

SHANKAR NASKAR

Curriculum Vitae

October 10, 2017

Department of Entrepreneurship and Management

College of Business

University of Louisville, USA

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EDUCATION

Ph.D., Entrepreneurship and Management

University of Louisville, USA, Expected May 2018

Title: The Influence of High Performance Work Systems and Intangible Strategic Resources on the Entrepreneurial Orientation-Firm Performance Relationship

Chair: James O. Fiet, Founder-Director, PhD Program, University of Louisville
Committee Members: Cara H. Cashon, Robert P. Garrett, Bruce H. Kemelgor,
University of Louisville

Proposal Defense Date: Aug 10, 2017

MBA, Strategy, Innovation, Technology, Operations, Human Resources Consulting

University of Utah, USA, 2007

MBA, Corporate Finance and Services Marketing

Goa Institute of Management, India, 1999

MA, Developmental Sociology

University of Mumbai, India, 2012

MA, International History

University of Mumbai, India, 2010

TEACHING INTERESTS

Creativity and Innovation in Entrepreneurship, Strategic Management, Business Policy Formulation, Business and Functional Strategy Alignment and Execution, Small Business Management, New Venture Marketing, Emerging Business Models, International Business, Human Resources and Competitive Advantage, Managing the Entrepreneurial Firm, Business Ethics, Governance and Social Responsibility

TEACHING CERTIFICATION

Graduate Teaching Academy Certificate, 2015-2016

Delphi Center for Teaching and Learning

School of Interdisciplinary and Graduate Studies, University of Louisville

TEACHING EXPERIENCE

PhD Program Award of Excellence for Teaching, 2016

University of Louisville

Faculty, Instructor, BSBA and Entrepreneurship Minor Program Entrepreneurship and Marketing Courses, 2015-2017

University of Louisville, USA

Instructed, designed syllabi, created new learning approaches and course materials

Spring 2016, New Venture Marketing, Instructor Rating: Very Effective

Fall 2016, Entrepreneurial Creativity and Innovation, Instructor Rating: Very Effective

Spring 2017, New Venture Marketing, Instructor Rating: Very Effective

Fall 2017, New Venture Marketing

Fall 2015, Entrepreneurial Creativity and Innovation

Teaching Associate, BS, MBA & Executive MBA Programs Management and Human Resources Management Courses, 2005-2007

University of Utah, USA

Developed new course, facilitated in-class activities, upgraded existing courses, graded coursework, provided feedback and conducted classes as required

Fall 2005, Business Ethics

Spring 2006, Managing and Leading in Organizations

Summer 2006, Ethics of Management

Fall 2006, Managing and Leading in Organizations

Spring 2007, Competitive Advantage through Human Resources

Spring 2007, Management of Ethics

Executive Coach and Management Consultant, 1999-2005, 2008-2010; 2010-2013 CHR Global HR Services P Ltd. & Board Consultant (Strategy and Organization) Operations, strategy and HR related workshops, retreats, training and counseling sessions

RESEARCH INTERESTS AND EXPERIENCE

Entrepreneurship, Strategic Management, Human Resources Management, Creativity and Innovation, and Human Capital

Qualitative Research - Project Associate, Entrepreneurship, 2013-2015

University of Louisville, USA

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RESEARCH PUBLICATIONS

Fiet, J. O., Kerrick, S. A., Kosmidou, V., & Naskar, S. T. (2015). Specific knowledge as a key to launching successful new ventures. *Frontiers of Entrepreneurship Research*, 35(16), 3.

Fiet, J. O., Kerrick, S. A., Kosmidou, V., & Naskar, S. T. (2015). Do the venture ideas of repeat entrepreneurs change after their discovery?. *Frontiers of Entrepreneurship Research*, 35(16), 19.

MANUSCRIPTS UNDER REVIEW

Fiet, J. O., Kerrick, S. A., Kosmidou, V., & Naskar, S. T., Venture-specific knowledge and the micro advantages of repeatedly successful entrepreneurs, 2017
Under Review: *Journal of Small Business Management*

DISSERTATION

The Influence of High Performance Work Systems and Intangible Strategic Resources on the Entrepreneurial Orientation-Firm Performance Relationship

Prior research indicates that entrepreneurially oriented firms perform better and grow faster than firms that are conservatively oriented. Firms with an entrepreneurial orientation (EO) jointly exhibit risk-taking, innovative and proactive behaviors. The EO-firm performance relationship is well accepted but characterized by considerable variation across studies and a lack of focus on internal firm specific factors, processes and contexts that may influence or affect the nature of the relationship.

My dissertation uses the framework of the resource-based theory of the firm to argue that the influence of EO on performance is contingent on the intangible strategic resources (ISR) and high-performance work system (HPWS) of a firm. ISR are the know-how, skills, and intellectual property, patents, brands and informal social networks in a firm. HPWS is defined as a bundle of unique firm-level human resource management (HRM) practices that focus on leveraging human capital and transforming and executing a firm's strategy. I use a sample of 263 US firms as a setting for my dissertation.

I hypothesize that resource possession (represented by ISR) and resource exploitation (represented by HPWS) are both intrinsically important to entrepreneurial actions (represented by EO) taken by a firm to realize superior firm performance.

WORKING PAPERS - PREPARING FOR SUBMISSION

“An empirical analysis of the effect of source and content of feedback on individual performance across the managerial hierarchy of a firm.”

Targeted Journal: **Journal of Management**

Performance feedback is an intervention to improve learning and task performance in organizations. A natural experiment comprising 268 managers investigates the effect of source and content of feedback on managerial performance. The results indicate that external agent feedback is more impactful than internal agent feedback and developmental feedback is more impactful than evaluative feedback on managerial performance.

“The role of work stress and organizational identification in predicting entrepreneurial intention.”

Targeted Journal: **Journal of Business Venturing**

New venture formation decisions are inherently unpredictable and unplanned; entrepreneurial intention models are used to analyze these decisions. A survey of 193 employee responses, using structural equation modeling technique, indicates that organizational identification reduces entrepreneurial intentions whereas work stress increases entrepreneurial intentions and both the correlates are statistically significant.

“The Mediating Role of HR Practices in an entrepreneurial firm.”

Targeted Journal: **Entrepreneurship Theory and Practice**

Firms that act entrepreneurially outperform firms that act conservatively. The interdependent nature of HR practices emphasizes the need to study the synergistic impact of HR practices as a source of competitive advantage. In a survey of 112 US firms, the results demonstrate that bundles of HR practices partially mediate the relationship between firm entrepreneurial orientation and competitive performance.

“How do social network characteristics impact first product launch performance for nascent firms in different technology environments?”

Targeted Journal: **Strategic Management Journal**

The first product launch confers organizational legitimacy, provides first mover advantage, generates trust with investors and builds market credibility for the new venture. This paper examines the role of entrepreneurs social network on the on-time first product launch performance and the moderating role of technology environment and degree of competition in the industry.

PROFESSIONAL AFFILIATIONS

Academy of Management
Strategic Management Society
Western Academy of Management

FELLOWSHIPS, HONORS, AWARDS AND RECOGNITIONS

University of Louisville, USA

Doctoral Dissertation Research Funding Award, 2017
Award of Excellence for Teaching, PhD Program, 2016
Doctoral Program Scholarship Award, 2013-2018

University of Utah, USA

Beta Gamma Sigma International Business Honors Society, 2007
David Eccles Fellow, MBA Program, 2005-2007
Edward & Dorothy Folland Scholar, MBA Program, 2005-2007
Business Case Competition Winner, David Eccles School of Business, 2005

Lassonde Entrepreneur Institute, USA

Pierre and Claudette McKay Lassonde Scholarship Recipient, 2006-2007

Industry and Corporate Recognitions

American Express Bank Outstanding Internship Performance, India, 1998
Reserve Bank of India Official Recognition, Board Capability-Governance Model, 2002
Consulting Intervention Impact Validation Certificates, Various, 1999-2013

PROFESSIONAL EXPERIENCE

Board Consultant, Organizational Strategy and Human Capital Performance, India 2010-2013

Consulted promoters and executive leadership of firms with annual sales turnover in the range of USD 50-400 million. Implemented projects in operations strategy, performance management, organization design, human capital assessment and development and human resource alignment and process based organizations

Management Consulting Leader, CHR Global P Limited, India

Vice President (Profit Center Head), 2008-2010; General Manager (Profit Center Head), 2002-2005; Principal Consultant, 2000-2002; Manager, 1999-2000

B2P (Business to People) consulting firm with a focus on strategic HR processes, operations management, organization development and performance Management

Reporting - Deputy Managing Director

Responsibilities - Business generation, new product development, executing flagship and large consulting projects, designing consulting models, ensuring client engagement and satisfaction, managing board level relationships, monitoring internal profitability and developing effective service delivery models

Emphasis - Strategy implementation, performance management, process based organization structures, workforce productivity and organization change management

Industries - Financial services, manufacturing, life Sciences, chemicals, engineering, media and diversified business conglomerates

**Senior Consultant, USTAR (Utah Science Technology & Research) Initiative, USA
2007-2008**

Utah's flagship initiative to develop technology clusters for profitable strategic innovation and commercialization

Reporting – Executive Director (CEO) of the USTAR Governing Authority

Responsibilities - Evaluated new and emerging technology commercialization initiatives, business models and programs. Worked with faculty, partners, students and community institutions to develop an entrepreneurial ecosystem and technology clusters for innovation

Emphasis - Portfolio strategy, cost benefit analysis, program design, resource allocation, organization development, research talent acquisition and project management

Industries - Biomedical devices, personalized medicine and alternative fuels

**Marketing Manager, ALBA Group, South Asia, Mauritius, Far East & Persian Gulf
1992-1997**

Diversified business house based in India and Gulf Region with three lines of business.

Financial Services - Created Mauritius offshore fund & marketed it to overseas clients

Global Trading - Developed markets in Africa, Far East & the Persian Gulf for Exports of Indian Commodity Goods

Portable Cabins - Coordinated marketing & administration of camp projects and portable housing complexes at various construction and oil exploration sites in the Gulf

**Manager - Projects Marketing, Geecy Engineering, India
1991-1992**

Chemical process equipment design and manufacturing company focused on the oil and gas sector. Identified, concluded & implemented successful JV partnership with a South Korean engineering firm

**Sales Executive, Antulay Travels, India
1989-1991**

Outbound travel services, manpower consulting and recruitment company. Secured manpower recruitment contract from a leading Kuwait based Conglomerate

SAMPLE LIST – MANAGEMENT / BUSINESS CONSULTING ASSIGNMENTS

Performance Budgeting and Measurement System, Mortgage finance company. Scope - 1362 employees in 178 offices. Outcome – Created objective performance culture, increased profits & assets per employee and reduced attrition

Manpower Optimization Exercise, Residuary financial institution. Scope – 4891 employees in 237 offices. Outcome – Delayered organization; optimized manpower, created new roles & ensured transition to new organization structure through employee cooperative model

Product Development, Talent Acquisition & Compensation Strategy, Tobacco

replacement research program. Outcome - Developed innovation processes, performance measurement criteria, reduced cycle time on key milestones and reduced R&D team attrition

Succession Planning & Leadership Development, Intellectual property rights & patent litigation law firm. Outcome - Implemented competency assessment center & career and succession plans to increase value add, revenue and profitability per attorney

Business Process Redesign, 125-year-old NGO. Scope - 27 rural hospitals. Outcome - Migrated highly subsidized loss making hospitals in the new changing disease environment into profitable entities

Organization Restructuring & Process Driven Job Classification, Critical care hospital. Scope -17 specialties and 384 employees. Outcome – Eliminated process bottlenecks, increased surgery throughput, reduced overhead, improved process reliability & patient service levels

Cost Reduction Studies, Sugar company. Scope - 4 sugar mills with 32000 tons per day crushing capacity. Outcome - Increased raw material utilization, optimized manpower, increased inventory turnover and reduced overheads

Quality Management & Designing Innovation Processes, Surfactant company. Scope - 3 manufacturing units and 276 employees. Outcome - Designed process driven and quality focused organization, reduced defects, increased new product pipeline and reduced new product time to market cycle time

Board Capability Building Model, Central banking policy governing authority (equiv. to Federal Reserve, USA). Scope - 24 Largest Public Sector Banks in India. Aim – Board restructuring and governance processes, induction norms and evaluation of Independent Directors (recommended to Ministry of Finance, Government of India)

Supervisory Board Induction Process for Independent Directors, Integrated textile group. Outcome - Improved corporate governance and business performance standards and achieved alignment of strategic business goals-organization

OTHER - INNOVATION, COMMERCIALIZATION, STRATEGY RELATED

Member, India Advisory Council, Salt Lake City, USA 2007-2008

Identified potential partners in India for commercializing US technologies and inventions in the areas of medical research, health information technologies and clinical research

Project Leader, Lassonde Entrepreneur Institute, Salt Lake City, USA 2006-2007

Developed business models and business plans to secure funding for Enhanced Oil and Gas Recovery Initiatives and Emerging Fossil Fuel Technologies

**Senior Business Analyst, Office of Technology Ventures, University of Utah, USA
2006**

Designed technology evaluation methodology & alliance and partnership model for university technology commercialization initiative

**Consulting Associate, American Express Bank, Country Managers Office, India
1998**

Implemented Aspiration Based Strategic Planning Project for the Corporate Bank in India as recommended by senior management team from bank headquarter in New York, USA

Ph.D. - ACADEMIC TRAINING

**Ph.D. Program, University of Louisville, USA
Theory Related Seminars**

| | |
|---|----------------|
| Foundations of Entrepreneurship Research | James O. Fiet |
| Psychology of Entrepreneurship | Dean Shepherd |
| Sociological Foundations of Entrepreneurship | Howard Aldrich |
| Economic Theory of the Firm | Yong Chao |
| Theories of Opportunity and Discovery in Entrepreneurship | James O. Fiet |
| Strategic Perspectives of Entrepreneurship Research | Robert Garrett |
| Emerging Topics in Entrepreneurship Research | Pankaj Patel |
| Organization Behavior in Entrepreneurship | Ryan Quinn |
| Venture Capital Theories | James O. Fiet |
| Finance Theories | David Dubofsky |
| Marketing in Entrepreneurship - New Product Design | Robert Carter |
| Social Capital Networks | James O. Fiet |

Methodology Related Seminars and Projects

| | |
|---|------------------|
| New Quantitative Approaches to Entrepreneurship Research Design | Per Davidsson |
| Qualitative Statistical Analysis (NVivo Suite) | Research Project |
| Contemporary Topics in Entrepreneurship Research Design | Scott Shane |
| Entrepreneurship Research from Economic Perspective (STATA) | Simon Parker |
| Conjoint Analysis and Discrete Choice (SAS) | Robert Carter |
| Structural Equations Modeling (LISREL, AMOS) | George Higgins |
| Hierarchical Linear Modeling (HLM) | Jill Adelson |
| Multivariate Statistics (SPSS, AMOS) | Namok Choi |
| Research Methods | Manju Ahuja |
| Applied Multiple Regression (SPSS) | Jason Osborne |
| Advanced Statistics (SPSS) | Cara Cashon |
| Experimental Research Designs | Manju Ahuja |
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MBA_s - INDEPENDENT STUDY AND ELECTIVE COURSES

MBA Program, University of Utah, USA

Organizational HR Consulting, Managing and Leading Organizations, Ethics in Management, Global Workforce Management, Managerial Negotiations, Strategic Management, Innovation Consulting, Operations Strategy, Supply Chain Management and Operations Consulting

MBA Program, Goa Institute of Management, India

HR Management, Organizational Change Management, Cross-Cultural Management, Business Ethics, Industrial Relations, Economic, Political and Social Environment of Business, Service Marketing, Structured Finance, Risk Management and Insurance
