B) Teaching Note (CW),” Harvard Business School Spreadsheet Supplement 109-703.
- Karthik Ramanna and Luis Viceira, “The Private Company Council,” Harvard Business School Case 113-045 (January 7, 2013) [20].
- “Responsibilities to Society: The Capitalist’s Contract,” Harvard Business School Module Note 115-012 (July 20, 2014) [Rev. November 26, 2014] [11].
- Paul Healy, Karthik Ramanna, and Matthew Shaffer, “Rospil.info,” Harvard Business School Case 112-033 (February 14, 2012) [Rev. June 4, 2012] [22].

- Karthik Ramanna and Matthew Shaffer, “Tapestry Networks,” Harvard Business School Case 114-051 (April 11, 2014) [24].
- Karthik Ramanna, George Serafeim, and Aldo Sesia, “Urban Water Partners (A),” Harvard Business School Case 111-016 (August 13, 2010) [Rev. January 28, 2013] [11].
- Karthik Ramanna, George Serafeim, and Aldo Sesia, “Urban Water Partners (B),” Harvard Business School Case 111-029 (August 13, 2010) [Rev. January 24, 2013] [2].
- Karthik Ramanna and George Serafeim, “Urban Water Partners (A) and (B) (TN),” Harvard Business School Teaching Note 111-067 (December 9, 2010) [10].
  - Karthik Ramanna and George Serafeim, “Urban Water Partners (A) (CW),” Harvard Business School Spreadsheet Supplement 111-701 (August 25, 2010) [Rev. December 13, 2010].
  - Karthik Ramanna and George Serafeim, “Urban Water Partners (B) (CW),” Harvard Business School Spreadsheet Supplement 111-704 (December 13, 2010).
  - Karthik Ramanna and George Serafeim, “Urban Water Partners (A) Spreadsheet Solutions (CW),” Harvard Business School Spreadsheet Supplement 111-705.
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- Karthik Ramanna and Vidhya Muthuram, “Wal-Mart Lobbying in India?” Harvard Business School Case 114-023 (September 6, 2013) [Rev. January 16, 2015] [24].
- “Wal-Mart Lobbying in India? (TN)” Harvard Business School Teaching Note 114-091 (May 2, 2014) [10].

## **SELECTED SPEAKING ENGAGEMENTS**

Asian Bureau of Finance and Economic Research; Boston University; Brown University; Chatham House; University of Chicago; China Securities Regulatory Commission; City University of Hong Kong; University of Colorado, Boulder; Columbia University; Corte dei Conti, Rome; Dartmouth College; Ditchley; Emory University; European Parliament; G-20; George Washington University; Georgetown University; German Economics & Climate Ministry; Harvard University; University of Illinois, Chicago; London Business School; London School of Economics; University of Mannheim; Massachusetts Institute of Technology; University of Minnesota; University of Missouri; Nanyang Technological University; New York University; UK Financial Reporting Council; UK Parliament; University of North Carolina, Chapel Hill; University of Oxford; University of Paris; University of Pennsylvania; Pennsylvania State University; Princeton University; Public Company Accounting Oversight Board; Rice University; University of Rochester; Sapienza University of Rome; Securities and Exchange Board of India; Stanford University; University of Toronto; United Nations Global Compact Conference; Washington University in St. Louis; WHU–Otto Beisheim School of Management; Yale University.