

# VG SRIDHARAN

## Curriculum Vitae

### CURRENT POSITION:

Chair Professor in Accounting  
Finance and Control Discipline  
INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE  
Kunnamangalam  
Kozhikode, Kerala, INDIA.  
Phone: +91 495 2809642  
Email: [vg.sridharan@iimk.ac.in](mailto:vg.sridharan@iimk.ac.in)  
Status: Australian Citizen  
Google Scholar index: 200 citations; *h*-index – 8 ; *i10* index – 7  
Research Gate index: 201 citations; 4720 reads; research interest score: 126.9

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### EDUCATIONAL QUALIFICATIONS:

2005: **PhD in Accounting** from the *University of Auckland*, New Zealand  
1991: **LCS**, Licentiate of *Institute of Company Secretaries of India*  
1989: **ACA**, Associate of *Institute of Chartered Accountants of India*  
1987: **AICWA**, Associate of *Institute of Cost and Works Accountants of India*  
1985: **B. Com**, National College, *Bharathidasan University*, Trichy, India

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### PRIOR APPOINTMENTS:

2017- Dec 2022: **Associate Professor**, University of Adelaide, Adelaide, Australia  
2010- Mar 2017: **Associate Professor**, Deakin University, Melbourne, Australia  
2006-July 2010: **Senior Lecturer**, University of Melbourne (UoM), Australia  
1999- 2006: **Lecturer**, University of Auckland (UoA) Business School, New Zealand  
1995-1999: **Assistant Professor**, Indian Institute of Management (IIM) Bangalore, India  
1992-1994: **Associate Lecturer**, Institute of Rural Management, Anand, India

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### PROFESSIONAL ASSOCIATIONS:

Member, American Accounting Association (AAA)  
Member, Accounting & Finance Association of Australia and New Zealand (AFAANZ)  
Member, Institute of Certified Management Accountants of Australia (ICMA)  
Associate Member, Institute of Chartered Accountants of India (ICAI)  
Associate Member, Institute of Cost and Works Accountants of India (ICWAI)

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## TEACHING, EXECUTIVE EDUCATION AND CONSULTING:

### UNIVERSITY TEACHING:

- Mar 2017-  
Current      At the **University of Adelaide**, Adelaide:  
*Management Accounting* (Masters)  
Student rating: 100% broad agreement in 2019; 91% in 2020; 93% in 2021  
*Advanced management accounting and control*: Developed a new PG elective course.
- Aug 2010 -  
Mar 2017      At **Deakin University**, Burwood, Melbourne:  
*Research Methods* for Honours Students (Term one)  
Student rating: 4.75 out of 5 average for 4 years  
*Advanced Management Accounting* for Honours Students (Term one)  
Student rating: 4.7 out of 5 Average for 4 years  
*Strategic Management Accounting* for Year 3 B.Com students  
*Cost Management* for Year 2 B.Com students  
*Professional Research and Analysis* for Accountants for MPA students  
Deputy VC's commendation for teaching excellence 2011, 2012
- June 2006 -  
July 2010      At the **University of Melbourne**, Carlton, Melbourne:  
*Cost Management* for B.Com Year two (Second semester)  
Coordinating and teaching responsibilities.  
Student rating: 4.3 out of 5  
*Enterprise Performance Management* for B.Com Year three  
*Strategic Performance Management* for M.Com (Since first semester 2007)  
Dean's Certificate for Teaching Excellence, 2006, 2007, 2008, and 2009
- April 1999-  
May 2006      At the **University of Auckland**, New Zealand:  
*Strategic Management Accounting* for B.Com Year three (First semester)  
Teaching since 1999; Coordinating and teaching the course since 2003  
*Performance Measurement and Management Control* for Year three B.Com.  
Student rating: Average score of 8.23 out of 10 over the past 5 years; with the final two years' average score at 8.72; the Faculty average was 6.67  
*Research in Management Control* for Honours and Masters (Semester one)  
Student rating: The overall score obtained was 9.5 out of 10.
- 1995-1999:      At the **Indian Institute of Management (IIM) Bangalore**, India:  
*Strategic Cost Management*, Elective for final year MBA students (Sixth term)  
*Management Accounting* for MBA first year students (Second term)  
Student rating: Average score of 4.3 out of 5 for all the years. The faculty average was 4 out of 5 and Institute's overall average was 3.75 out of 5
- 1991-1994:      At the **Institute of Rural Management**, Anand, India  
*Cost Management*, Taught the first-year students of Postgraduate Diploma in Rural Management

## EXECUTIVE EDUCATION, CONSULTING AND LEADERSHIP TRAINING:

- Current: Social impact measurement study for Lifeline Australia.
- Oct 2021: Social contribution measurement study for the CFO of St. Vincent De Paul Society (Vinnies) shops in South Australia.
- May 2018: Report presentation to the CFO of St. Vincent De Paul Society (Vinnies), South Australia on the economic valuation of volunteer effort in Fred's Van, the food charity segment of Vinnies.
- July 2014: Two-day guest lectures on the essence of *controllership and practice research* for the (iEMFC) of Maastricht University, Netherlands at Suffolk University, Boston, US.
- July 2012: Two-day guest lectures on *product development and management control* for the international Executive Master of Finance and Control program of Maastricht University Netherlands, conducted at Suffolk University, Boston, US.
- May 2012: Guest Lecture and Case Analysis Discussion for Chartered Institute of Management Accountants (CIMA) on *product variety management*
- Nov 2011: Guest Lecture for the strategy students of Chartered Institute of Management Accountants on *sustainability reporting and management control*
- July 2011: Guest Lectures for the Executive Master Program students of Maastricht University, Netherlands on the *role of theory in executive research* held in Shanghai, China
- May 2011: Guest Lecture for the operations students of Chartered Institute of Management Accountants on pre-seen case discussions
- Nov 2010: Guest Lecture for the strategy students of Chartered Institute of Management Accountants on *environmental management accounting*
- May 2010: Guest Lecture for the strategy students of Chartered Institute of Management Accountants on *new product development strategy and sustainability reporting*
- Aug 2009: Presentation of my *teaching innovations* to new teachers at the Conference on Teaching and Learning in Accounting organized by the American Accounting Association (AAA) during their annual conference in Aug 2009.
- May 2009: Invited Public Lecture for the members of the Chartered Institute of Management Accountants (CIMA), Melbourne Chapter on latest *advances in managerial accounting, performance planning and control systems*.
- June 2004: Training workshops for NZ manufacturing and service industry executives on *Advances in Budgeting Practices*.
- Mar 2003: Professional guest lecture for practitioners on *A Case for Integrating Decision Rights, Performance Measurement, and Incentives*.
- Apr 2002: Half-day Executive workshop for NZ manufacturing and service industry executives on *Abridged MBA Topics in Accounting and Finance*.
- June 1997: Executive Training Series at Tata Management Training Centre (TMTTC), Pune, India, on *Advances in Management Accounting Practices: ABM & Quality Costing*
- Apr 1996: Executive Training at Indian Institute of Management - Bangalore (IIM-B): 'Management Accounting Advances' and 'Incorporating Strategy into Management Accounting' for middle-level *Siemens, Asea Brown Boveri (ABB), Tata Group* and *Wipro Limited* Executives.
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## RESEARCH:

### SUMMARY STATEMENT:

My research interests are in examining management accounting and controls in both *for-profit* and *not-for-profit* organizations using the lens of organizational economics such as agency, and transaction cost economics or institutional theories. Though my doctoral research was based on case study method, I have subsequently learnt and published quite a few papers in archival and survey methods. The topics that I work include controls for new product development (NPD), corporate social responsibility (CSR) performance strategy and cost management. I also contribute to building the knowledge gaps between qualitative research methods and theorizing in management accounting and control.

### PUBLICATIONS:

#### Academic Articles:

- Heggen, C., Sridharan VG., (2021) "The Effects of an Enabling Approach to Eco-control on Firms' Environmental Performance: A Research Note" *Management Accounting Research* Vol 50 (1) <https://doi.org/10.1016/j.mar.2020.100724> ABDC A\*.
- Sridharan, VG., (2021) "Theory Development in Qualitative Management Control: Revisiting the Roles of Triangulation and Generalization" *Accounting, Auditing and Accountability Journal* Vol 34 (2), pp. 451-79 ABDC A\*.
- Heggen, C., Sridharan VG., Subramaniam, N (2018) "To the Letter versus the Spirit: A Case Analysis of Contrasting Environmental Management Responses" *Accounting, Auditing and Accountability Journal*, Vol 31(2), pp. 478-502. ABDC A\*.
- Navissi, F., Sridharan, VG., Khedmati, M., Lim, E., and Evdokimov, E (2017) "Business Strategy, Over- or Under-Investment and Managerial Compensation" *Journal of Management Accounting Research*, (AAA Journal), Vol 29 (2), pp. 63-86. ABDC A\*.
- Sridharan, VG., Navissi, F (2016) "Determinants of Target Costing Adoption: A Research Note" *Journal of Management Accounting Research*, Vol 29 (1), pp. 67-77. ABDC A\*.
- Naiker, V., Navissi, F., and Sridharan, VG (2008) "The Agency Costs of Unionization on Firm Value", *Journal of Management Accounting Research*, Vol. 20, pp. 133-52. (AAA). ABDC A\*.
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- Vesty, G., Sridharan, VG., Dellaportas, S., and Northcott, D (2016) "Burnout among Accounting Educators of Australia and New Zealand: Determinants and Implications" *Accounting and Finance*, Vol 58 (1), pp. 255-277. ABDC A.
- Sridharan, VG., and Phang, M (2014) "Dependent on One but Vulnerable to Another: Opportunism Sources and Controls for Product Customization Providers" *Accounting and Finance*, Vol 54(2), pp. 591-624. ABDC A.
- Sridharan, VG., and Akroyd, C.L (2011) "The Integration Substitute: The Role of Controls in Managing Human Asset Specificity" *Accounting and Finance*, Vol. 51 pp.1055-86. ABDC A.
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- Bicudo de Castro, V., and Sridharan, VG (Forthcoming) "Advancing Empowerment Research in Management Control: The Effects of Access to Information and Deadlines" *Pacific Accounting Review*. ABDC B.

Sridharan, VG., Navissi, F., Kostyuk, A., (2007) "Why Do Some Senior Managers Inflate Firms' Reported Earnings? Economic Causes and Potential Solutions", *Corporate Ownership and Control*, V, 2, Virtus Interpress. ABDC B.

Sridharan, VG. (1996) "Activity-based Management: An Update", *IIMB Management Review*, pp. 99-102. ABDC B.

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Sridharan, VG., and Bui, J., (2015) "Mismatch in the Design of Performance Measures: A Solution for Managing Conflicting Organizational Goals" *Journal of Applied Management Accounting Research* 13 (1) 49-62. ABDC C.

Sridharan, VG., Krishnan, R., Vergauwen, P., and Arthanari, T (2009) "The TOC-ABC Choice Debate for New Product Mix Decisions: Introducing Asset Specificity as an Alternate Explanation" *Journal of Global Business Issues*, Vol. 3, Issue 1, pp.105-10. ABDC C.

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Sridharan, VG., and Pham, V., (2013) "Mutual Dependence and Cooperation in Management Accounting and Control Structures (MACS): A Case Study Analysis" *Asia-Pacific Finance and Accounting Review*, Special Issue 1.4 and 2.1, 1-53.

Akroyd, C.L., Narayan, S., Sridharan. VG., (2010) "The Use of Control Systems in New Product Development: Advancing the Help or Hinder Debate" *Journal of Knowledge Management*, Vol VII, Issue 5-6, pp. 70-90, CFA University Press.

Sridharan, VG. (2007) "Knowledge Specificity in Management Control System Design: Case Study Evidence", *CFA Journal of Accounting Research*, VI, 1, CFA University Press.

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#### **Professional business articles:**

Sridharan, VG. (1997) "Strategic Cost Management: Systemic Responses to Positioning Strategies", *Udyog Pragati*, Journal of the National Institute of Technical and Industrial Engineering.

Sridharan, VG. (1996) "Teaching Effectiveness in Fluid Disciplines: The Case of Cost Management Education in India", *Vision*, Journal of Management Development Institute (MDI).

Sridharan, VG. (1995) "Legislation in Financing Cooperatives: A Comment", *Economic Times*. Asia's Financial and Economic Newspaper.

Sridharan, VG. (1995) "Strategic Cost Management: Unravelling Misconceptions" *Business Line*, India's Business Magazine.

Sridharan, VG. (1994) "Cost Management: Global Resurgence and Indian Apathy" *Business Line*, India

Sridharan, VG., and Singh, S., (1994) "Sustainable Organizational Structures for Rural Dairying in Tamilnadu State, South India": A consulting report for Assefa International, a non-governmental voluntary organization (NGVO), India.

Sridharan, VG. (1993) "Accounting Standards in Cooperatives" *Economic Times*, Asia's Financial and Economic Newspaper.

Sridharan, VG. (1993) "Accounting Policies and Disclosures in Cooperatives", *Management Accountant*, Institute of Cost and Works Accountants of India (ICWAI).

Sridharan, VG. (1992) "Responsibility Accounting: Suggestions for a Comprehensive System" *Management and Labour Studies*, Xavier Labour Research Institute (XLRI) Journal, India.

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#### **Academic book chapters:**

Sridharan, VG (2007) "Agency Theory" (Section 2.1, Ch. 2) and "Transaction Cost Economics" (Section 2.2, Chapter 2) by Kostyuk, A., Braendle, U., and Apreada, R., (Editors), in the book *Corporate Governance*, Virtus Interpress.

Sridharan, VG. (2002) “Activity Based Management” (Chapter 2, p. 39-49) and “Introduction to Strategic Cost Management” (Chapter 11, p. 279-291) in Bhattacharyya S.K., and Dearden J, *Costing for Management*, Vikas Publishers, New Delhi.

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## WORKING PAPERS

- Sridharan, VG., Coram, P., and Hu, Y., “Incentive Conflict, Performance Restrictions and New Product Project Selection”. Target journal: *Advances in Management Accounting* ABDC A.
- Sridharan, VG., Coram, P. “A Measurement Index to Capture Charity Organizations’ Contribution to the Society”. Target journal: *Accounting, Organizations and Society*. ABDC A\*.
- Sridharan, VG., and Bicudo de Castro, V., “Understanding the Relations among Management Accounting Information, Psychological Empowerment and Managerial Performance: It Matters for Services”. Target journal: *European Accounting Review*. ABDC A\*.
- Sridharan, VG., “Just Positioning Data to Contribute to Theory? Re-framing Qualitative Management Control Discourses”. Target journal: *Accounting, Auditing and Accountability Journal*. ABDC A\*.
- Haji, A.A., and Sridharan, VG. “Investor Reactions to Corporate Social Responsibility Restatements: An Experimental Investigation”. Target journal: *European Accounting Review*. ABDC A\*.
- Sridharan, VG., and Graves, C. “How Do Firms Govern Management Control Problems in Open-ended Customization? A Field Study”. Target journal: *Management Accounting Research*. ABDC A\*.
- Sridharan, VG. “Only a Three-legged Stool? An Organizational Governance Model for Management Control Systems”. Target journal: *Advances in Management Accounting* ABDC A.
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## SUPERVISED THESES

### HONORS AND INTERNATIONAL MASTERS THESES:

- Han, Y. (Completed-First Class Distinction, 2020) Honours student from the University of Adelaide. “Incentive Conflicts and Selection between Radical and Incremental New Product Development Projects” Co-supervisor: Professor Paul Coram, Adelaide Business School.
- Bui, J. (Completed, 2014) Honours student from Deakin University. “Open-endedness in Tailored Customization: Monitoring Problems and Control Solutions”
- Pham, V. (Completed, 2013) Honours student from Deakin University. “The Existence and Determinant of Mutual Dependence in Firms: Lessons from Organizational Sociology”
- Jenke, S. (Completed, 2012) Honours student from Deakin University. “Internal Audit and Management Control Function: An Agency Perspective” Co-supervisor: Dr Michelle Phang, Nanyang Technological University, Singapore.
- Anselmann, G. (Completed, 2012) Executive Master Student in Accounting and Control from Maastricht University, Netherlands “The Role of Management Control Systems in Collaborative Front-End Innovation: A Siemens Field Study”.
- Lu, C. (Completed, 2011) Honours student from Deakin University. “Activity based costing in small agri-business firms: A case study” Co-supervisor: Dr Michael Tse, Deakin Business School.

Narayan, S. (completed, 2006) Honours student from the University of Auckland. “The Use of Control Systems in New Product Development” Co-supervisor: Dr Chris Akroyd, Oregon State University, Corvallis, United States.

#### **DOCTORAL THESES:**

Pardede, S. (Completed, 2017) **DBA student** from Deakin University Business School “IFRS Implementation and Timeliness in the Submission of Financial Statements in Indonesian Listed Firms”. Co-supervisor: Dr Chatterjee, University of Tasmania.

Heggen, C. (Completed, 2014) **PhD student** from Faculty of Business and Law, Deakin University “Proactive strategy, Eco-controls and Environmental Performance” This is a survey-based research but the student has also obtained a wealth of qualitative case data from Australian forestry firms.

#### **EXTERNAL THESES EXAMINED:**

Wong-Lim, C. (2013) **PhD Thesis** from Monash University on an archival research topic titled, “The effect of nominating committee attributes and recruiting consultants on information risk”.

Rooney, J.F. (2011) **PhD Thesis** from Macquarie University on a case study research topic titled, “an exploration of the dynamics of management control design in interorganizational relationships: evidence from the Australian residential home loan industry”.

#### **JOURNAL EDITING AND REVIEWING:**

2021: “The Effect of Mandatory CSR Disclosure on Corporate Tax Avoidance: Evidence from a Natural Experiment” *Accounting and Finance*. ABDC A.

2020: “Sensemaking and Financial Management in the Decision-making Process of Farmers” for *Qualitative Research in Accounting and Management*. ABDC B.

2020: “The Effects of Personality Traits on Digital Transformation: Evidence from German Tax Consulting” for *International Journal of Accounting Information Systems*. ABDC A.

2017-2019: Invited editorship for the *Journal of Applied Management Accounting Research*, the journal of the Institute of Certified Management Accountants, Australia. ABDC C.

2017: “Cost Stickiness in Emerging Economies”, *Journal of Management Accounting Research*, The journal of the American Accounting Association. ABDC A\*.

2016: “The role of management control systems in effecting strategic change in a telecommunications organisation”, *Accounting, Auditing and Accountability Journal*. ABDC A\*.

2016: “Cost Management Changes for Cloud Computing Adopters”, *Australasian Journal of Information Systems*. ABDC A.

2016: “Synergy of stretch cost targets and concurrent processes: Creating dynamic tension for target cost management in Japanese manufacturing firms”, *Pacific Accounting Review*. ABDC B.

2015: “Managing strategic uncertainty: The diversity and use of performance measures in the balanced scorecard”, *Managerial Auditing Journal*. ABDC A.

2014: “The alignment of product development projects with firm strategy through management controls”, *Qualitative Research in Accounting and Management*. ABDC B.

2013-14: “The effectiveness of strategic performance measurement systems” *Accounting and Finance*. ABDC A.

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## CONFERENCES AND WORKSHOPS:

- Heggen, C and Sridharan VG., 2017. "Enabling Control, Eco-control and Environmental Performance. This paper was presented in *Global Management Accounting Research Symposium (GMARS)*, at Sydney in June **and** in *European Accounting Association* at Valencia, Spain in May.
- Pardede, S.M.D., Chatterjee, B., Sridharan, VG. 2016. "Factors associated with the timeliness of corporate financial statements by Indonesian companies: A longitudinal analysis". This paper has been written up and is presented at the *Auckland Region Accounting Conference* in November.
- Sridharan, VG. 2016 "Enabling Formalisation, Eco-controls and Environmental Performance" presented at the *University of Adelaide Accounting Seminar* series, April 1.
- Sridharan, VG. 2015 "The Influence of Enabling Formalisation and Eco-controls on Environmental Performance: A Response Surface Analysis" presented at *UNSW accounting research brown-bag series*, November 6.
- Sridharan VG., 2014 'Burnout among Accounting Academicians in Australia and New Zealand' at the *Accounting and Finance Association of Australia and New Zealand (AFAANZ) Conference* in Auckland July 7-8.
- Phang, M., and Sridharan VG., 2011 'The Role of Knowledge Sharing in the Effect of Joint Management Control System Use on Professional Competency' at the *Management Accounting Section conference* of American Accounting Association at Atlanta, **and** *Accounting and Finance Association of Australia and New Zealand Conference* in Darwin July 2-4.
- Sridharan VG., 2008 'Organizational Controls for Customization: A Model Refined by a Case Study' at the 6<sup>th</sup> *New Directions in Management Accounting Conference* in Brussels, Belgium. December 6-8.
- Sridharan VG., 2008 'The Process of Management Control for Customization: A Model and Case Study Evidence' at the *University of Technology Workshop*, Sydney (UTS). June.
- Sridharan, VG., 2007 'The Problems of Rising Asset Specificity within Firms and Management Control System Design Solutions' at the *University of Queensland Business School Seminar* in Brisbane, Queensland. July 27.
- Sridharan, VG., 2005 'Human Asset Specificity in the Design of Management Control Systems' Presented at the *Accounting and Finance Association of Australia and New Zealand (AFAANZ) Conference* in Melbourne. July 3-5.
- Sridharan, VG., 2005 'Human Asset Specificity in the Design of Management Control Systems' Presented at the *Global Management Accounting Research Symposium (GMARS)* at the University of New South Wales, Sydney. June 16-17.
- Naiker, V., Navissi, F., and Sridharan, V.G., 2005 'Labor Unions, Enhanced Bargaining Power and Firm Value: A Cross-sectional Investigation' Presented at the *Advances in Management Accounting (AIMA) Conference* organized by Pace University, New York in Monterey Peninsula, North California. May 12-13.
- Sridharan, V.G., 2005 'Human Asset Specificity in the Design of Management Control Systems' Presented in the *Advances in Management Accounting (AIMA) Conference* organized by Pace University, New York in Monterey Peninsula, North California. May 12-13.
- Sridharan, V.G., 2004 'Impact of Product Variety Strategies on Management Control Systems: Generalizing to the Transaction Cost Economics Theory' presented at the *Auckland Region Accounting (ARA) Conference* in the University of Auckland, Tamaki. December 3.

## RESEARCH GRANTS AND AWARDS:

### GRANT WORK-IN-PROCESS:

- 2021-22: Stage 1 - *completed*: Developed a social performance evaluation index for Australian not-for-profit charity sector using our new model titled 'Social Benefits Received and Provided (Social BRP)'
- Stage 2 - *completed*: Applying the model for a pilot-study in Vinnies SA and presenting to their State President and the Council before Christmas 2021 for feedback.
- Stage 3 - *planned*: Refine the model by replicating the study in three charity organizations in South Australia and solicit ARC linkage partners by March 2023.

### GRANTS RECEIVED AND OUTCOMES ACHIEVED:

- 2021: **Faculty Grant** of \$14,225 at Deakin University towards an experimental study for examining investor reactions to CSR restatements under diverse reporting conditions and assurance services. This study is co-authored with Dr Abdifatah Ahmed Haji.
- 2021: **Research Grant** of \$2,800 from Adelaide Business School for social performance evaluation of a large Australian charity organization.  
**Outcomes:** Completed data collection (from 14 Vinnies' shops in SA) for Stage 2 of the above grant-work-in-process.
- 2019: **Research Grant** of \$4000 from Adelaide Business School for valuing the volunteer effort in a charitable organization in Adelaide.  
**Outcomes:** Completed a report on the economic valuation of volunteer efforts in Vinnies' food charity, *Fred's Van*. This work was the basis for developing the current grant work-in-process discussed above.
- 2015: **Teaching Grant** of \$25,909 from the Associate Dean, Teaching and Learning Scholarship Deakin University.  
**Outcomes:** Designed and launched the international master's program on accounting with alliance from ACCA, the global accounting professional body. Also marketed the program in Asian countries including China, India, and Malaysia. Refer to Mr Maurice Cheong, Head of ACCA for Singapore, Australia, New Zealand & Oceania ([maurice.cheong@accaglobal.com](mailto:maurice.cheong@accaglobal.com)).
- 2013: **AFAANZ Research Grant** of \$5500 by Accounting and Finance Association of Australia and New Zealand for an Australia and NZ project titled "Burnout among accounting academics"
- 2013: **Project Research Grant** of \$2500 from Auckland University of Technology for the above-mentioned burnout project.  
**Outcomes:** The above grant funds were used in collecting and analysing data from over 150 accounting academics and publishing a paper in *Accounting and Finance* (ABDC A). Please refer <https://onlinelibrary.wiley.com/doi/abs/10.1111/acfi.12203>
- 2008: **Early Career Research Grant** Award of \$7000 at the University of Melbourne for a project relating to the management control concerns in customization.  
**Outcomes:** Two successful publications in *Accounting and Finance* (ABDC A). 1) <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-629X.2012.00510.x> and 2) <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-629X.2011.00427.x>
- 2004: **Doctoral Research Grant** (\$1500) from the New Zealand Institute of Chartered Accountants.
- 2003: **Postgraduate Research Grant** (\$2000) from the University of Auckland Business School, NZ.
- 2001: **Postgraduate Research Grant** (\$1500) from the University of Auckland Business School, NZ.
- 2001: **PhD Research Scholarship** (\$1800) from New Zealand Institute of Chartered Accountants.

## AWARDS AND COMMENDATIONS

- 2020: **Outstanding Research Reviewer Award** from *American Accounting Association (AAA)* at the management accounting section conference, at Houston, Texas in June.
- 2018: **Best Research Engagement Award** from Adelaide Business School for social impact creating research endeavour.
- 2012: **Deputy Vice Chancellor (VC) Commendation** for Teaching Excellence in Honours units at Deakin University.
- 2011: **Deputy VC Commendation** for Teaching Excellence in postgraduate and Honours units at Deakin University.
- 2009: **Dean's Certificate** for Undergraduate Teaching Excellence at the Faculty of Economics and Commerce in the University of Melbourne.
- 2008: **Dean's Certificate** for Postgraduate Teaching Excellence at the Faculty of Economics and Commerce in the University of Melbourne.
- 2007: **Dean's Certificate** for Postgraduate Teaching Excellence at the Faculty of Economics and Commerce in the University of Melbourne.
- 2006: **Dean's Certificate** for Undergraduate Teaching Excellence at the Faculty of Economics and Commerce in the University of Melbourne.
- 2004: **Best PhD Paper Certificate** at the first Auckland Region Accounting (ARA) Conference. The title was "Control Systems to Manage Knowledge Specificity"
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## ACADEMIC AND PROFESSIONAL LEADERSHIP:

### SUMMARY STATEMENT:

My long-run leadership objective is on institution building, which is not only in designing new academic programs but also to provide expertise and motivation for young minds in shaping their teaching and research skills in accounting discipline that are relevant and impactful to the practising business world. The achievement of this objective requires cognitive skills such as 360° planning, responsibility sharing, and research-led teaching along with an attitudinal mind-set driven by perseverance. With the help of my teaching ability, I have nurtured my planning and responsibility sharing skills. My research training and exposure has taught me that perseverance pays.

### ACADEMIC LEADERSHIP:

- Jun-Dec '20: **Associate Head, Learning and Teaching at Adelaide Business School**  
For a six-month period, I was leading the learning and teaching function at Adelaide Business School. My responsibilities encompassed both (1) governance functions such as conducting the Learning and Teaching committee meetings to discuss and approve course reviews, curriculum changes, assessment changes, new course offerings and (2) academic quality and accreditation functions (e.g., AACSB) such as matching program and course learning outcomes, rubric development, and self-assessment.

**My personal achievements** as the Associate Head are in terms of:

- 1) Successful reinstatement of the first-year course on 'Introductory Accounting', which is largely subscribed by non-business students such as engineering, arts, and medical graduates. The reinstatement meeting was conducted by respecting the hierarchy within the School that had earlier cancelled the program and still asserting the advantages of reversing the decision.
- 2) Successful recommendation to partition the teaching and learning duties into two distinct roles (*governance* and *accreditation*) for efficient discharge of the duties. Realizing the sheer volume of work involved, the Dean kindly agreed to segregate the two roles and they are now managed by two separate associate heads.

2017-current: **Postgraduate Accounting Programs Coordinator and Head, Management Accounting Area in Adelaide Business School**

My role as the postgraduate accounting programs coordinator involves duties such as interactions with course coordinators to review their course contents, participating in learning and teaching meetings, responding to accreditation requirements on behalf of postgraduate accounting programs and approving any credit for prior learning by prospective students.

My role as the head of management accounting area within the accounting discipline is rather informal and implicitly solicited by my discipline head. I manage my staff-to-course allocation, provide support to my staff in coordinating their courses and reviewing their accomplishments. My team includes five members including sessional staff and I oversee how the courses are structured, whether the advanced courses build on the foundation of the knowledge gained in the basic courses at both undergraduate and postgraduate levels.

**My personal achievements** as the Programs Coordinator and Area Head are:

- 1) Excellent relations with program administrative staff in the Professions Hub;
- 2) Introduction of a new PG elective course titled 'advanced management accounting and control' compares well with the range of courses offered in other top schools;
- 3) Excellent relations among management accounting staff and smooth conduct of the courses in management accounting area.

2010- 2017: **Head, Management Accounting Discipline, Deakin Business School:**

In Deakin, my team included fifteen members including casual staff in management accounting discipline. My specific responsibilities included (1) Course content review and human relations management; 2) Teaching and unit coordinator allocation; 3) Sessional fund allocation; 4) School visitors' program management.

**My personal achievements** as the Head were as follows.

- 1) Successful resolution of a major conflict on the choice of the textbook for the core second-year cost accounting unit that attracts over 1000 students each semester. I took charge as a neutral arbitrator and after getting four publishers to provide inspection copies of different cost accounting textbooks, evaluated them, met with all the staff members, discussed, and got them to do a majority vote. In the final step, I motivated all members to unite and support the decision made by the whole

group, with a proviso that the decision would be re-visited if there were further concerns at the end of the year. My decision-making approach was complimented by the Head of School and staff.

- 2) Successful development of on-going relations with two leading management accounting area experts, one from Maastricht University in Netherlands and the other from Auckland University of Technology in New Zealand.
- 3) Successful negotiation for the appointment of then Dean of Maastricht University Business School as an external advisor on the panel of the Governing Council of Deakin Business School. This negotiation drew much attention and compliments from the Executive Dean of Deakin Business School. You may refer to Professor Philip Vergauwen ([philip.vergauwen@solvay.edu](mailto:philip.vergauwen@solvay.edu)) for further information.

2012-2017: **Program Director of Master of Professional Accounting in Deakin University**

In Deakin, the MPA program is offered at the faculty-level and on the recommendation of the Head of School, I was nominated as the program director for these courses and reported to the Associate Dean (Teaching and Learning) of the Faculty of Business and Law on tasks such as 1) Annual course review and recommendation; 2) adhering to the Australian Qualifications Framework (AQF) for assurance of learning objectives; and 3) program coordination and credit for prior learning approvals.

**My personal achievements** as the program director are as follows.

- 1) Successful development of a brand-new theoretically rigorous and practically relevant course on “research methods and data analysis” to satisfy the masters-level research requirements of the AQF in any postgraduate program.
- 2) Excellent relations with the external program marketing agents to provide ready up-to-date information on program developments.

2014-2016 **Member, Faculty’s Strategic Planning Committee (SPC) at Deakin University**

This Strategic Planning Committee was floated by the Executive Dean with the idea of developing market-relevant programs in accounting that would stand out among other university program offerings. I was an active member of the committee and helped the discussion towards the launch of two new programs within the faculty.

**My personal achievements** as the member of this SPC are as follows.

- 1) Successful design and launch of a new Master of International Accounting (MIA) in active collaboration with the professional accounting body namely, Association of Chartered Certified Accountants (ACCA). In this process, I was overseeing several managerial tasks including a) signing the MoU with the ACCA; b) completing a contract with an accredited education provider from the UK, and c) designing credits for advanced standing for ACCA students. This process involved interacting with the university solicitors, external parties and internal university hierarchies.
- 2) Successful marketing campaigns in India, China and Far East by liaising with both ACCA program marketing staff and Deakin University’s external marketing agency. The School launched the program in Term 1, 2016 and I was appointed as the inaugural program director. You may refer to the ACCA president for ANZ, Mr. Maurice Cheong ([Maurice.cheong@accaglobal.com.au](mailto:Maurice.cheong@accaglobal.com.au)) for more information.

- 3) As part of the Faculty's endeavour to develop synergistic linkage with other schools, I discussed with the Dean of Law and jointly initiated a new postgraduate program that combines legal skills that are pertinent for tomorrow's accountants. I led the idea development all the way to successfully getting it approved by the Academic Board at Deakin University. The process involved considerable learning and sharing of conviction at different committees in the university hierarchy. After getting the government's approval code, I managed the marketing of this program along with the support of the Deakin Law School.

2010-2014: **Faculty Coordinator, Deakin Think Tank Challenge (DTTC):**

Along with the student representatives of Deakin Commerce Society, I coordinated this annual faculty-wide case analysis and presentation competition (in September) that was open to all students in the faculty of Business and Law. The event was planned 3 months in advance and I oversaw the activities involved in organizing the event.

**My personal achievements** in coordinating this event are as follows.

- 1) Successful negotiation skills with corporate sponsors including KPMG, Institute of Internal Auditors (IIA) and Ernst and Young (EY).
  - 2) Experience in running intellectual events, which includes shortlisting the student participants; finalizing the case study; advising students of the judges' expectations; and finally coordinating the event day activities to a successful completion.
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## REFEREES

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