

**KARTHIK RAMANNA**

Email: karthik.ramanna@bsg.ox.ac.uk

Mobile: +44-7494-272-643 or +1-585-317-6250

Karthik Ramanna is Professor of Business & Public Policy at the University of Oxford's Blavatnik School of Government. An expert on business-government relations, sustainable capitalism, and corporate reporting & auditing, Professor Ramanna studies how organizations and leaders build trust with stakeholders. He has authored dozens of research articles and case studies on leadership and public-policy issues in Africa, Canada, China, Europe, India, Japan, Latin America, and the US, and he has consulted with several leading commercial and public organizations worldwide. His scholarship has won numerous awards, including the *Journal of Accounting & Economics* Best Paper Prize and three times the international Case Centre's prizes for outstanding case-writing, dubbed by the *Financial Times* as "the business school Oscars." In 2022, he won the *Harvard Business Review*-McKinsey prize for "groundbreaking management thinking" for joint work on rigorous climate accounting.

Professor Ramanna is director of Oxford's Master of Public Policy program, a flagship one-year degree for current and prospective leaders in government. He is founder and faculty chair of the Transformational Leadership Fellowship, a bespoke, by-invitation program for senior leaders looking to reimagine their public-service impact. He also founded and directs Oxford's Case Centre on Public Leadership, and he is fellow and member of the finance and investment committees at St. John's College, one of the UK's largest endowments.

Previously, Professor Ramanna taught accounting, corporate governance, and leadership 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 has served on the editorial boards of several academic journals, including as co-editor of the interdisciplinary journal *Accounting, Economics & Law*. He frequently engages with the popular press and has commented for *Bloomberg*, the *Financial Times*, *Fortune*, *The New York Times*, and *The Telegraph*.

An American citizen born in Mumbai, he lives in Oxford with his husband, Jon, and they enjoy hosting dinner parties and touring Caravaggios.

HIGHLIGHTS FROM ACADEMIC APPOINTMENTS

University of Oxford, Oxford, UK

Currently (Since Academic Year 2016-17):
Professor of Business and Public Policy; Fellow, St. John's College

Select Administrative Assignments and Highlights:

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 Academic Year 2007-08 through 2015-16); Visiting Scholar, Harvard Business School (Honorary appointment Academic Year 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)

- Co-developed a new MBA curriculum on ‘business and society’ and a related executive-education program for the Africa, India, Middle-East, South-East Asia regions

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., 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*
- In an era of low trust, how do we build coalitions between business, government, and civil society to effect generational policy changes – see, e.g., articles in *Times* “Healing Fractured Societies” and *FT* “Governments and specialist advisers must get along better”
- 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, *HBR* article on accounting prudence, and case studies on Cisco and Tata Steel
- How can firms improve ESG reporting to better meet demands of investors, customers, regulators, and activists – see, e.g., *HBR* article “Accounting for Climate Change”
- 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**)

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 (April 2021) [31].
- 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 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 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, “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].

Book

- *Political Standards: Corporate Interest, Ideology, and Leadership in the Shaping of Accounting Rules for the Market Economy*, The University of Chicago Press, 2015.

Articles (peer-reviewed and long-form)

- “Managing in the Age of Outrage,” (in process).
- “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’s (emerging) 2022 Thematic Review on Challenge in Audit,” confidential report, *UK Financial Reporting Council*, April 2022: 1 - 8.
- Robert Kaplan and Karthik Ramanna, “**Accounting for Climate Change: The First Rigorous Approach to ESG Reporting**,” *Harvard Business Review* 99, nos. 11/12, November–December 2021: 120 - 131.
 - Winner of the *HBR-McKinsey Prize*.
- “**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.
- 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.
- 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 21st Century Capitalism* (2015) Art. 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,” (in process).

Short Comments (about 1000 words)

- Robert Kaplan and Karthik Ramanna, “We need better carbon accounting, here’s how to get there,” *Harvard Business Review* 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* 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 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].
- Karthik Ramanna and G.A. Donovan, “Caijing Magazine (B),” Harvard Business School Case 112-049 (February 24, 2012) [Rev. July 30, 2012] [4].
- “Caijing Magazine: Video Interview with Wang Boming,” Harvard Business School Video Supplement 113-701 (July 27, 2012) [17 minutes].
- “Caijing Magazine (TN),” Harvard Business School Teaching Note 112-111 (June 3, 2012) [12].
- “Caijing Magazine and Rospil.info Combined Case Discussion (TN),” Harvard Business School Teaching Note 113-141 (June 3, 2013) [8].
- “Cameron Trebbi at Taylor Lowell, LLP,” Harvard Business School Case 115-026 (December 2, 2014) [2].
- Karthik Ramanna, Gwen Yu, and G.A. Donovan, “China or the World? A Financial Reporting Strategy for Hong Kong’s Capital Markets,” Harvard Business School Case 112-035 (October 4, 2011) [Rev. August 1, 2013] [25].
- Karthik Ramanna and Gwen Yu, “China or the World? A Financial Reporting Strategy for Hong Kong’s Capital Markets (TN),” Harvard Business School Teaching Note 112-113 (June 3, 2012) [8].
- Karthik Ramanna and Beiting Cheng, “Choosing a GAAP for Canada,” Harvard Business School Case 110-023 (August 26, 2009) [Rev. July 1, 2010] [16].

- 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].
- David Hawkins and Karthik Ramanna, “Deferred Tax Assets in Basel III: Lessons from Japan (TN),” Harvard Business School Teaching Note 112-114 (June 9, 2012) [9].
- “Dylan Pierce at Peninsula Industries,” Harvard Business School Case 115-024 (December 1, 2014) [Rev. November 23, 2016] [10].
- “Dylan Pierce at Peninsula Industries (TN),” Harvard Business School Teaching Note 115-053 (April 27, 2015) [Rev. November 23, 2016] [8].
- “The Future of Financial Reporting,” Harvard Business School Multimedia/Video Case 110-701 (January 1, 2010) [90 minutes].
 - “The Future of Financial Reporting (CW),” Harvard Business School Case Courseware 109-704 (February 18, 2009) [10].
- “The Future of Financial Reporting (TN),” Harvard Business School Teaching Note 110-006 (January 21, 2010) [10].
- Karthik Ramanna and Rachna Tahilyani, “I Paid a Bribe (Dot) Com,” Harvard Business School Case 112-078 (June 29, 2012) [Rev. March 28, 2014] [30].
- Karthik Ramanna, Karol Misztal, and Daniela Beyersdorfer, “The IASB at a Crossroads: The Future of International Financial Reporting Standards (A),” Harvard Business School Case 111-084 (March 11, 2011) [Rev. March 27, 2014] [32].
- Karthik Ramanna, Karol Misztal, and Daniela Beyersdorfer, “The IASB at a Crossroads: The Future of International Financial Reporting Standards (B),” Harvard Business School Case 113-089 (January 16, 2013) [Rev. March 27, 2014] [10].
- “The IASB at a Crossroads: The Future of International Financial Reporting Standards (TN),” Harvard Business School Teaching Note 111-095 (March 16, 2011) [Rev. January 23, 2015] [14].
- Karthik Ramanna, G.A. Donovan, and Nancy Hua Dai, “IFRS in China,” Harvard Business School Case 110-037 (November 9, 2009) [Rev. August 1, 2013] [16].
- “IFRS in China (TN),” Harvard Business School Teaching Note 110-039 (January 29, 2010) [7].
- 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].

- “IKEA in Saudi Arabia (A), (B), and (C) (TN),” Harvard Business School Teaching Note 116-062 (June 2016) [7].
- 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].
- “Leadership in Corporate Reporting Policy at Tata Steel (TN),” Harvard Business School Teaching Note 111-096 (March 18, 2011) [8].
- “Lobbying at eCab,” Harvard Business School Case 115-025 (November 13, 2014) [2].
- Karthik Ramanna and Radhika Kak, “The Maggi Noodle Safety Crisis in India (A),” Harvard Business School Case 116-013 (February 2016) [24].
 - Winner, Outstanding Case-Writer Award 2017 from The Case Centre (the international home of case-method learning).
- Karthik Ramanna and Radhika Kak, “The Maggi Noodle Safety Crisis in India (B),” Harvard Business School Case 116-014 (February 2016) [3].
- Karthik Ramanna and Radhika Kak, “The Maggi Noodle Safety Crisis in India (C),” Harvard Business School Case 116-038 (February 2016) [5].
- “The Maggi Noodle Safety Crisis in India (A), (B), and (C) (TN),” Harvard Business School Teaching Note 116-049 (March 2016) [15].
- 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.
 - Karthik Ramanna and George Serafeim, “Urban Water Partners (B) Spreadsheet Solutions (CW),” Harvard Business School Spreadsheet Supplement 111-706.
- 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].