

DEEPAK SARDANA

Citizenship: **Australia**

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OBJECTIVE: To continuously enhance my knowledge, and nurture my creative, entrepreneurial and organizational abilities.

KEY SKILLS AND ABILITIES

- ✓ Strong research, analytical and problem solving skills
- ✓ Highly developed interpersonal skills
- ✓ Excellent communication skills
- ✓ Project management skills
- ✓ Strong business and leadership skills
- ✓ Adaptability and innovative thinking
- ✓ Training and Development
- ✓ Ability to work as part of a team and individually
- ✓ Relationship management skills
- ✓ Initiative and sound judgment

ACADEMIC QUALIFICATIONS

DEGREE	MAJOR	BOARD/UNIV./INST.	YEAR OF PASSING	RESULTS
Ph.D. ¹	Strategic Management & Entrepreneurship	The Australian National University, Canberra, Australia.	March 2004- December 2007	Pass
M.B.A	Technology Management	Griffith University Brisbane, Australia.	Feb. 2002 – March 2003	5.56/7.0 CGPA
M.Phil	Science Policy	Jawaharlal Nehru Univ. New Delhi, India.	July 2000- Feb.2002	A (-) grade CGPA: 7.3/9.0
M.A.	(Medical) Social Work	Lucknow University, Lucknow, India.	1998 - 2000	1 st Division
M.Sc.	Anatomy	All India Inst. of Medical Sc. (AIIMS), New Delhi, India.	Aug'97 - May'98	Not Completed (Changed My Direction)
B.Sc. (Hons.)	Life Science	Hans Raj College, Delhi Univ., Delhi, India.	1994 - 1997	1 st Division

¹ Weblink: <http://thesis.anu.edu.au/public/adt-ANU20080115.153853/index.html>

Examiners: Prof. William Bygrave (Babson College, USA); Prof. Matthew J. Manimala (Indian Institute of Management, Bangalore); and Prof. Michael Vitale (Monash University, Australia).

WORK EXPERIENCE:

- ✦ **Co-Founder and Director**, A.D. Craft Desires Pvt. Ltd. (www.craftdesires.com) – *7th April 2011 till date @ 1 FTE*: This venture is involved in designing, managing manufacturing, and selling of exquisite gift and interior décor items. It also accepts major architectural commissions involving marble work. As the Founder-Director of this new venture, I am responsible for its strategy and operations, including accounting and legal compliances. I am also responsible for identifying and developing contacts with business partners. In addition, I am involved in developing company's website, marketing material, and key product-lines.
- ✦ **ARC Research Fellow (Lecturer 'B' level)** at Australian School of Business (incorporating AGSM) in UNSW (www.asb.unsw.edu.au) – *1st January 2010 – 31st December 2010 @ 1 FTE*: As ARC Research Fellow at School of Strategy & Entrepreneurship (within Australian School of Business), I was responsible to design and execute ARC funded research project titled "How can small economies create globally competitive firms in new high-tech industries?"
- ✦ **Consultant Research Fellow** at Australian School of Business (incorporating AGSM) in UNSW (www.asb.unsw.edu.au) – *1st January 2009 – 31st December 2009 @ 0.4 FTE*: As a Consultant Research Fellow at School of Strategy & Entrepreneurship (within Australian School of Business), I was responsible to design and execute ARC funded research project titled "How can small economies create globally competitive firms in new high-tech industries?"
- ✦ **Consultant**, Director General's Technical Cell, CSIR (Min. of S&T, Govt. of India) – *1st January 2009 – 31st Oct. 2009 @ 0.6 FTE*: As a **Consultant** to Director General Technical Cell (DGTC) at Head Quarters of CSIR (Council for Scientific & Industrial Research), my responsibility was to provide assistance in implementation of 11th Five Year Plan Programs and contribute to evolve business plans and strategies for commercialization of technologies of CSIR Labs. Being part of advisory cell of Director General, CSIR (who is also Secretary, Dept. of Scientific and Industrial Research) gave direct exposure to policy decisions of strategic importance.
- ✦ **Post-Doctoral Fellow** at Australian School of Business (incorporating AGSM) in UNSW (www.agsm.edu.au) – *April 2007 – December 2008 @ 1 FTE*: Soon after submitting my PhD dissertation (on 27th March 2007) for examination, I joined this place on 2nd April 2007. For 2010 Financial Times has ranked ASB 36th in the world. At AGSM, I had the opportunity to be involved with both administrative and academic functions:
 - I was part of the team that was involved in completely redesigning the Executive year courses for MBA. Assoc. Prof. Peter J. Murmann (Director -Executive MBA and Strategic Management & Entrepreneurship Dept.) was leading this initiative and I was the **Project Manager designate** for this. The aim was to better our global ranking for Exec-MBA and provide the students with the latest and contemporary management skills.
 - I also used to assess (and provide feedbacks on) the Strategic Plans submitted by Exec-MBA students as part of their coursework.
 - On the research front, I was writing research articles for publication.

Key Achievements

- ✓ Developed a robust pipeline of research articles. Research articles written by me got accepted in 5 top-tier international conferences in year 2008.
- ✓ Satisfactorily played my role in the redesign of Exec-year MBA courses. The revised course was launched in time this academic year (July 2008). FT Ranking for 2008 was 39th; while in Year 2009 the ranking was 32nd in the world.
- ✓ The **ARC** (Australian Research Council) **Discovery Grant** that I wrote with A/Prof Peter Murmann and Prof. Ben Oviatt was declared successful (Year 2008). It was also categorized as **A+ grant application** (i.e., one

among the top 5% of total grant applications). It received A\$ 187,000 (i.e., about 95% of the suggested budget).

- ✓ One of my Year 2008 conference papers now (Year 2010) ranks among **top-5 'Most Popular Papers'** of *Frontiers of Entrepreneurship Research*.

✚ **Business Development Associate** at *Avestha Gengraine Technologies Pvt. Ltd.* (www.avesthagen.com) - *August 2003 till January 2004 @ 1 FTE*: Job profile in this leading biotechnology company in India, located at famous 'International Technology Park' in Bangalore, included:

- Reporting to CEO and Chief Operation officer.
- Initiating discussions with companies and academic institutions for business.
- Submitting feasibility reports during initiation and negotiation of contracts.
- Obtaining contracts from clients and following them up.
- Assisting in preparation of the costing of contracts.
- Maintaining communication/interaction with people who execute the contract work.
- Ensuring that contracts are executed in a prompt and efficient manner.
- Developing and maintaining effective sales and marketing strategy for both, domestic as well as international business.

Key Achievements

- ✓ Developing a comprehensive database of scientists within National Institutes and Labs within Universities in India to whom research services could be offered.
- ✓ Initiating comprehensive advertising campaign (- personalized letters and posters) to make prospective clients in the National Institutes and Labs within Universities aware of the services that were being offered.
- ✓ Initiating extensive discussions with existing customers within Bangalore to survey their needs and their satisfaction level to the services offered by the company. This exercise led to many new insights on pricing of the services, expected and realistic timelines for deliverables, and customer expectations.
- ✓ The combined effect of the above mentioned efforts were increase in sales and meeting the internal revenue targets for those services. This was particularly important for sustenance and growth of the company, then a new venture.
- ✓ Developing Business Plans while involving all the concerned parties (i.e. senior management and prospective investors).
- ✓ Did primary analysis of a company to be acquired later, which now is a subsidiary to the company (Avesta Good Earth Foods Pvt. Ltd. – (<http://www.avestagoodearthfoods.com>)).

FREELANCE WORK

- ✚ **Team Member** for a report submitted to NSW Government in Australia (**2008**) – **Innovation in Financial Services: Implications for NSW Policy**. Other members of the team were Assoc. Prof. Peter Murmann (UNSW) and Prof. Jonathan West (University of Tasmania).
- ✚ **Team Member** for a report submitted to Department of Industry, Tourism and Resources, Government of Australia (**2006-07**) - **Absorbing Innovation by Australian Enterprises**. This project was led by Assoc. Prof Don Scott-Kemmis (ANU) and Dr. Erik Arnold (Technopolis).
- ✚ I have also (informally) assisted my Ph.D. supervisor in developing and delivering (i.e. lectures) an MBA course, Management and Strategy in Technology-based Business (BUSI8243). This course looks at post-start-up scenario i.e. 'managing growth'. (Year **2006**)

- ✦ **Freelance Consultant (February-March 2005)** to JAS-ANZ to prepare *Market Analysis Report* for their internal ‘strategic’ need. JAS-ANZ (www.jas-anz.com.au) is a not for profit, self funding international organization established in 1991 under a treaty between Government of Australia and New Zealand to act as the joint accreditation body for Australia and New Zealand for certification of management systems, products and personnel.

ACADEMIC PUBLICATIONS

- ✦ **Sardana, D., & Scott Kemmis, D.** (2010). Who learns what? – Study based on entrepreneurs from Biotechnology New Ventures in Australia and India. *Journal for Small Business Management*, Vol. 48, Issue 3, 441-468.
- ✦ **Sardana, D., & Krishna, V.V.** (2006). Government, University, and Industry Relations: The Case of Biotechnology in the Delhi Region. *Science, Technology & Society*, Vol. 11, Issue 2, 351-378. [<http://sts.sagepub.com/cgi/reprint/11/2/351.pdf>]
- ✦ **Sardana, D., & Scott-Kemmis, D.** (2006). PharmaXis: A ‘star’ performer at commercialization crossroads. *Ivey Case Study Publishing*.
 - ✦ This case study is now being retailed by Harvard Business School case study.
 - ✦ This was one of the case studies used for the graduate program “Growth Strategies” at The University of Auckland, New Zealand (Year 2007-09).
 - ✦ This is one of the recommended cases for the chapter “What’s strategy and strategic management process” in the book Strategic Management and Competitive Advantage: Concepts and Cases, by J. Barney and W. Hesterly, Prentice Hall Publication (2006).

WORK-IN-PROGRESS

- ✦ **Murmann, J. P., & Sardana, D.** Successful entrepreneurs are not risk-takers: A theory of Entrepreneurial Decision Making. Accepted for publication in *Australian Journal of Management* subject to minor revisions.
- ✦ **Sardana, D., & Scott-Kemmis, D.** Entrepreneurial Planning and its role in Entrepreneurial Decision-making. Second Revise & Resubmit to *Journal of Management Inquiry*.
- ✦ **Sardana, D., & Murmann, J. P.** Is Porter’s Cluster Policy universally applicable? A commentary based on 10 nation study.
- ✦ **Sardana, D.** Does prior experience affect decision making in entrepreneurial teams?
- ✦ **Sardana, D., & Elam, A.** The potential of Parsonian Systems theory for the study of entrepreneurship.

CONFERENCE PROCEEDINGS

- ✦ Who learns what? – Study based on entrepreneurs from Biotechnology New Ventures. **British Academy of Management Conference**, UK, 2008.

CONFERENCES

- ✦ Successful entrepreneurs systematically reduce risk. **12th International Joseph A. Schumpeter Society Conference**, Rio de Janeiro, Brazil, 2008.
- ✦ Successful entrepreneurs are not risk-takers: A theory of Entrepreneurial Decision Making. **Academy of Management Conference**, California, USA, 2008.

- ✦ Does prior experience affect decision-making in entrepreneurial teams? **Academy of Management Conference**, California, USA, 2008.
- ✦ The potential of Parsonian Systems theory for the study of entrepreneurship. **Babson College Entrepreneurship Research Conference**, North Carolina, USA, 2008.
 - ✦ This article now (Year 2010) ranks among **top-5 'Most Popular Papers'** of *Frontiers of Entrepreneurship Research*² [<http://digitalknowledge.babson.edu/fer/topdownloads.html>]
- ✦ Who learns what? – Study based on entrepreneurs from Biotechnology New Ventures in Australia and India. **Academy of Management Conference**, Philadelphia, USA, 2007.
- ✦ Is there a cure for Entrepreneurship's "Hodge-podge" syndrome? – Possibly. **Academy of Management Conference**, Philadelphia, USA, 2007.
- ✦ Entrepreneurial Decision-making: Do we know what it is? **European Academy of Management Conference**, Paris, France, 2007.

NON-ACADEMIC ARTICLES

- ✦ **Sardana, D. (2006).** What is failing Indian Research? *The Corporate Today*, Issue- December.

OTHER ACADEMIC ACCOMPLISHMENTS

- ✦ **Post Graduate Diploma in Rural Development**, Indira Gandhi National Open University, India.
- ✦ **Passed NATIONAL ELIGIBILITY TEST**, conducted by University Grants Commission, Min. of HRD, Government of India.

KNOWLEDGE IN SOFTWARE: MS OFFICE, NVivo, SPSS, SMARTDRAW.

PROFICIENCY IN LANGUAGES: ENGLISH, HINDI.

SELF-DEVELOPMENT ACTIVITIES

- ✦ Attended Doctoral Consortium (in Brisbane) during Australian Graduate School of Entrepreneurship Conference 2007.
- ✦ Helping Disabled students (while working for Student Disability Services Unit of ANU and Canberra Institute of Technology).
- ✦ Attended Business conferences related to biotechnology/pharmaceutical industry in India.
- ✦ Attended 'National Seminar on Prospects of Industrial R&D in India under Globalization' at Indian Inst. of Technology (IIT), Kanpur, India. [Feb. 2001]
- ✦ Volunteered in Earthquake Relief Team, Chamoli (U.P.), India - organized by U.P. RED CROSS Society, India. [1999]

HOBBIES: Reading (History/ Current Issues/ Scientific Discoveries/ etc.), 'Experimental' Cooking, Visiting different places & learning new cultures, Gym/Exercise, Table tennis and Badminton.

REFERENCES:

Available on Request.

² "Frontiers of Entrepreneurship Research is a compilation of the conference proceedings and of the top 40 papers presented each year at the [Babson College Entrepreneurship Research Conference](http://www3.babson.edu/fer/) (BCERC). BCERC is widely considered the premier research conference on entrepreneurship and the work truly exemplifies new frontiers in the discipline of entrepreneurship." (www3.babson.edu accessed on 8th Oct. 2010)