

September 28, 2012

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WORK EXPERIENCE

- 2002-present Harvard Business School, Boston, USA
Assistant/Associate Professor of Business Administration
- 2001-2002 Harvard Business School, Boston, USA
Instructor of Business Administration
- 1993-1996 McKinsey and Company, Buenos Aires, Argentina
Senior Consultant
- 1994-1996 *Part-time Lecturer in Financial Analysis and Corporate Finance*
Universidad Austral, IAE, Buenos Aires, Argentina
- 1991-1993 McKinsey and Company, Madrid, Spain
Consultant
- 1990 Goldman Sachs International, London, U.K.
Summer Associate
- 1988-1989 McKinsey and Company, Madrid, Spain
Analyst
- 1987-1988 Universidad Pontificia Comillas, ICADE, Madrid, Spain
Lecturer in Advanced Accounting
- 1986-1987 La Suisse Assurance, Lausanne, Switzerland
International Associate

EDUCATION

- 2002 Ph.D., Business Economics Harvard University
Dissertation: Three Essays on Capital Markets and Information Economics
Committee: Paul Healy (Co-Chair)
 Krishna Palepu (Co-Chair)
 Andrei Shleifer
- 1998 Master in Business Economics, Harvard University, Graduate School of
Business
- 1991 M.B.A., [Baker Scholar], Master in Business Administration Harvard
University, Graduate School of Business
- 1986 Licenciado (M.S.), [Premio Extraordinario (Top Student Award)],
Economics and Business Administration, Universidad Pontificia Comillas,
ICADE, Madrid, Spain
- 1985 Licenciado (M.A.), [Premio Extraordinario (Top Student Award)], Law,
Universidad Pontificia Comillas, ICADE, Madrid, Spain

PUBLICATIONS

- With Dennis Campbell and Peter Tufano, “Bouncing out of the Banking System: An Empirical Analysis of Involuntary Bank Account Closures,” *Journal of Banking and Finance* 36, no. 4 (April 2012): 1224-1235.
- With Dennis Campbell and Marc Epstein, “The Learning Effects of Monitoring,” *Accounting Review* 86, no.6 (November 2011): 1909-1934.
- With Pablo Casas-Arce, “Relative Performance Compensation, Contests and Dynamic Incentives,” *Management Science* 55, no.8 (August 2009): 1306-1320.
- With Ali Hortacsu and Jason Douglas, “The Geography of Trade in Online Transactions: Evidence from eBay and MercadoLibre,” *American Economic Journal: Microeconomics* 1, no.1 (February 2009): 53-74.
- “Governance and Merger Accounting: Evidence from Stock Price Reactions to Purchase versus Pooling,” *European Accounting Review* 17, no. 1 (2008): 5-35.
- With Sanjiv Das and Peter Tufano, “e-Information: A Clinical Study of Investor Discussion and Sentiment” *Financial Management* 34, no. 3 (2005): 103-137.
- With V.G. Narayanan, “Internet Customer Acquisition Strategy at Bankinter”, *Journal of Interactive Marketing*, 17, no. 3 (2005).

With Robert S. Kaplan and Bjarne Rugelsjoen, “Managing Strategy with External Partners,” *Balanced Scorecard Report* 11, no.1 (January-February 2009): 1-6.

WORKING PAPERS

With Pablo Casas-Arce and V.G. Narayanan, “The Impact of Forward-Looking Metrics on Employee Decision Making: The Case of Customer Lifetime Value,” (May 2012).

With Pablo Casas-Arce, “Handicaps in Relative Performance Compensation: An All-pay Auction Approach,” (June 2011).

"The Blinding Shades of Customer Performance Metrics: How to avoid the risk of losing it all catering to your top customers," (October 2010)

“Creating competitive advantage through partnering with your customers. How some firms have chosen to compete in an uncertain, rapidly changing, and high-stakes commitment global marketplace,” (December 2009).

WORK IN PROGRESS

With Pablo Casas-Arce and Carolyn Deller, “The performance effect of ranking disclosure in relative performance compensation schemes.”

With Pablo Casas-Arce and Sofia Lourenço, “The effect of feedback frequency and disaggregation in customer service employees.”

With George P. Baker, Pablo Casas-Arce and Bjorn Jorgensen, “Managing Worker Responses to Local Information.”

HONORS

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|------|---|
| 2010 | The Jim Bulloch Award for Innovations in Management Accounting Education from the American Accounting Association |
| 2005 | Harvard Business School, Class of 2005 Faculty Award |
| 1991 | Harvard University, Graduate School of Business, Baker Scholar, awarded to the top 5% of the graduating MBA class |
| 1987 | Ministry of Education, Spain, 2 nd National Prize for Graduates in Economics and Business Administration, selected on academic merit from all Spanish Economics and Business graduates |
| 1986 | Carlos Cubillo Prize for Outstanding Students in Accounting, selected on academic merit from all Spanish Economics and Business graduates |

- 1986 Universidad Pontificia Comillas, ICADE, Madrid, Spain, Top Student Award in Economics and Business Administration
- 1985 Universidad Pontificia Comillas, ICADE, Madrid, Spain, Top Student Award in Law

FELLOWSHIPS AND GRANTS

- 2001 Harvard University, Graduate School of Business, Mel Tukman Dean Fellowship, awarded to new HBS Faculty
- 2000 Arthur Andersen LLP Foundation Doctoral Dissertation Fellowship
- 1999 Bank of Spain, Doctoral Fellowship for Graduate Studies in Economics Abroad
- 1997 Deloitte & Touche Doctoral Fellowship
- 1989 Fulbright ITT Fellow for Spain

PROFESIONAL SERVICE

Director of the Accounting Research Symposium for Spanish and Latin American Academics – Real Colegio Complutense, Cambridge, MA.

D.B.A. Dissertation Committee Member for Zeshawn Beg, Harvard Business School.

Ph.D. Juge de Thèse for Gwarlann de Kerviler, Université Paris-Dauphine.

Member of the Editorial Board: ICADE; ESIC Market.

Referee: The Accounting Review, Journal of Accounting Research, Management Science, American Economic Review, European Accounting Review, Sloan Management Review, California Management Review.

TEACHING MATERIALS

With Ariel Andrés Blumenkranc, “Using Regression Analysis to Estimate Time Equations,” Harvard Business School note 111-001 (2010).

With Lisa Brem, “Emergia: Driving Profitability on Help Desk Contracts,” Harvard Business School case 111-048 (2010).

“Emergia: Driving Profitability on Help Desk Contracts (TN),” Harvard Business School teaching note 111-108 (2011).

With Jasmijn Bol, Christopher Ittner and Katherine Miller, “Neck & Neck: Leveraging the Club Neck Information,” Harvard Business School case 109-070 (2009).

With Jasmijn Bol and Christopher Ittner, “Neck & Neck: Leveraging the Club Neck Information (TN),” Harvard Business School teaching note 111-112 (2011).

With Elena Corsi and Vincent Marie Dessain, “Gucci Group: Freedom within the Framework,” Harvard Business School case 109-079 (2009).

“Gucci Group: Freedom within the Framework (TN),” Harvard Business School teaching note 111-111 (2011).

“Basic Techniques for the Analysis of Customer Information Using Excel 2007: A Step-by-Step Approach,” Harvard Business School note 109-052 (2009).

With Katherine Miller, “Bankinter: Deploying the Mortgage Simulator to the Branches,” Harvard Business School case 107-070 (2007).

“Bankinter: Deploying the Mortgage Simulator to the Branches (TN),” Harvard Business School teaching note 107-080 (2007).

With Joshua Bellin and Carole Winkler, “CEMEX: Rewarding the Egyptian Retailers,” Harvard Business School case 106-065 (2006).

With Tahany Fameda, “CEMEX: Rewarding the Egyptian Retailers” Harvard Business School case video 107-701/2 (2006).

“CEMEX: Rewarding the Egyptian Retailers (TN),” Harvard Business School teaching note 107-079 (2007).

With Dennis Campbell, Marc Epstein and Joshua Bellin, “Slots, Tables and All that Jazz: Managing Customer Profitability at the MGM Grand Hotel,” Harvard Business School case 106-029 (2006).

With Dennis Campbell, “Slots, Tables, and All that Jazz: Managing Customer Profitability at the MGM Grand Hotel (TN),” Harvard Business School teaching note 107-072 (2007).

With V.G. Narayanan and Michele Jurgens, “Strategic Outsourcing at Bharti Airtel Ltd.,” Harvard Business School case 107-003 (2006).

With V.G. Narayanan, “Strategic Outsourcing at Bharti Airtel Ltd. One Year Later,” Harvard Business School supplement 107-004 (2006).

“Strategic Outsourcing at Bharti Airtel Ltd. (TN),” Harvard Business School teaching note 107-041 (2006).

“Understanding Customer Profitability at Charles Schwab,” Harvard Business School case, 106-002, (2005).

“Understanding Customer Profitability at Charles Schwab (TN),” Harvard Business School teaching note 107-065 (2005).

With James R. Dillon, "Musimundo," Harvard Business School case 105-036, (2004).

“Musimundo (TN),” Harvard Business School teaching note 105-050, (2005).

With Rosario M. De Albornoz, “Caja España: Managing the Branches to Sell (A),” Harvard Business School case 104-044, (2003).

With Rosario M. De Albornoz, "Caja España: Managing the Branches to Sell (B)," Harvard Business School case 105-012 (2004).

"Caja España: Managing the Branches to Sell (A) and (B) (TN)," Harvard Business School teaching note 105-020 (2004).

REFERENCES

Prof. Srikant Datar
Harvard Business School
(617) 495 6543
sdatar@hbs.edu

Prof. V.G. Narayanan
Harvard Business School
(617) 495 6359
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Prof. Krishna G. Palepu
Harvard Business School
(617) 495 6759
kpalepu@hbs.edu

PRESENTATIONS AT SCHOOLS AND CONFERENCES

“The Impact of Forward-Looking Metrics on Employee Decision Making,” Stanford University (January 12th, 2011)

American Accounting Association Annual Meeting, Denver, CO (August 2011)

Harvard Business School IMO Conference, Boston (June 2011)

Management Accounting Section Annual Meeting, Atlanta, GA (January 7th, 2011)

Global Management Accounting Research Symposium, Copenhagen, Denmark (June 2012)

“Infosys’ Relationship Scorecard: Measuring Transformational Partnerships,” Presenter and Discussant at the Management Accounting Section of the American Accounting Association Conference (January 2010)

Director and Presenter at the Accounting Research Symposium -Colegio Complutense, Cambridge (June 2010).

“The Learning Effects of Monitoring,” University of Notre Dame, South Bend, IN (2010)

Session Organizer, Presenter and Discussant at the Management Accounting Section of the American Accounting Association Conference (January 2009)

Director and Presenter at the Accounting Research Symposium -Colegio Complutense, Cambridge (July 2009).

Universidad Complutense (2008)

Director and Presenter at the Accounting Research Symposium -Colegio Complutense, Cambridge (July 2008).

“Bouncing out of the Banking System: An Empirical Analysis of Involuntary Account Closures,” Universidad de Navarra (2008)

“Relative Performance Compensation, Tournaments and Dynamic Incentives” Presenter at the Tournaments, Contests and Relative Performance Evaluation Conference, Raleigh (2008)

“Customer Information Blinders” Harvard Business School, Harvard Business School’s European Research Symposium (Paris) (2007),

“Relative Performance Compensation, Tournaments and Dynamic Incentives” London Business School (2007),

Director and Presenter at the Accounting Research Symposium -Colegio Complutense, Cambridge, (July 2007).

“The Geography of Trade on eBay and MercadoLibre,” International Industrial Organization Conference, Boston (April 8th, 2006)

Harvard Business School

University of Southern California

INFORMS Conference, Pittsburgh, PA (May 6th, 2006)

Summer Seminar for Spanish Management Scholars-Colegio Complutense, Cambridge, MA (July 2005)

Universidad de Alicante

Discussant at the American Accounting Association Annual Meeting, San Francisco, CA (August 2005)

Discussant at the Management Accounting Section Annual Meeting, Scottsdale, AZ
(January 2005)

“Perspectives on Management Accounting”

Presenter at the Accounting Research Symposium -Colegio Complutense, Cambridge, MA (July 2006)

Discussant at the Management Accounting Section Annual Meeting, Clearwater, FL
(January 2006)

Discussant at the American Accounting Association Annual Meeting, Washington, DC
(August 2006)

“Relative Performance Compensation, Tournaments and Dynamic Incentives” with Pablo Casas-Arce, American Economic Association, Philadelphia, PA (January 7th, 2005)

Management Accounting Section Annual Meeting , Scottsdale, AZ (January 2005)

Accounting Research Symposium -Colegio Complutense, Cambridge, MA (July 2005)

Global Management Accounting Research Conference, East Lansing, MI (June 2004)

Massachusetts Institute of Technology

Summer Seminar for Spanish Management Scholars-Colegio Complutense, Cambridge, MA (July 2004)

“The Geography of Trade on eBay and MercadoLibre,” Summer Seminar for Spanish Management Scholars, Colegio Complutense, Cambridge, MA (July 2005)

Universidad de Alicante

Discussant at the American Accounting Association Annual Meeting, San Francisco, CA
(August 2005)

Discussant at the Management Accounting Section Annual Meeting, Scottsdale, AZ
(January 2005)

“The Governance Role of Conditional Conservatism,” Summer Seminar for Spanish Management Scholars, Colegio Complutense, Cambridge, MA (July 2003)

Discussant at the American Accounting Association Annual Meeting, Honolulu, HI
(August 2003)

“Capital Markets Assessment of Accounting for Business Combinations,” American Accounting Association Annual Meeting, Atlanta, GA(August 2002)

IESE/EFMA Symposium on European M&A, Corporate Restructuring and Consolidation Issues, Barcelona, Spain (March 2002)

“e-Information: A Clinical Study of Investor Discussion and Sentiment,” American Financial Association Annual Meeting, Atlanta, GA (August 2002)

“How Do Investors' Perceptions of the Credibility of Accounting Information and Its Governance Role Affect Firms' Capital Market Reactions to the Enron Collapse?” Information, Organization and Markets Conference, Harvard University, Boston, MA (2002)

“Capital Markets Assessment of Accounting for Business Combinations,” University of Chicago, Chicago, IL (February 2001)

University of California at Berkeley

Columbia University

Harvard University

INSEAD

London Business School

University of Michigan

New York University

University of Rochester

University of Texas at Austin.