

SHRIDARSHAN KOUNDINYA, Ph.D.

ACADEMIC CREDENTIALS



<i>Degree, Date and Major</i>	<i>Institute/ University</i>
• <i>Ph.D. in Public Policy and Management; Sept 1998</i>	<i>The School of Public Policy and Management, The Ohio State University at Columbus</i>
• <i>Masters in Information Management. May 2002</i>	<i>School of Information Management and Systems, University of California at Berkeley</i>
• <i>Masters in Management Studies; May 1991</i>	<i>N.M. Institute of Management Studies, Bombay University</i>
• <i>Bachelor of Mechanical Engineering; May 1989</i>	<i>Karnataka Regional Engineering College (KREC), University of Mangalore (now NITK)</i>

WORK EXPERIENCE

Since July '19: Associate Professor, NMIMS University at Bangalore

- Teaching courses in Strategic Management, Research Methodology, International Business Environment & Leadership
- Program Chair for the B.Sc. Finance and B.Com. (Hons.) Programs

Aug '18 to Jun'19: Professor, Dayananda Sagar University at Bangalore

- Professor at Dayanand Sagar University Business School. Teaching courses in Strategic Human Resource Management, Project and Program Management, Employee Relations and Laws and Managerial Economics

Jul '17 to Jul '18: Professor, Author, Speaker, Consultant & Adviser. Bangalore

- Collaboration with the Sri Aurobindo Center for Advanced Research at Puducherry: Conducted Workshops for MBA Faculty and Students on Business Ethics, Compliance, Leadership. Writing Books, Book Chapters and Articles on the application of Sri Aurobindo's Philosophy to Business Management.
- Consulting Director at an Education Technology start-up in Bangalore – Mindlogicx Infratech Pvt. Ltd: Consulting Areas included: Corporate Governance & Code of Conduct; Product Governance including patents, trademarks and certifications; Process & System Governance and Learning & Development and Knowledge Management.

Jun'16 – Jun' 17: Indus Training and Research Institute, Bangalore, India as Director

- Profit Centre Management including Budgeting, Business Development, Service Delivery, Employee Management & Teaching.
- Led the Indus Training and Research Institute (ITARI) to ensure alignment of academic programs with ITARI's Vision and Mission and to ensure progressive improvement in quality standards at ITARI. A record 236 diplomas and certificates were awarded this year to Trainee Teachers.
- Managed international collaborations to ensure that the research and training programs at ITARI innovatively and effectively meet stakeholder expectations and realize the potential of Faculty and Trainee-Teachers. 2 historic collaborations have been set up with leading Universities in the UK.
- Organized 5 conferences on diverse topics including Robotics, Indian-ness, Schools of the Future and Innovation and engaged with the corporate and academic community to improve the quality and diversity of participants. Organized cultural events to make learning fun and to improve collaboration and harmony in the classroom.

Sept'07 – May'16: Compliance & Ethics Leader G.E., Bangalore, India

- Leadership and Change Management Role with a focus on managing Compliance programs for business transformation
- Business Ethics Compliance: Led the code of conduct compliance program for GE Engineering Division in India for the Power, Water, Energy, Aviation Businesses at GE India Technology Center
- Training: Conducted Compliance (Code of Conduct) Induction & Training. Accurately mapped training needs, imparted training as Certified GE Energy Lead Quality Internal Auditor, Certified Root Cause Analysis & Lean Six Sigma GB Instructor.
- Audit & Investigation: Conducted ethics investigations and wrote recommendations. As certified GE Energy Lead Quality Management System Auditor, led global audits in India, Russia, Poland, Bahrain and China in diverse functions.
- Risk Assessments: Conducted Compliance Code of Conduct Risk assessments and reported out in Compliance Review Boards.
- Policy Formulation: Formulated Policy by including and balancing diverse stakeholder's needs and consulting appropriate legal and regulatory subject matter experts for Risk Assessment.
- Communication: Assured effective communication through compliance newsletters and Events.
- International Trade Control (ITC): Led the design and implementation of an ITC tagging program.
- Team Management: Built, trained, engaged with and mentored a team consisting of 81 indirect reports comprising auditors and champions to drive the Compliance, Ethics & Quality Program.
- Results and Awards: Attained improvement in quality, safety and compliance culture measured by independent Audit & Survey Scores. Best Enabler of the Year Award 2013. Clear Thinker Award, Regulatory Excellence Award and 3 Management Awards for building a positive culture of safety, integrity and compliance. 2 promotions in 9 years.
- Customer Quality: Led regional customer relationship net promoter score program for GE Power & Water
- Standards Compliance: ISO 9001:2015 and ISO 27001:2013 Lead Auditor certified. As a Management Representative, conducted Quality Management, Compliance & BCP Reviews & Audits.
- Holistic Assessments: Pro-bono consulting, - Excellence Assessments for the Confederation of Indian Industry of three applicants for the National award (1 Indian MNC, another US MNC and third Indian Navaratna PSU).
- Thought Leadership: Wrote & presented papers at academic & industry conferences
 1. 2014, "Risk Management Standards" Risk Week, Conference by Unicom in Bangalore
 2. 2013, "Anti-corruption program: A business contribution to a national ethical infrastructure" Eighth Annual International Conference on Public Policy & Management, 12-14 August, 2013, Conference Proceedings, Indian Institute of Management at Bangalore, page 67-72.
 3. 2012, Invited Participant, Poster and Talk on "Energy Policy for India: The imperative for appropriate technologies and alternative development paradigms", National 'Young Engineers' Symposium at IITG
 4. 2011, Invited Speaker and Panelist on Risk Management at a National level Risk Management Conference; the Ideas-Exchange. Mumbai.

Jun'03 – Sept'07: Tata Group of Companies

Jun'03 - Feb'07: Consultant - Utilities Industry & Regulatory Compliance Practice (TATA Consultancy Services)

Feb'07 – Sept'07: Senior Manager - Risk, Audit & Regulatory Compliance (TATA Teleservices Bangalore)

- Analysed 25 divisions of Bank Negara Indonesia and 2 TATA Companies in India using the Malcolm Baldrige Criteria for Performance Excellence that included a holistic assessment of HR and L&D
- Played a key role with Industry & Service Practice and support groups to prepare Competency and Training Plans and map training needs; designed and delivered training modules. Organized a workshop to exploit synergies with R&D department

- Worked closely with relevant Government Agencies; with multinational & government clients in the UK, South Africa and India, to finalize Business process solution map, architecture definition and requirements for regulatory compliance systems; with Marketing on client relationships and presentations; with business heads to identify, assess and prioritize business risks and finalize risk mitigation plans
- Thought Leadership: Wrote & presented papers at academic & industry conferences
 1. Feb 2007, *Technology and Regulatory Trends in the Power Sector*, Conference of the Indian Institute of Plant Engineers, Mumbai.
 2. April 2006, *Business Excellence: Approach to Regulatory Risk*, American Utility Week, GA, USA
 3. July 2005, *Asset Risk Management*, Conference of the Indian Institute of Plant Engineers
 4. March 2005, *Business Architecture for the 21st C Utility Industry*, TCS-Tactics Conference.
 5. Dec., 2004, *Whitepaper on (IRIS) Integrated Regulatory Reporting Intelligence System*

Jul'00 - May'03: California Public Utilities Commission, San Francisco, USA as Regulatory Analyst

- *Advocacy & Advisory Roles: Researched, wrote and presented expert testimony in collaboration with legal, accounting, engineering & economics & policy functions. Advised Commissioners and Judges. Wrote the following reports:*
 1. 2003, *Status of Competition in the Telecommunications Industry*, California Public Utilities Commission (CPUC) Telecom Division (TD)
 2. 2002, *Cost of Capital Study on Small Local Exchange Carriers in California*, CPUC-TD.
 3. 2002, *Report to the California Legislature: Feasibility of including broadband in Universal Service*, Cost Analysis, CPUC-TD.
 4. 2001, *Testimony on Financial Analysis of Electric Utilities*, Office of Ratepayer Advocates.
 5. 2000, *Testimony on Valuation: Transfer of DSL Assets from Pacific Bell to ASI Inc.*, CPUC-ORA.

Jun'99 - May'00: University of California at Berkeley, USA as Research Associate

Sept'94 - Jan'99: National Regulatory Research Institute, the Ohio State University at Columbus, USA

Aug'92 - Aug'94: Indira Gandhi Institute of Development Research, Mumbai & National Productivity Council, Chennai

- *Consulted Government Regulatory Agencies and Co-authored technical reports on policy; Interacted with inter-disciplinary faculty in organization theory, leadership, economics and policy;*
- *Co-authored and published papers in peer-reviewed journals:*
 1. 1999, "Cost Allocation/Rate Design for Unbundled Gas Service" National Regulatory Research Institute. NRRI 00-08.
 2. 1998, "Process of Innovation in Electricity Pricing Policy", PATNET Conference Proceedings, Colorado Springs, USA.
 3. 1997, "Cost Allocation policies for sustainability: Lessons from the US experience", Annual Conference Proceedings of the International Association of Energy Economists, Vol. III, pp. 889-98, TERI, Delhi.
 4. 1996, "Demand Side Management (DSM) Survey in India", Energy –The International Journal, V:21(10), pp.955-966.
 5. 1995, "Incorporating Qualitative Objectives in IRP", Energy Sources, Vol. 17, pp. 565-581.

Jun'91 - Jul'92: Bharat Bijlee Ltd., Mumbai, India as Executive

REFERENCES

No	Name	Position	Acquaintance	Contact
1	Professor Anand Desai	Section Head, National Science Foundation	Chair of my doctoral advisory committee	adesai@nsg.gov
2	Dr. Gopichand Katragadda	CEO & Founder, Myelin Foundry	Gopi was my supervisor at GE	Gopi@Myelinfoundry.com
3	Lt. Gen. Arjun Ray (retd.)	CEO, Indus Trust	Supervisor at Indus	Arjun.ray@indusschool.com

LIST OF PUBLICATIONS & REPORTS

No	Type	Audience	Citation	Year
1	Research Paper	National	April 2020, "Regulatory Policy Design Map: The Case of Electricity Pricing Policy" NMIMS Journal: Economics and Public Policy	2020
2	Research Paper	National	November 2019, "Aspiration, - The first step in Spirituality in Management", New Race: A Journal of Integral and Future Studies, page 48-52	2019
3	Book Review	International	<u>Journal for Research in International Education</u> . Internationalization of Higher Education in India by Vidya Rajiv Yeravdekar and Gauri Tiwari London: Sage Publications Ltd, 2017	2018
4	Research Paper	National	August 2018, "The Finnish Education Model: In the Light of the Mother's Essays on Education", New Race: A Journal of Integral and Future Studies, page 48-52	2018
5	Conference Paper	National	2014, "Risk Management Standards" Risk Week, Conference by Unicom in Bangalore	2014
6	Conference Paper	National	2013, "Anti-corruption program: A business contribution to a national ethical infrastructure" Eighth Annual International Conference on Public Policy & Management, 12-14 August, 2013, Conference Proceedings, Indian Institute of Management at Bangalore, page 67-72.	2013
7	Consulting Report	International	Business Transformation Consulting Report: Assessment of 25 divisions of Bank Negara Indonesia (BNI) at Jakarta using the Malcolm Baldrige Criteria for Performance Excellence	2006
8	Conference Paper	International	Business Excellence: Approach to Regulatory Risk, American Utility Week, GA, USA	2006
9	Conference Paper	National	Asset Risk Management, Conference of the Indian Institute of Plant Engineers, Pune	2005
10	Conference Paper	National	Business Architecture for the 21 st C Utility Industry, TCS-Tactics Conference	2005
11	Consulting Report	International	Business User requirements Documents for the SAP Metering Systems at National Grid Transco, Birmingham, UK	2004
12	Conference Paper	National	Technology and Regulatory Trends in the Power Sector, Conference of the Indian Institute of Plant Engineers on 'Power Vision: Opportunities and Challenges', Mumbai.	2004
13	Conference Paper	National	Whitepaper on (IRIS) Integrated Regulatory Reporting Intelligence System	2004
14	Consulting Report	International	Business User requirements of in-house customer complaint management system, California Public Utilities Commission at San Francisco, Telecommunications Division (CPUC-TD).	2003
15	Consulting Report	International	Status of Competition in the Telecommunications Industry, CPUC-TD	2003
16	Conference Paper	National	Best Practices in Regulation, National Power Training Institute, Bangalore	2003
17	Consulting Report	International	Cost of Capital Study on Small Local Exchange Carriers in California, CPUC-TD	2002
18	Consulting Report	International	Report to the California Legislature: Feasibility of including broadband as a component of Universal Service, Chapter on Cost Analysis, CPUC-TD	2002
19	Consulting Report	International	Report on Financial Analysis of Electric Utilities, Office of Ratepayer Advocates	2001
20	Consulting Report	International	Report on Valuation: Transfer of DSL Assets from Pacific Bell to ASI Inc., CPUC-ORA	2000
21	Conference Paper	International	"Cost Allocation/Rate Design for Unbundled Gas Service" <i>National Regulatory Research Institute. NRRI 00-08.</i>	1999
22	Conference Paper	International	"Process of Innovation in Electricity Pricing Policy", <i>PATNET Conference Proceedings</i> , Colorado Springs, USA.	1998

No	Type	Audience	Citation	Year
23	Conference Paper	International	"Cost Allocation policies for sustainability: Lessons from the US experience", <i>Proceedings of the Annual Conference of the International Association of Energy Economists</i> , Vol. III, pp. 889-98, TERI, New Delhi.	1997
24	Research Paper	International	"Demand Side Management (DSM) Survey in India", <i>Energy –The International Journal</i> , V:21(10), pp.955-966.	1996
25	Research Paper	International	"Incorporating Qualitative Objectives in IRP", <i>Energy Sources</i> , Vol. 17, pp. 565-581.	1995

TEACHING AND RESEARCH STATEMENT

My research and pedagogy have been influenced largely by Indian Reformers, Spiritual Leaders and Educationists such as J. Krishnamurthy and Sri Aurobindo and the Mother of Puducherry.

I chose research topics in business and public policy, energy and environment policy, technology, policy & society and public utility regulation. My research approach was broad and inter-disciplinary as I explored issues in these domains from different ideological perspectives with diverse philosophical underpinnings. I built broad frameworks and did surveys to explore the mind maps of a diverse and global set of academicians and public policy experts.

Before embarking on a career in research and teaching, I wanted to explore my chosen domain from a more practical perspective so that I could bring this practical experience to my teaching. I got opportunities to serve the US Government and also a few Indian and US MNCs in which I had exposure to business government interactions through global assignments.

Over the years, I have developed a flexible and open perspective honed from business experience in diverse management domains (such as strategic business analysis & research, business excellence models, quality, law & compliance, public policy and software consulting) across diverse sectors (public, private, start-up and academic) and diverse cultures (USA, India, UK, Indonesia) and in diverse industries (energy, telecom, banking, information technology and education). I bring this rich experience to the class, when I teach students.

My research and teaching interests are in the field of Spirituality, Policy, Leadership and Strategy.

Thanking you.
Sincerely,

SRIDARSHAN KOUNDINYA