

Mukti Khaire

Girish and Jaidev Reddy Professor of Practice
Cornell Tech and Cornell SC Johnson College of Business
mvk34@cornell.edu

EDUCATION

2006 Ph.D. Management, Graduate School of Business, Columbia University Dissertation: “Great Oaks from Little Acorns Grow: Strategies for New Venture Growth”

2002 M. Phil Management, Graduate School of Business, Columbia University

1999 Master of Management, Indian Institute of Technology (IIT) Bombay, Mumbai, India

1995 M.Sc Environmental Science, University of Pune, India

1993 B. Sc, Microbiology, University of Pune, India

ACADEMIC EXPERIENCE

July 2017 – present Program Director, Johnson Cornell Tech MBA

Nov 2016 – present Girish and Jaidev Reddy Professor of Practice, Cornell Tech

July 2016 Professor of Practice, Cornell Tech

2015-2016 Visiting Associate Professor, Brown University (Sociology Department); Visiting Associate Professor, Cornell Tech

2011-2016 Associate Professor of Business Administration, Entrepreneurial Management Unit, Harvard Business School

2011-2013 Marvin Bower Fellow , Harvard Business School

2005 – 2011 Assistant Professor of Business Administration, Entrepreneurial Management Unit, Harvard Business School

Teaching

- **Cornell Tech**
 - Culture/Media Tech Intensive
 - Great Books V 2.0: Lessons for Living and Leading in a Digital World
 - Entrepreneurship in Creative Industries

- Building Entrepreneurial Ventures
- Business Fundamentals
- NYC Urban Tech Trek
- Becoming a Leader in the Digital World – BLD World
- Business Tech Lectures – Summer, I, and II
- Studio Skills
- Digital Leadership in Cultural Markets
- International Entrepreneurship
- Being Entrepreneurial
- **Brown University (Sociology)**
 - Creative Companies
- **Harvard Business School**
 - Entrepreneurial Leadership in Creative Industries
 - Creative High-Impact Ventures: Entrepreneurs Who Changed the World
 - FIELD 3
 - Strategic Perspectives on Non- Profit Management (Open Enrollment Executive Education Program, 3 sessions on 'Relevance')
 - International Entrepreneurship
 - HBS Orientation
 - Global Colloquium on Participant-Centered Learning
 - The Entrepreneurial Manager (HBS MBA Required Curriculum)

WORK EXPERIENCE

1999 Consultant, Environmental Resource Management (ERM), India

1998 Consultant, Godrej Hi-Care Ltd., India

1995-1997 Project Manager, Global Environmental Engineering, Ltd., (GENL), India

1994-1997 Founder, People's Sanctuary (Biodiversity Conservation Group), Pune, India

1993-1995 Executive Assistant to the Director, and Lecturer, Ecological Society of India (Part-time)

AWARDS AND HONORS

2024 Dean's Distinguished Award for Impact through Service, Cornell SC Johnson College of Business

2023 Faculty Dedication Award from the Cornell Tech graduating class (MBAs, LLMs, and M. Eng and MS students)

2022 Students' Choice Award from the Cornell Tech graduating class (MBAs, LLMs, and M.Eng and MS students)

2021 Faculty Dedication Award from the Cornell Tech graduating class (MBAs, LLMs, and M. Eng and MS students)

2021 Named in the 'Top 10' researchers in creative industries in a peer-reviewed article: Dharmani, P. Das, S., Prashar, S. 2021. A Bibliometric Analysis of Creative Industries: Current Trends and Future Directions. *Journal of Business Research*. 135: 252-267.

2019 "Craft in Organizational Society" Finalist for *Best Symposium Award*, OMT Division, Annual Meeting of the Academy of Management

2018 Amabile, Teresa and Mukti Khaire, "Creativity and the Role of the Leader" *Harvard Business Review*, October 2008 – Selected to be part of *HBR On Point* (curated collection of most important HBR articles on a particular theme),

2017 "Culture and Commerce: The Value of Entrepreneurship in Creative Industries" in *Forbes' Top 10 Books on Creative Leadership in 2017*

2016 Invited Keynote Speaker at the Annual Meeting of the Book Industry Study Group Invited Keynote Speaker at International Conference on Globalization of High Culture, Amsterdam

2013 Distinguished Scholar – Invited Keynote Speaker at Plenary session at EGOS 2013, Montreal

2012 "Emergence Studies: Towards a Sense-making Symposium" Winner, *Best Symposium*, OMT Division, Annual Meeting of the Academy of Management (shared with Mark Kennedy)

2005 "Great Oaks from Little Acorns Grow: Strategies for New Venture Growth." *Best Paper Proceedings*, Annual Meeting of the Academy of Management

2004 Paper ("Too Fast, Too Furious: An Exploration of Entrepreneurial Resistance to Venture Capital-Backed Growth.") selected for presentation at special session for papers with unique theoretical contributions at the Annual Meeting of the Academy of Management, New Orleans

2003 Dissertation Proposal Selected for OMT Proposal Workshop at the Annual Meetings of the Academy of Management, Seattle

1995 First Rank in University of Pune, M.Sc. program 1993 First Rank in University of Pune, B.Sc. program

FELLOWSHIPS AND GRANTS

2011-2013 Marvin Bower Fellow, Harvard Business School

2005 Lang Center for Entrepreneurship, Columbia Business School, Dissertation Grant

PUBLICATIONS

Books:

2020 *Technology and Creativity: New Frontiers for Creative Industries*. Editor (with Jesper Strandgaard Pedersen and Barbara Slavich) of volume on the digital challenges and their significance for the nature and dynamics of creative industries and their impact on production, meaning-making, consumption and valuation of cultural-creative products and experiences **Palgrave Publishing**.

2017 *Culture and Commerce: The Value of Entrepreneurship in Creative Industries*. **Stanford University Press**.

Papers:

“Entrepreneurship by Design: The Construction of Meanings and Markets for Cultural Craft Goods” in *Innovation: Organization and Management*, Special Issue on Culture, Innovation, and Entrepreneurship (Ed. Joep Cornelissen, Nina Granqvist, Stine Grodal, and Michael Lounsbury). Reprinted as book

“Entrepreneurship by Design: The Construction of Meanings and Markets for Cultural Craft Goods” 2020 in *Innovation: Organization and Management*, Special Issue on Culture, Innovation, and Entrepreneurship (Ed. Joep Cornelissen, Nina Granqvist, Stine Grodal, and Michael Lounsbury)

Rodolphe Durand and Mukti Khaire. “Where Do Market Categories Come From and How? Distinguishing Category Creation From Category Emergence” *Journal of Management*, 2017; 43(1): 87- 110.

“The Importance of Being Independent: The Role of Intermediaries in Creating Market Categories.” *Research in the Sociology of Organizations*. Vol. 48, 2017.

Khaire, Mukti and Erika Richardson-Hall. “Medium and message: Globalization and innovation in the production field of Indian fashion.” 2016. *Organization Studies*; 37(6): 845-865 (Special Issue on Creative Industries: Misfits, Mavericks, and Mainstreams: Drivers of Innovation in the Creative Industries).

“Fashioning An Industry: Socio-Cognitive Processes and the Construction of Worth in The Institutionalization of a New Industry.” 2014. *Organization Studies*; 35(1): 41-74.

“Review of: Negotiating Values in Creative Industries” *Administrative Science Quarterly*, 2012. Vol. 57(3): 541-544.

“Context, Agency, and Identity: The Indian Fashion Industry and Traditional Indian Crafts.” *Business History Review*, Vol 85 – Summer 2011 (2): 345:366

Roberts, Peter, Mukti Khaire, and Christopher Rider. "Isolating the Symbolic Implications of Employee Mobility: Price Increases after Hiring Winemakers from Prominent Wineries." *American Economic Review* 101, #3 (2011): 147-151

Khaire, Mukti and R. Daniel Wadhwani. "Changing Landscapes: The Construction of Meaning and Value in a New Category – Modern Indian Art." *Academy of Management Journal* (Special Issue on Organizations and Their Institutional Environments: Bringing Meaning, Culture, and Values Back In), 2010. Vol 53 (6).

"Young and No Money? Never Mind: Strategies for New Venture Growth." *Organization Science*, 2010 Vol. 21 (1): 168-187 (First appeared in *Articles in Advance* in June 2009)

Roberts, Peter and Mukti Khaire. "Getting Known by the Company You Keep: Publicizing the Qualifications and Associations of Skilled Employees to Indicate Producer Quality" *Industrial and Corporate Change*, 2009 Vol. 18(1): 77-106 (First appeared in *Advance Access* in October 2008)

"Great Oaks from Little Acorns Grow: Strategies for New Venture Growth." *Best Paper Proceedings*, Annual Meeting of the Academy of Management, 2005.

Haveman, Heather and Mukti Khaire "Survival Beyond Succession? The Contingent Impact of Founder Succession on Organizational Failure." *Journal of Business Venturing*, 2004 Vol. 19: 437-463

Book Chapters:

Khaire, Mukti. 2015. "Art Without Borders? Online Firms and the Global Art Market." In *Canvases and Careers in a Cosmopolitan Culture: On the Globalization of Contemporary Art Markets*. Edited by Olav Velthuis, and Stefano Baia-Curioni. Oxford University Press.

Khaire, Mukti. 2015. "Entrepreneurship in Creative Industries and Cultural Change: Art, Fashion, and Modernity in India." In *The Handbook of Creative Industries*, Edited by Candace Jones, Mark Lorenzen, Jonathan Sapse, Oxford University Press.

Nerkar, Atul, Srikanth Paruchuri, and Mukti Khaire, "Business Method Patents as Real Options: Value and Disclosure as Drivers of Litigation," in Jeffrey J. Reuer and Tony W. Tong, Eds., *Advances in Strategic Management: Real Options Theory*. Volume 24. Oxford: Elsevier- JAI, 2007.

Haveman, Heather and Mukti Khaire, "Organizational Sociology and the Analysis of Work." in Marek Korczynski, Randy Hodson, and Paul Edwards, Eds., *Social Theory and Work*.

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Oxford: Oxford University Press, 2005.

Press Articles:

Mukti Khaire. "The Business of Being Karl Lagerfeld, Creator." Op-ed in *Quartz*, Feb. 20, 2019 (<https://qz.com/quartz/1554861/the-business-of-being-karl-lagerfeld-creator/>)

Mukti Khaire and Christina Wallace. "Teaching Business Within the Liberal Arts Could Help Avoid the next Uber or Harvey Weinstein." Op-ed in *Quartz at Work*, Nov 09, 2017 (<https://qz.com/work/1124285/business-belongs-in-the-liberal-arts/>).

Mukti Khaire. "India's Ancient Handicrafts Industry is in Dire Need of Some 21st-century Entrepreneurship." *qz.com*, July 04, 2017 (<https://qz.com/india/1021044/indias-ancient-handicrafts-industry-is-in-dire-need-of-some-21st-century-entrepreneurship/>).

Mukti Khaire. "Culture Changers: Managing High-Impact Entrepreneurs" *HBS Working Knowledge*, Jan 7, 2013.

Mukti Khaire. "Modern Indian Art: The Birth of a Market" *HBS Working Knowledge*, Aug 2, 2010. Amabile, Teresa and Mukti Khaire, "Creativity and the Role of the Leader" *Harvard Business Review*, October 2008.

Research featured in: "Getting Down to the Business of Creativity" *HBS Working Knowledge*, 2008 and "How Can Startups Grow?" *HBS Working Knowledge*, 2005

TEACHING MATERIALS

Cases and Teaching Notes

Khaire, Mukti and R. Daniel Wadhwani, "Saffronart.com: Bidding for Success," HBS case 808-027 (2007, rev. 2010).

"*Saffronart.com: Bidding for Success*," *HBS teaching note 810-107*

Khaire, Mukti and Prabhakar P. K. Kothandaraman, "Fabindia Overseas Pvt. Ltd.," HBS case 807- 113 (2007, rev. 2010).

"*Fabindia Overseas Pvt. Ltd.*," *HBS teaching note 810-092*

Khaire, Mukti. "Paddle8: Painting a New Picture of the Art Market." Harvard Business School Case 812-047

"*Paddle8: Painting a New Picture of the Art Market.*" *Harvard Business School Teaching Note 815-021*,

Khaire, Mukti, and Eleanor Kenyon. "Music and the (Real) World: Thirty Years of MTV." Harvard Business School Case 812-041.

"*Music and the (Real) World: Thirty Years of MTV.*" *Harvard Business School Teaching Note 815-020*, September 2014.

Khaire, Mukti. "Moda Operandi: A New Style of Fashion Retail." Harvard Business School Case 812-040.

"*Moda Operandi: A New Style of Fashion Retail.*" *Harvard Business School Teaching Note 815-011*, September 2014.

Khaire, Mukti and Eleanor Kenyon. "The Kid Grows Up: Decisions at Sundance Institute." 812-051 "*The Kid Grows Up: Decisions at Sundance Institute.*" *Harvard Business School Teaching Note*.

Khaire, Mukti. "From Paperback to the Future: The Penguin Group and Book Country." Harvard Business School Case 812-109.

Khaire, Mukti and Mary Tripsas. "The Atavist: Reinventing The Book." Harvard Business School Case 812-177

"Khaire, Mukti and Mary Tripsas. "The Atavist: Reinventing the Book." Harvard Business School Teaching Note, June 2015

Khaire, Mukti and Kerry Herman. "Coco Chanel: Creating Fashion for the Modern Woman (A)." Harvard Business School Case 812-001

Khaire, Mukti and Kerry Herman. "Coco Chanel: Creating Fashion for the Modern Woman (B)." Harvard Business School Case 812-037

Khaire, Mukti and Kerry Herman. "Coco Chanel: Creating Fashion for the Modern Woman (C)." Harvard Business School Case 812-038

"Coco Chanel: Creating Fashion for the Modern Woman (A)." Harvard Business School Teaching Note 815-045, September 2014.

Khaire, Mukti, and Elena Corsi. "Noma: A Lot on the Plate." Harvard Business School Case 814-097, March 2014. (Revised June 2014.)

"Noma: A Lot on the Plate." Harvard Business School Teaching Note.

Khaire, Mukti, and Hannah Catzen. "Milk Baths and Charm Necklaces: Had Randy Weiner (Finally) Gone Too Far?" Harvard Business School Case 814-079, March 2014.

Khaire, Mukti, Elena Corsi, and Jerome Lenhardt. "The Michelin Restaurant Guide: Charting a New Course." Harvard Business School Case 814-088, February 2014. (Revised August 2014.)

Khaire, Mukti, and Hannah Catzen. "Ministry of Supply: Will Professionals Demand Its Performance?" Harvard Business School Case 814-042, November 2013.

Khaire, Mukti and Namrata Arora. "Excel Entertainment: Changing Direction." *"Excel Entertainment: Changing Direction." Harvard Business School Teaching Note. June 2015*

Khaire, Mukti and Eleanor Kenyon. "The Pritzker Prize: Constructing Value (A&B)." *"The Pritzker Architecture Prize: Building Value (A)." Harvard Business School Teaching Note 815-009, September 2014.*

Khaire, Mukti, and Kerry Herman. "Hip Hop (A): Rapper's Delight, Producer's Dilemma." Harvard Business School Case 812-106

Khaire, Mukti, and Kerry Herman. "Hip Hop (B): Can't Stop, Won't Stop." Harvard Business School Case 812-116

Khaire, Mukti, and Eleanor Kenyon. "The James Beard Foundation: Adopting a Fresh Approach." Harvard Business School Case 812-104.

"James Beard Foundation: Adopting a Fresh Approach." Harvard Business School Teaching Note 815-010, September 2014.

Khaire, Mukti. "Variety: Taking the Biz Overseas." Harvard Business School Case 812-111
"Variety: Taking the Biz Overseas." *Harvard Business School Teaching Note 815-012*, August 2014.

Khaire, Mukti, and Nancy Hua Dai. "The Ullens Center for Contemporary Art." Harvard Business School Case 815-022, September 2014.

Khaire, Mukti, Elena Corsi, and Elisa Farri. "ABICI." Harvard Business School Case 811- 085.

Segel, Arthur I., and Mukti Khaire. "SOHO China." Harvard Business School Case

Khaire, Mukti, Gustavo A. Herrero, and Cintra Scott. "Globant." Harvard Business School Case 811-059.

Khaire, Mukti, Akiko Kanno, and Nobuo Sato. "GLOBIS." Harvard Business School Case 811-061.

Khaire, Mukti, Daniel Isenberg, Victoria Song, and Shirley Spence. "WildChina: Taking the Road Less Traveled." Harvard Business School Case 811-019.

Khaire, Mukti, Stefan Aichinger, Monika Maria Elisabeth Hoffmann, and Maximilian Georg Manfred Schnoedl. "Zotter – Living by Chocolate." Harvard Business School Case 810-091.

Khaire, Mukti, Michael Shih-ta Chen, and G.A. Donovan. "Mirae Asset: Korea's Mutual Fund Pioneer."

Khaire, Mukti and Kathleen McGinn, "SEWA Trade Facilitation Center: Changing the Spool," HBS case 810-044

"SEWA Trade Facilitation Center: Changing the Spool," *HBS teaching note 810-100*

Other Notes:

Khaire, Mukti, and Eleanor Kenyon. "The Structure and Functioning of Art Markets." Harvard Business School Background Note 815-042, August 2014.

Khaire, Mukti, and Hannah Catzen. "The Structure and Functioning of the Fashion Industry." Harvard Business School Background Note 815-028, July 2014.

Khaire, Mukti, and Eleanor Kenyon. "The Development of the Markets for Natural, Organic, and Health Foods in the U.S." Harvard Business School Module Note 815-054, September 2014.

Khaire, Mukti, Elena Corsi, and Emilie Billaud "Cahiers du Cinéma and The French Film Industry." Harvard Business School Note 812-125

WORKING PAPERS

Wadhwani, R. Daniel and Mukti Khaire. "Valuation As A Social Process: Organizational and Managerial Implications of the Social Construction of Value."

Juels, Ari, Mukti Khaire, Tyler Kell, Sarah Allen. "NFTs and the Art Market: A Non-Technical Technical Primer." (<https://osf.io/preprints/socarxiv/gwzd7/>)

CONFERENCE PRESENTATIONS AND INVITED SEMINARS

2024

Invited Discussant for 3 papers at the 'Creative Industries Conference and AMD Professional Development Workshop' at University of Edinburgh Business School (June 12-14)

2023

Co-organizer (with Profs. Bruce Tracey and Kevin Kniffin) of a Symposium on the topic of 'Music At Work,' bringing together researchers and practitioners.

"Methodological Means of Balancing Relevance and Rigor in Fashion Research". Part of an Invited Symposium – "Studying the Fashion Industry: Opportunities and Challenges" at the Annual Academy of Management Meeting in August 2023.

2021

"Using Newspaper Articles as "Cases" For Teaching Business Fundamentals to non-MBA Students." Panelist in Professional Development Workshop (PDW) – 'Creating and Curating Your Own Teaching Content Efficiently.' Annual Academy of Management Meeting in August 2021.

2018

Invited Speaker at *Cultural Entrepreneurship Symposium* organized by IBM and New York Foundation for Arts held on Feb 13, 2018

Invited Panelist at *Ideas Camp 2018*, a Symposium for Innovative Cities organized by the Mayors' Challenge for Innovation, Bloomberg Foundation.

Invited Participant and Discussion Session Leader at the *Annual Aspen Institute Round Table* on 'The Future of Work', August 2018.

Academy of Management Meetings, Chicago 2018

Invited Expert for *Panel Discussion on Leading Ethics in Creative Industries*, organized by the Berlin School of Creative Leadership and R/GA in New York on Nov.7, 2018

2017

Panelist, *Media and Culture Panel*, NYU Cultural Sociology Workshop

2014

Presenter, Conference on Materiality and Aesthetics in Management Research, University of Vienna; Co-Chair of Paper Development Workshop, EGOS; Panelist, PhD Workshop, EGOS; Invited Distinguished Scholar, PDW on Categories, AoM; Symposium Participant, AoM
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2013

Sub-theme Convenor, EGOS; Conference on Globalization of Contemporary Art Markets; Economic Sociology Workshop, NYU

2012

Symposium Organizer, Academy of Management; Presenter at EGOS 2011 EGOS, Academy of Management, American Economic Association

Invited Seminars: Duke University, Dept. of Sociology; Wharton School of Business; Booth Business School – U. of Chicago; Kellogg Business School, Northwestern University; University of Washington; Harvard-MIT Economic Sociology Seminar Series; Boston College, R H Smith School of Business, U. of Maryland; London Business School; Princeton University.

EXTERNAL ENGAGEMENT, SERVICE, AND PROFESSIONAL ACTIVITIES

Member of the Founding TaskForce for the Urban Tech and Design Tech Hubs at Cornell Tech

2019 – present

Member of Board of Directors of TECH Mahindra

2018 - present

Member of the Board of Directors of Fractured Atlas, a tech not-for-profit organization that serves artists and creators; Treasurer

Member of the Board of Directors of Exponential Creativity Ventures, a venture fund for cultural and artistic ventures

2018

University sponsor and host of the A. D. White Professor-at-Large (ADW-PAL) for 2019- 2025, Ms. Keri Putnam, who will be the first ADW-PAL to be hosted across the Ithaca and New York campuses, and jointly by the Business School and the Performing Arts Department.

2017-18

Member of the National Selection Committee for the Bloomberg Foundation's Mayors' Challenge

2017

Program Director (in transition), Johnson Cornell Tech MBA

2017

Member of the Cornell SC Johnson College of Business External Engagement Committee

2017

Convenor of Sub-Theme on 'New Frontiers for the Creative Industries: Digitization, Mediation and Valuation (with Barbara Slavich and Jesper Strandgaard Pedersen) at the 2017 EGOS Conference, Copenhagen

2016

Co-Chair (with Douglas Stayman) of Johnson Cornell Tech Program Committee.

2015-17

External Examiner for the M. Phil in Cultural Entrepreneurship, Trinity College, Dublin, Ireland.

2014-2019

Editorial Board, *Administrative Science Quarterly 2014*

Reviewer for Dutch Social Science Research Agency.

2013

Editorial Review Board, *Organization Studies 2012*

Panelist at Admitted Students' Weekend (ASW)

2012

Faculty Chair of the Harvard Deans' Cultural Entrepreneurship Challenge 2013-2017 Review

Editor, *Organization Studies*

2011

Speaker at the Harvard New Faculty Institute

2010-2012

Asked to teach a session at each year's ASW

2010-2013

Faculty Chair of 2+2 Program, Harvard Business School

2009

Taught in START (HBS Orientation for new faculty)

2009 –2010

Organizer of EM Seminar Series, Harvard Business School

2008 –2010

Faculty Co-Chair of 2+2 Program, Harvard Business School

2007 –2008

Co-Chair (with Teresa Amabile) of a conference on “Creativity, Entrepreneurship, and Organizations of the Future,” which was part of the HBS Centennial Celebrations Book

2007

Research Panel, START (HBS Orientation for new faculty)

2006 –2009

Member of Recruiting committee, EM Unit, Harvard Business School

Book Review Editor – *Organization Studies* (2012-2016)

Ad hoc reviewer for:

Accounting, Organizations, and Society Academy of Management Journal

Academy of Management Review

Academy of Management: OMT division Innovation: Organization and Management Journal of Small Business

Management Journal of Economic Geography Management Science

Organization Science

Organization Studies

Poetics

Strategic Entrepreneurship Journal

Strategic Management Journal

Strategy Science