



## Sridhar Balasubramanian, PhD (Sridhar / "Dr. B")

---

ROY & ALICE H. RICHARDS BICENTENNIAL DISTINGUISHED SCHOLAR & PROFESSOR OF MARKETING

Sridhar Balasubramanian is the Roy & Alice H. Richards Bicentennial Distinguished Scholar, and Professor of Marketing at the University of North Carolina at Chapel Hill's Kenan-Flagler Business School. He was recognized by Poets&Quants as one of the *Top 50 Business Professors in the World*. He has served as Senior Associate Dean for MBA Programs (including Fulltime, Evening MBA, Weekend MBA, OneMBA, and MBA@UNC Programs) at the UNC Kenan-Flagler Business School.

In his administrative roles, Sridhar has worked with his team on numerous new and innovative initiatives related to program and school strategy, including branding both in the U.S. and globally, curriculum development and expansion, launching new concentrations, outside-the-classroom professional development programs, increasing cross-program coordination, the infusion of technology into the learning process, rigorous learning outcome measurement, and creating world-class student learning and leadership development experiences. He was one of eight scholar-administrators at UNC selected to attend the yearlong 2015-2016 UNC *Academic Leadership Program* (ALP) that works with UNC academic leaders "through a series of activities to help them develop leadership skills, clarify their career commitments, build a leadership network within the campus, and extend their contacts to other leaders beyond the university." The MBA programs he led peaked at an enrollment of about 1900 students.

Sridhar's teaching and research interests are in the areas of market strategy and technology strategy, innovation and growth strategy, customer-focus, service design and marketing, e-business, customer relationship management, game theory, and the management of competition. He also specializes in bringing tools and concepts related to innovation, market-focus and customer-focus into other functional areas, including the management of the human resource function. He has been a keynote speaker at national conferences on the topics of customer-focused innovation and growth, and developing a customer- and market-focus.

Sridhar is a coauthor, with the legendary Philip Kotler and UNC Emeritus Professor Gary Armstrong, of the sister textbooks, *Principles of Marketing* and *Marketing: An Introduction*, both published by Pearson. These are among the world's largest selling marketing textbooks, and are published globally in 13 languages and in 20 customized editions.

Sridhar has been recognized for his pioneering research on how technology is fundamentally reshaping the worlds of business and marketing. His research has won prestigious awards from organizations such as INFORMS and the National Science Foundation (NSF), including

the John D.C. Little Award from INFORMS for the best marketing paper in *Marketing Science* and *Management Science*. His research has been cited more than 13,900 times on the Google Scholar Citation Index. He is among the most highly cited scholars in his marketing PhD cohort.

Sridhar pursues a broad and interdisciplinary research agenda, and has worked with researchers across functional areas including Marketing, Operations, Information Technology, and Management/Strategy. His research appears in journals such as *Marketing Science*, *Management Science*, *Manufacturing & Services Operations Management*, *Journal of Business Research*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Operations Management*, *Journal of Retailing*, *Journal of the Academy of Marketing Science*, *Decision Support Systems*, *Sloan Management Review* and *Strategic Management Journal*. He has served as guest editor of the Centennial Issue of the *Journal of Retailing*, and as a reviewer for numerous journals. He has served on the Editorial Boards of *Marketing Science*, the *Journal of Interactive Marketing*, and the *Journal of Retailing*.

Sridhar has also been frequently recognized for outstanding teaching. He has taught in the undergraduate, MBA, EMBA, and Executive Development programs at UNC. He was designated a MBA Master Teacher at UNC. He has won the Weatherspoon Award for Excellence in PhD Teaching at the Kenan-Flagler Business School, and the UNC Kenan-Flagler Executive Development “Above and Beyond” Award. He is an eight-time winner of the Best Teacher award in UNC Kenan-Flagler Executive MBA programs. He has received the Roy W. Holsten Award for Outstanding Service and Dedication to the UNC Kenan-Flagler Business School – the school’s highest such recognition.

Sridhar works actively with the corporate world. He has advised start-ups and existing firms on issues related to building creative thinking and innovation skills, the pursuit of profitable innovation, Design Thinking, becoming customer focused, and the design and execution of market strategy. He has conducted executive development programs for and/or consulted with numerous organizations in the United States, Africa, Asia, Europe, and South America, including the Adani Group, AEROTEK, the Asahi Glass Company, Bank of America, Babcock & Wilcox, BASF, Boeing, Canara Bank, Caterpillar Inc., CenturyLink, CommScope, Daimler-Benz, Dentsply, Duke Energy, the Environmental Protection Agency, Ferguson Enterprises Inc., FEDEX, Fidelity Investments, Genworth, Glen Raven, Grant Thornton, IHRSA, Indian Railways, Ingersoll-Rand, John Deere, KPMG, Kroger, LOWE'S, Manipal Hospitals, Marathon Petroleum, Merz Aesthetics, Owens Corning, Performance Food Group, Pratt Industries, Qualcomm, the Rane Group, Red Hat, Royal Caribbean Group, Skanska, SHRM, Southern Wines and Spirits, State Bank of Hyderabad, Sunbelt Rentals, the TATA Group, Telkom S.A., Textron, Union Bank of India, the U.S. Army (including the U.S. Army Special Forces Command), Navy, Air Force and Marine Corps, the U.S. VA, Vulcan Materials, Xchanging, and Xerox.

Before beginning his academic career, Sridhar was Area Sales Manager for India’s leading food manufacturing and marketing company.

Sridhar received MA, MPhil, and PhD degrees from Yale University, an MBA from the Indian Institute of Management (IIM Bangalore-India) and a B. Tech degree from the Indian Institute of Technology (IIT Kharagpur-India).

# **SRIDHAR BALASUBRAMANIAN**

*Academic Curriculum Vitae*

Updated: January 2026

## Marketing Area

The Kenan-Flagler Business School  
The University of North Carolina at Chapel Hill  
Campus Box 3490, McColl Building  
Chapel Hill NC 27599-3490  
Email: [drb@unc.edu](mailto:drb@unc.edu)  
Phone: (919) 962-3194  
Fax: (919) 962-7186

---

## EDUCATION

1997	<b>YALE UNIVERSITY</b> Ph.D. in Management (Marketing)
1997	<b>YALE UNIVERSITY</b> Master of Philosophy in Management.
1995	<b>YALE UNIVERSITY</b> Master of Arts in Management
1991	<b>INDIAN INSTITUTE OF MANAGEMENT (IIM)</b> : Bangalore Masters in Business Administration (Top 3% of graduating class).
1989	<b>INDIAN INSTITUTE OF TECHNOLOGY (IIT)</b> : Kharagpur Bachelor of Technology with Honors (Ranked 2 <sup>nd</sup> in Department)

## POSITIONS

2023-	<b>MEMBER, UNC FACULTY COUNCIL AGENDA COMMITTEE</b>
2022-	<b>MEMBER, UNC FACULTY COUNCIL</b>
2020-2023	<b>MARKETING CONCENTRATION (CURRICULUM) CHAIR</b>
2010-2018	<b>SENIOR ASSOCIATE DEAN FOR MBA PROGRAMS (FINAL POSITION)</b> <b>ASSOCIATE DEAN FOR THE MBA@UNC PROGRAM</b> <b>ASSOCIATE DEAN FOR THE FULLTIME MBA PROGRAM</b> Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2010-	<b>ROY &amp; ALICE H. RICHARDS BICENTENNIAL DISTINGUISHED SCHOLAR</b> <b>PROFESSOR OF MARKETING</b> Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

2007-2010 **ROY & ALICE H. RICHARDS BICENTENNIAL SCHOLAR**, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

2004-2010 **ASSOCIATE PROFESSOR** (with tenure), Department of Marketing, Kenan-Flagler Business School, University of North Carolina at Chapel Hill. Also served as Marketing PhD Coordinator.

2002-2004 **ASSISTANT PROFESSOR**, Department of Marketing, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

2001-2002 **ASSISTANT PROFESSOR** (Visiting), Department of Marketing, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

1997-2001 **ASSISTANT PROFESSOR**, Department of Marketing, McCombs School of Business, University of Texas at Austin. Also *Track Chair for Customer Relationship Management*, Center for Customer Insight (CCI), McCombs School of Business (1999-2001)

1996-1997 **INSTRUCTOR**, Department of Marketing, McCombs School of Business, University of Texas at Austin.

1991-1992 **AREA SALES MANAGER**, Britannia Industries Ltd., Chennai, India.

## VISITING POSITIONS

2020 SPRING **VISITING PROFESSOR OF BUSINESS**  
Fuqua School of Business, Duke University.

2021 SPRING **VISITING PROFESSOR OF BUSINESS**  
Fuqua School of Business, Duke University.

## HONORS, AWARDS, AND GRANTS

2024 UNC Kenan-Flagler **Teaching All-Star Award (MBA Core)**.

2020 Finalist, **Jack Meredith Award** for the Best Paper published in the *Journal of Operations Management* for: Narayanan, Sriram, Sridhar Balasubramanian, Jayashankar Swaminathan, and Ying Zhang (2020), "Managing Uncertain Tasks in Technology-Intensive Project Environments: A Multi-Method Study of Task Closure and Capacity Management Decisions." *Journal of Operations Management*, vol. 66, 3, p.260-280.

2019 Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **OneMBA Graduating Class of 2019** [One professor receives the award from the Graduating Class each year].

2019      Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **MBA@UNC Graduating Class of Summer 2019** [One professor receives the award from the Summer Graduating Class each year].

2018      Award for **Distinguished Service to the MBA Program**.

2015      **Roy W. Holsten Award** for Outstanding Dedication and Service to the UNC Kenan-Flagler Business School.

2015      One of eight scholar-administrators across the university selected to attend the year-long 2015-2016 UNC **Academic Leadership Program**. The ALP helps prepare and support academic leaders throughout the university “through a series of activities to help them develop leadership skills, clarify their career commitments, build a leadership network within the campus, and extend their contacts to other leaders beyond the university.”

2014      UNC Kenan-Flagler **Teaching All-Star Award (MBA Core)**.

2013      Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **Evening Executive MBA Class of 2013** [One professor receives the award each year].

2012      Recognized by Poets&Quants as one of the **Top 50 Business Professors in the World**. [<http://poetsandquants.com/2012/10/29/worlds-50-best-business-school-professors/>]

2012      Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **OneMBA (Global Executive MBA) Class of 2012** [One professor receives the award each year].

2011      Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **OneMBA (Global Executive MBA) Class of 2011** [One professor receives the award each year].

2010      Winner of the Class of 2011 **Distinguished Core Faculty Award for Outstanding Dedication in the MBA Core** [One professor receives the award each year].

2009      Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **OneMBA (Global Executive MBA) Class of 2009** [One professor receives the award each year].

2009      **The UNC Kenan-Flagler Executive Development “Above and Beyond” Award**. This award recognizes “faculty who go above and beyond the call of duty in their efforts related to Executive Development, with a particular focus on helping build the business and extending its impact on the business community.”

2009 The Kenan-Flagler **Weatherspoon Award for Excellence in PhD Teaching**. This awards recognizes “outstanding dedication and service” to the PhD program [One professor receives the award each year].

2009 Award of **\$60,000** from **Procter & Gamble** for a field study of consumer adoption of clean water technology in a developing economy. The study covers over 1000 households in Malawi in Southern Africa, distributed across different pricing and retail conditions. Co-principal investigators include Lisa Jones Christensen (UNC Chapel Hill) and Enno Siemsen (University of Minnesota).

2008 Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **Evening Executive MBA Class of 2008** [One professor receives the award each year].

2008 One of two professors recognized by the Kenan-Flagler Net Impact Chapter for Leadership and Support in integrating **Sustainability Concepts** into the MBA Core class.

2006 Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **OneMBA (Global Executive MBA) Class of 2006** [One professor receives the award each year].

2006 **Runner-up for 2005 Best Paper Award** in the *Journal of Interactive Marketing*. Awarded to Balasubramanian, Sridhar, Raj Raghunathan and Vijay Mahajan (2005), “Consumers in a Multiple Channel Environment: Product Utility, Process Utility, and Channel Choice,” *Journal of Interactive Marketing*, vol. 19, no. 2 (Spring), p. 12-30.

2005 Recognized for **overall teaching excellence** by the Kenan-Flagler Business School.

2005 Recognized for **Excellence in the MBA Core** by the Class of 2006.

2005 Marketing Science Institute **Young Scholar**. The Young Scholar’s program is intended to bring together the most promising young scholars who are identified as the potential leaders of the next generation of marketing academics.

2003 Recognized as a “**Teaching All Star**” at Kenan-Flagler Business School in:

- The **Undergraduate** Program
- The **MBA** Program
- The **Executive Education** program

2003 Recognized as a “**MBA Master Teacher**” at Kenan-Flagler, the UNC Business School.

2003 Recognized as a “**Most Productive Reviewer**” by *Marketing Science* for 2002-2003.

2003- Listed in Marquis **Who'sWho in America**

2002 **National Science Foundation** (NSF) award of \$500,000 over three years for research on "Virtual Investing-Related Communities (VICs) and Online Investing: A Study of Adoption, Usage, and Performance and Policy Implications" (Co-principal investigators include Prabhudev Konana at the University of Texas at Austin and Balaji Rajagopalan at Oakland University).

2002 Nominated for the school-wide **Assistant Professor Research Excellence Award**, McCombs School of Business, University of Texas at Austin.

2001 **Guest Editor:** Special Centennial Issue of the *Journal of Retailing* on Retailing in the 21<sup>st</sup> Century (with R. A. Peterson).

1999 **1998 John D.C. Little Award** from INFORMS for the **Best Marketing Paper in Marketing Science and Management Science** ("Mail versus Mall: A Strategic Analysis of Competition between Direct Marketers and Conventional Retailers", *Marketing Science*, vol. 17, no. 3).

1999 University of Texas at Austin **Summer Research Assignment**.

1999 \$25,000 competitive **LARIAT** Award for research from **Dell Computer Corporation**.

1998 Nominated for **Teaching Excellence Award** in MBA Core, McCombs School of Business, University of Texas at Austin.

1998 Honorable Mention: **Academy of Marketing Science 1996-1997 Dissertation Competition** for the best dissertation thesis.

1997 Finalist for the **Best MBA Elective Award** in the Graduate School of Business (Strategic Marketing) for Fall 1996.

1996 AMA-Sheth **Doctoral Marketing Consortium** Fellow.

1994-95 Scholarships to attend the Direct Marketing Association Conferences in New York and Dallas.

1993 Travel to S.Korea and award of \$5000 from Sunkyong Inc., as U.S. winner of the **First Essay Contest on Globalization**: "Globalization: A Quest for Worldwide Access without Worldwide Uniformity".

1993 Travel Scholarship to the **International Management Symposium** at the University of St. Gallen, Switzerland.

1992-95 **Yale University Fellowship**.

1989-91 **Institute Merit Scholarship**, Indian Institute of Management.

1989 **Best Departmental Research Project Award**, Indian Institute of Technology: "Projection of Ultimate Open Pit Mine Limits - A Dynamic Programming Approach".

1989 **J.C. Ghosh Scholarship**, Indian Institute of Technology.

## **ADMINISTRATIVE EXPERIENCE AND RECORD**

### **1. SENIOR ASSOCIATE DEAN FOR MBA PROGRAMS (FALL 2016 – FALL 2018)**

This role includes overall academic and administrative responsibility for UNC Kenan-Flagler's Fulltime MBA, Executive MBA (Evening, Weekend, OneMBA), and MBA@UNC (online) Programs. These programs together enrolled about 1900 students in Spring 2018.

#### **Program Initiatives and Performance**

- Embarked with the team on a strategic redesign of the MBA program operations and administration to ensure that they operate more efficiently and effectively in the spirit of a single program portfolio.
- Worked with the team towards creating a seamless student experience across the portfolio, with maximum flexibility across electives while retaining the unique positioning and experience associated with each program within the portfolio.
- Championed the push for flipped learning experiences across MBA programs using technology, with theoretical and conceptual instruction delivered online, complemented by an applied and interactive learning experience within small-sized live online classrooms.
- Worked with the team on a renewed emphasis on Diversity and Inclusion across the board – focusing on internal Kenan-Flagler culture, organizational diversity, and student learning and preparedness – this initiative is ongoing.
- Continued and strengthened the school's well-known emphasis on developing effective leaders who can lead from the front and from the middle, and who are unafraid to dirty their hands, pull together a team and get the job done – without drama.
- Worked with the Advancement team on fundraising initiatives, including serving as a Faculty Ambassador for the \$4.25 Billion Campaign for Carolina.
- Worked with Alumni Relations to help invigorate our outreach to alumni, including creating the opportunity for effective life-long learning for UNC Kenan-Flagler graduates by taking courses in MBA@UNC.

### **2. ASSOCIATE DEAN OF THE FULLTIME MBA PROGRAM (FALL 2010 ONWARD)**

In this role, the faculty, staff, and I have worked to enhance the program on multiple dimensions, including:

### **Program Initiatives and Performance**

- Leading the program to some of the highest student satisfaction scores in recent history.
- Reaching the highest application volume in 14 years for the class incoming in Fall 2015, with significant increases in application volumes across domestic, international, male, female, and underrepresented minority applicants.
- Achieving the highest average GMAT scores for incoming UNC Kenan-Flagler classes (Average GMAT of 701 over the past two years).
- Increasing student involvement and participation in school activities across the board.
- Working closely with the Chief Marketing Office, the MarCom group and other entities to re-conceptualize and operationalize the UNC Kenan-Flagler brand in print, digital, and other media.

### **Curricular contributions**

- Engaging in a significant MBA Core redesign, including:
  - Launching a new Core (required) course in Data Analytics and Decision Making, reflecting the growing importance of training students in big data-related skills.
  - Introducing communication training earlier in the Fall before students engage in corporate interactions.
  - Introducing new pre-entry assessment requirements to allow students to gauge their readiness and to undertake remedial measures such as the Analytical Skills Workshop.
- Designing and launching a new Healthcare Concentration in collaboration with the UNC School of Medicine, and other healthcare-focused academic units on campus.
- Designing and launching a new Energy Concentration.
- Designing and launching a new Family Business Focus Area.
- Designing and launching a new Data Analytics Focus Area.
- Designing and launching a new Data, Digital Analytics, and Technology Concentration.
- Introducing a new required attendance policy in the MBA core to emphasize the central importance of academic development in parallel with career and extracurricular activities.
- Adding new and strengthening existing outside-the-classroom, industry-led Professional Development Programs for the MBA Students.
- Adding over 40 new electives to the MBA program over the past 5 years.
- Engaging in a thorough redesign of the Career Management Center's curriculum for student preparedness, including the introduction of a weekly Career Lab.

### **Other performance dimensions**

- Working with the Dean's Office on fundraising initiatives.
- Increasing the graduation giving rate from about 35-40% about five years back to consistently over 90% today.
- Working to build strong corporate relationships with recruiters.
- Substantially rebuilding MBA program offices to reflect required skills and competencies with an eye on the future.
- Leading the MBA program through an AACSB review that was particularly focused on demonstrating evidence of learning.
- Leading the MBA program through a UNC Provost's external review.

### **3. [ASSOCIATE DEAN OF THE MBA@UNC ONLINE MBA PROGRAM \(SUMMER 2014 ONWARD\)](#)**

In this role, the faculty, staff, our online partner 2U, and I have worked to enhance the program on multiple dimensions, including:

#### **Overall Program Performance**

- Managing and enhancing a program that is recognized as a benchmark for not just other online MBA programs, but for high quality, degree-focused, online education in general.
- Achieving steady growth in the program, with the current intake at close to 500 students a year.
- Maintaining high student satisfaction levels with both the academic learning and program delivery.
- Increasing coordination between the MBA@UNC program and other programs with the school, to gain efficiencies through cross-course listing, material sharing, and experience sharing.

#### **Curricular contributions**

- Monitoring the quality of education on a continuous basis and taking enhancement and remedial actions when necessary.
- Monitoring new curriculum development on an ongoing basis.
- Steadily growing the set of elective offered to MBA@UNC students, with a more recent focus on electives in data analytics and decision making.
- Revising asynchronous and synchronous content to keep the courses cutting-edge in terms of content and delivery.
- Working on new approaches to enhance cross-faculty sharing of knowledge and techniques.
- Strengthening the leadership and career development experiences of the students.
- Helping design immersions and in-country extensions for strong learning experiences, including leading the immersion extension in Singapore, and conducting sessions at the Mumbai, Singapore, London, and San Francisco immersions.

- Working on initiatives to keep the students closely connected to UNC and UNC Kenan-Flagler, fostering the sense of a “One UNC Kenan-Flagler” community.
- Leading from the front by offering a course titled “Managing Modern Customers and Markets” in MBA@UNC. Leveraging the learnings from the course – which obtained perfect Net Promoter Scores for both the asynchronous and synchronous sessions the first time it was offered – across the MBA@UNC program.

### Other performance dimensions

- Working closely with the marketing team within 2U and at UNC Kenan-Flagler to increase program applications and enrollment.
- Generating ideas to increase effectiveness at every stage of the marketing funnel.
- Creating and teaching an online module titled “An Innovation Toolkit” – with a corresponding live session on systematic brainstorming – to enable prospective applicants to experience the quality of MBA@UNC and improve funnel throughput.
- Helping plan the strategy for the expansion of MBA@UNC and other ventures in the online learning space.

### BOOKS

Coauthor with Philip Kotler and Gary Armstrong, of ***Principles of Marketing*** and ***Marketing: An Introduction***. Published by Pearson, these are among the world’s largest-selling marketing textbooks. They are published in 13 languages and in over 20 editions globally.

### CITATIONS OF PUBLISHED RESEARCH

**Google Scholar Total Citation** count for published research as of January 2026: **13,900**

### PUBLICATIONS IN RESEARCH JOURNALS (Reverse chronological order)

1. Sainam, Preethika, Sridhar Balasubramanian, Shantanu Bhattacharya, and L. Lin Ong (2023), “Pricing under uncertainty: Forward and option pricing in sports markets,” ***Journal of Business Research***, 167, 114151. <https://doi.org/10.1016/j.jbusres.2023.114151>
2. Narayanan, Sriram, Sridhar Balasubramanian, Jayashankar Swaminathan, and Ying Zhang (2020), “Managing Uncertain Tasks in Technology-Intensive Project Environments: A Multi-Method Study of Task Closure and Capacity Management Decisions.” ***Journal of Operations Management***, vol. 66, 3, p.260-280.
  - FINALIST: **Jack Meredith Award** for the Best Paper published in the *Journal of Operations Management*.

3. Balasubramanian, Sridhar, Shantanu Bhattacharya, and Vish Krishnan (2015), "Pricing Information Goods: A Strategic Analysis of the Selling and On-demand Pricing Mechanisms." *Marketing Science*, vol. 34, no. 2, p. 218-234.
4. Jones Christensen, Lisa, Enno Siemsen, and Sridhar Balasubramanian (2015), "Consumer Behavior Change at the Base of the Pyramid: Bridging the Gap between For-Profit and Social Responsibility Strategies." *Strategic Management Journal*, vol. 36, no. 2 (February), p. 307-317.
5. Sainam, Preethika, Sridhar Balasubramanian, and Barry L. Bayus (2015), "Consumer Forwards: Concept and Empirical Analysis of a Sports Ticket Market." *International Journal of Sport Finance*, vol. 10, no. 2, p. 103-121.
6. Chen, Yuxin, Pradeep Bhardwaj, and Sridhar Balasubramanian (2014), "The Strategic Implications of Switching Costs under Customized Pricing." *Customer Needs and Solutions*, vol. 1, p.188-199.
7. Narayanan, Sriram, Sridhar Balasubramanian, and Jayashankar Swaminathan (2011), "Managing Outsourced Software Projects: An Analysis of Project Performance and Customer Satisfaction," *Production and Operations Management*, vol.20, no. 4 (July – August), p. 5-8-521.
8. Sainam, Preethika, Sridhar Balasubramanian, and Barry Bayus (2010), "Consumer Options: Theory and an Empirical Application to a Sports Market," *Journal of Marketing Research*, vol. XLVII (June), p. 401-414.
9. Kang, Wooseong, Barry Bayus, and Sridhar Balasubramanian (2010), "The Strategic Effects of Multimarket Contact: Mutual Forbearance and Competitive Response in the Personal Computer Industry," *Journal of Marketing Research*, vol. XLVII (June), p. 415-427.
10. Narayanan, Sriram, Sridhar Balasubramanian, and Jayashankar Swaminathan (2009), "A Matter of Balance: Specialization, Task Variety and Individual Learning in a Software Maintenance Environment," *Management Science*, vol. 55, no. 11, p. 1861-1876.
11. Siemsen, Enno, Aleda Roth, Sridhar Balasubramanian, and Gopesh Anand (2009), "The Influence of Psychological Safety and Confidence in Knowledge on Employee Knowledge Sharing," *Manufacturing & Service Operations Management*, vol. 11, no. 3, p. 429-447.
12. Shankar, Venkatesh and Sridhar Balasubramanian (2009), "Mobile Marketing: A Synthesis and Prognosis," *Journal of Interactive Marketing*, vol. 23, no. 2, p. 118-129.

13. Lenartowicz, Tomasz and Sridhar Balasubramanian (2009), "Practices and Performance of Small Retail Stores in Developing Economies," *Journal of International Marketing*, vol. 17, no. 1, p. 58-90.
14. Siemsen, Enno, Aleda Roth, and Sridhar Balasubramanian (2008), "How Motivation, Opportunity, and Ability Drive Knowledge Sharing: The Constraining Factor Model," *Journal of Operations Management*, vol. 26, p. 426-445.
  - This paper was reviewed in the *Academy of Management Perspectives*, August 2008.
15. Siemsen, Enno, Sridhar Balasubramanian, and Aleda Roth (2007), "Incentives that Induce Task-Related Effort, Helping, and Knowledge Sharing in Workgroups," *Management Science*, vol. 53, no. 10, p. 1533-1550.
16. Villanueva, Julian, Pradeep Bhardwaj, Sridhar Balasubramanian and Yuxin Chen (2007), "Customer Relationship Management in Competitive Environments: The Positive Implications of a Short-term Focus," *Quantitative Marketing and Economics*, vol. 5, no. 2, p. 99-129.
17. Bhardwaj, Pradeep and Sridhar Balasubramanian (2005), "Managing Channel Profits: The Role of Managerial Incentives," *Quantitative Marketing and Economics*, vol. 3, no. 3, p. 247-279.
18. Balasubramanian, Sridhar, Raj Raghunathan, and Vijay Mahajan (2005), "Consumers in a MultiChannel Environment: Product Utility, Process Utility, and Channel Choice," *Journal of Interactive Marketing*, vol. 19, no. 2 (Spring), p. 12-30 (**Runner-up** for the **2005 Best Paper Award** in the *Journal of Interactive Marketing*).
19. Konana, Prabhudev and Sridhar Balasubramanian (2005), "The Social-Economic-Psychological (SEP) Model of Technology Adoption and Usage: An Application to Online Investing," *Decision Support Systems*, vol. 19, no. 3 (May), p. 505-524.
20. Wu, Yuhong, Sridhar Balasubramanian, and Vijay Mahajan (2004), "When is a Preannounced New Product Likely to be Delayed?," *Journal of Marketing*, vol. 68, no. 2, p. 101-113.
21. Balasubramanian, Sridhar and Pradeep Bhardwaj (2004), "When Not All Conflict is Bad: Manufacturing-Marketing Conflict and Strategic Incentive Design," *Management Science*, vol. 50, no. 4, p. 489-502.
22. Sawhney, Mohan, Sridhar Balasubramanian, and Vish Krishnan (2004), "Creating Growth with Services," *Sloan Management Review*, vol. 45, no. 2, p. 34-43.
  - Reprinted in Marketing (27<sup>th</sup> Edition), Dubuque, IA: McGraw-Hill/Dushkin

23. Balasubramanian, Sridhar, Prabhudev Konana, and Nirup Menon (2003), "Customer Satisfaction in Virtual Environments: A Study of Online Investing," *Management Science*, vol. 49, no. 7, p. 871-889.
24. Wu, Fang, Vijay Mahajan, and Sridhar Balasubramanian (2003), "An Analysis of e-Business Adoption and its Impact on Business Performance," *Journal of the Academy of Marketing Science*, vol. 31, no. 4, p. 425-447.
25. Peterson, Robert A. and Sridhar Balasubramanian (2002), "Retailing in the 21<sup>st</sup> Century: Reflections and Prologue to Research," *Journal of Retailing*, vol. 78, no. 1, p. 9-16.
26. Balasubramanian, Sridhar, Robert A. Peterson, and Sirkka Jarvenpaa (2002), "Exploring the Implications of M-Commerce for Markets and Marketing," *Journal of the Academy of Marketing Science*, vol. 30, no. 4, p. 348-361.
27. Balasubramanian, Sridhar and Vijay Mahajan (2001), "The Economic Leverage of the Virtual Community," *International Journal of Electronic Commerce*, vol. 5, no. 3, p. 103-138.
28. Konana, Prabhudev, Nirup Menon, and Sridhar Balasubramanian (2000), "The Implications of Online Investing," *Communications of the ACM*, vol. 43, no. 1, p. 34-41.
  - A short article based on this paper, titled "The Hidden Costs of Online Investing," was published in the Texas Business School Magazine, Spring/Summer 2000 issue.
29. Balasubramanian, Sridhar (1998), "Mail vs. Mall: A Strategic Analysis of Competition between Direct Marketers and Conventional Retailers," *Marketing Science*, vol 17, no. 3, p. 181-195
  - Lead Article and WINNER: **1998 John D.C. Little Award** from INFORMS for the Best Marketing Paper in *Marketing Science* and *Management Science*)
30. Balasubramanian, Sridhar, Sunil Gupta, Wagner Kamakura, and Michel Wedel (1998), "Large Data Sets in Marketing," *Statistica Neerlandica*, vol. 52, no. 3, p. 303-323.
31. Putsis, William P. Jr., Sridhar Balasubramanian, Edward H. Kaplan, and Subrata K. Sen (1997), "Mixing Behavior in Cross Country Diffusion," *Marketing Science*, vol. 16, no. 4, p. 354-69.
32. Peterson, Robert A., Sridhar Balasubramanian, and Bart Bronnenberg (1997), "Exploring the Implications of the Internet for Consumer Marketing," *Journal of the Academy of Marketing Science*, vol. 25, no. 4, p. 329-46.
  - Reprinted in Internet Marketing, 2000, eds. J. N. Sheth, A. Eshghi, and B. C. Krishnan, Fort Worth, TX: Harcourt Publishers, p. 120-148.

- Reprinted in Defying the Limits: Reaching New Heights in Customer Relationship Management, 2000, San Francisco, CA: Montgomery Research, Inc., p. 84-94.

### **BOOK CHAPTERS AND ARTICLES (Reverse chronological order)**

33. Balasubramanian, Sridhar (2019), Foreword to *Making of a Level 5 Design Thinker* by Shankar Thayumanavan, Notion Press, Chennai, India.
34. Balasubramanian, Sridhar and Prabhudev Konana (2009), “Entering India’s product and service markets? 10 caveats that can help you tame the Asian elephant” in Indian economic superpower: Fiction or Future? edited by Jayashankar Swaminathan, Singapore: World Scientific.
35. Balasubramanian, Sridhar (2008), “Innovation Boosts the Brand,” featured interview in TYRE ASIA, December/January issue.
36. Balasubramanian, Sridhar and Pradeep Bhardwaj (2008), “Notice me: Cutting through the Marketing Clutter,” *Wall Street Journal*, October 20, page R8.
37. Konana, Prabhudev, John Doggett, and Sridhar Balasubramanian (2005), “Advantage China,” an economic policy commentary (cover story) in *Frontline*, a leading Indian newsmagazine, vol. 22, no. 6, March 12-25  
([www.flonnet.com/fl2206/stories/20050325003600400.htm](http://www.flonnet.com/fl2206/stories/20050325003600400.htm)).
38. Balasubramanian, Sridhar (2004), “Bridge Gap between Customers, Shareholders,” *Marketing News*, American Marketing Association, April 15, p. 19-20.
39. Konana, Prabhudev and Sridhar Balasubramanian (2002), “India as a Knowledge Economy: Aspirations versus Reality,” an Economic Policy commentary in *Frontline*, a leading Indian newsmagazine, vol. 19, no. 2, Jan 19-Feb 2, p. 65-69.
40. Balasubramanian, Sridhar, Vish Krishnan and Mohanbir Sawhney (2001), “New Offering Realization in the Networked Digital Environment”, in Digital Marketing, eds. Vijay Mahajan and Jerry Wind, New York: John Wiley, 2001, p. 310-338.

### **RESEARCH IN PROGRESS**

1. Wei, Jiaming, Sridhar Balasubramanian, and Durga Nagarajan, “Integrating Influencers into Marketing Strategy: A Conceptual Framework” (Under 2<sup>nd</sup> Round Review at the *Journal of Marketing*).
2. Balasubramanian, Sridhar, Durga V. Nagarajan, and Longxiu Tian, “Communication Rules: Rethinking Organizational Communications in the New Era” (Targeted at *Journal of Management*. Target submission date: May 2025).

3. Wei, Jiaming (Jasmine) and Sridhar Balasubramanian, "Sponsored Influencers, Organic Influencers and Lead Users: A Strategic Analysis of the Battle for Market Influence" (In advanced stages of writing. Targeted at *Marketing Science*. Target date: Summer 2025. This will be Jasmine's job-market paper).
4. Wei, Jiaming and Sridhar Balasubramanian, "Influencer Wars" (First draft complete. Submission target date: Summer-Early Fall 2025).
5. Balasubramanian, Sridhar, Longxiu Tian, and Jia Tian, "Green Politics: Customers' Political Inclinations and their Reactions to Environmental Sustainability Initiatives" (Submission target date: Winter 2025).
6. Balasubramanian, Sridhar and Kerem Tomak, "Mental Accounting and Strategic Pricing" (First draft complete. Submission target date: Late 2025-Early 2026).
7. Balasubramanian, Sridhar and Preethika Sainam, "Creating Great Employee Experiences" (First draft complete).
8. Balasubramanian, Sridhar, Rajdeep Grewal and Arv Malhotra, "Exploring the Implications of Fintech for Markets and Marketing" (Writing stage).

## CONFERENCE SUMMARIES AND PROCEEDINGS

1. "Incentives in Teams" (with Enno Siemsen and Aleda V. Roth). In: eds. van Wassenhove, L., de Meyer, A., Yücesan, E., Günes, E.D. and L. Muyldermaans, "Operations Management as a Change Agent." Conference Proceedings EUROMA 2004, Vol. 2, pp. 607-616.
2. "Practices and Performance of Retail Stores in a Developing Economy: Contrasting Two Worlds" (with Tomasz Lenartowicz), 2002 Academy of International Business Conference, San Juan, Puerto Rico.
3. "Exploring the Implications of M-Commerce for Markets and Marketing," (with Robert A. Peterson and Sirkka Jarvenpaa) at the **Marketing Science Institute Conference on Marketing to and Serving Customers Through the Internet** in Boca Raton, Florida. December 2001. Summary of presentation published in Marketing to and Serving Customers through the Internet, MSI Working Paper Series Report no. 01-122 (2002).
4. "The Drivers of the Intensity of E-Business Adoption and Its Impact on Firm Performance," (with Fang Wu and Vijay Mahajan) at the **Marketing Science Institute Conference on B2B E-Commerce** at Austin, Texas, March 2001. Summary of presentation published in B2B E-Commerce, MSI Working Paper Series Report no. 01-104.
5. "Understanding Trustworthiness Beliefs in Electronic Brokerage Usage" (with Nirup Menon, Prabhudev Konana, and Glenn Browne). In the *Proceedings of 20<sup>th</sup> International Conference on Information Systems* (ICIS), Charlotte, North Carolina, December 12-15, 1999.

## **OTHER RESEARCH**

1. Balasubramanian, Sridhar, "Marketing in a Technology-Intensive World: An Evolutionary Bridge to a Revolutionary Future."
2. Lim, Kyung Jin, Sridhar Balasubramanian, and Pradeep Bhardwaj, "The Many Pathways to Going Green: Implications for the Firm, Consumers, and the Environment."
3. Balasubramanian, Sridhar and Pradeep Bhardwaj, "Breakthrough Marketing: Getting to Customers in a World of Clutter."
4. Kang, Wooseong, Sridhar Balasubramanian and Barry Bayus, "Multimarket Multifacet Competition."
5. Kang, Wooseong, Sridhar Balasubramanian, and Barry Bayus, "Competition in Product Systems Markets: Endogenous Asymmetric Structure with Symmetric Competition."
6. Siemsen, Enno, Sridhar Balasubramanian, and Aleda Roth, "The Difference of Being Similar: Competence Similarity and Knowledge Sharing in Workgroups."
7. Balasubramanian, Sridhar and Robert A. Peterson, "Channel Portfolio Management: Antecedents, Implications and Implementation."
8. Balasubramanian, Sridhar, Vish Krishnan and Mohanbir Sawhney, "The Implications of Digitization for Markets and Marketing."
9. Balasubramanian, Sridhar, "Mail vs. Mall: An Empirical Analysis of Market Structure."
10. Balasubramanian, Sridhar and David Schmittlein, "Customer Equity and Relationship Management for a Catalog Marketing Firm."
11. Balasubramanian, Sridhar, Anil Kaul, Lisa Klein, Subrata Sen, Alvin Silk and Dick Wittink, "Advertising-Price Interactions", Working Paper.
12. Putsis, William P. Jr., Sridhar Balasubramanian, Edward H. Kaplan and Subrata K. Sen, "Does Mixing Matter?", Yale School of Management Working Paper Series #G18.

## **EXECUTIVE DEVELOPMENT & INDUSTRY ENGAGEMENT**

Conducted executive development programs for and/or consulted with numerous organizations in the United States, Africa, Asia, Europe, and South America, including the Adani Group, AEROTEK, the Asahi Glass Company, Bank of America, Babcock & Wilcox, BASF, Boeing, Canara Bank, Caterpillar Inc., CenturyLink, CommScope, Daimler-Benz, Dentsply, Duke Energy, the Environmental Protection Agency, Ferguson

Enterprises Inc., FEDEX, Genworth, Glen Raven, Grant Thornton, IHRSA, Indian Railways, Ingersoll-Rand, John Deere, KPMG, The Kroger Company, LOWE'S, Manipal Hospitals, Marathon Petroleum, Owens Corning, Performance Food Group, Qualcomm, the Rane Group, Red Hat, Skanska, SHRM, Southern Wines and Spirits, State Bank of Hyderabad, Sunbelt Rentals, the TATA Group, Telkom S.A., Textron, Union Bank of India, the U.S. Army (including the U.S. Army Special Forces Command), Navy, Air Force and Marine Corps, the U.S. VA, Vulcan Materials, Xchanging, and Xerox.

## PRESS MENTIONS

1. Interviewed by CNNfn on online trading (see [cnnfn.com/1999/11/01/investing/q\\_whytrade/](http://cnnfn.com/1999/11/01/investing/q_whytrade/))
2. Interviewed by David Zielenziger, Bloomberg News on Jan 3, 2000 regarding article "Exploring the Implications of Online Investing," *Communications of the ACM*, vol. 43, no. 1, p. 34-41 (with Prabhudev Konana and Nirup Menon).
3. Research on online investing discussed in *Ticker Magazine* (May 2000) and on KCSN Radio 88.5, Northridge CA ([www.ticker.com/html/2000/1039.htm](http://www.ticker.com/html/2000/1039.htm)).
4. Research on online investing (with P. Konana of UT Austin) was highlighted in the UT Austin Business School magazine of Summer 2000 (see [www.bus.utexas.edu/news/magazine/00s/konana.asp](http://www.bus.utexas.edu/news/magazine/00s/konana.asp)).
5. Cited in article "First-Mover Advantage: Myth or Reality?", UT Austin Business School magazine of Spring/Summer 2001 (see [www.bus.utexas.edu/news/magazine/01s/firstmover.asp#](http://www.bus.utexas.edu/news/magazine/01s/firstmover.asp#))
6. Interviewed on KVR-TV Austin, TX on April 9, 2001 regarding pricing strategies in the movie industry.
7. Interviewed by the *Daily Texan* on November 3, 2001 regarding the demise of online bookseller Bigwords.com.
8. Economic policy commentary in *Frontline* magazine (with P. Konana of UT Austin) was highlighted by the McComb's School of Business at UT Austin (see [www.bus.utexas.edu/news/pressreleases/frontline.asp](http://www.bus.utexas.edu/news/pressreleases/frontline.asp)). The original article is available at [www.flonnet.com/f1902/19020650.htm](http://www.flonnet.com/f1902/19020650.htm) .
9. Interviewed by the *Wall Street Journal* on direct marketing of organic produce (October 23 2002): "One Veggie Venture That Might Just Fly" (see [www.startupjournal.com/columnists/ideafiler/20021023-pink.html](http://www.startupjournal.com/columnists/ideafiler/20021023-pink.html).)
10. Interviewed by the *Herald Sun* on the role of mascots in promoting high-tech companies (December 25 2002): "Mascots promoting high tech software companies use images to draw and keep customers" (see [www.heraldsun.com/archives/URNDetail.cfm?URN=0409486727&QSearchInfo=mascot](http://www.heraldsun.com/archives/URNDetail.cfm?URN=0409486727&QSearchInfo=mascot).)
11. Cited in "Metamorphosis: Transforming Your Company with Innovation," Kenan-Flagler Business School Alumni magazine, Spring '03 (see [www.kenan-flagler.unc.edu/assets/documents/alumMag2003spring.pdf](http://www.kenan-flagler.unc.edu/assets/documents/alumMag2003spring.pdf)).

12. Cited in "Close The Loop," an article on the managing of outsourcing in *Entrepreneur* magazine, October 2003, p. 82-83 (see [www.entrepreneur.com/mag/article/0,1539,311034,00.html](http://www.entrepreneur.com/mag/article/0,1539,311034,00.html)).
13. Cited in "Inbox Interactive," an article on e-mail marketing in *Latin Trade* magazine, March 2004 (see [www.latintrade.com/currentissue/connection1.html](http://www.latintrade.com/currentissue/connection1.html)).
14. Cited in "Inside the Golden Arches: The Revitalization of the World's Largest Restaurant Company," cover story in *QSR Magazine*, May 2004, p. 30-42 (see [www.qsrmagazine.com/issue/63/mcdonalds/index.phtml](http://www.qsrmagazine.com/issue/63/mcdonalds/index.phtml)).
15. Cited in "Give It Away Now," an article on measuring financial returns to marketing promotions in *CFO Magazine*, October 2004 (see [www.cfo.com/article.cfm/3219553/4/c\\_3241285](http://www.cfo.com/article.cfm/3219553/4/c_3241285)).
16. Cited by the *Herald Sun* on the why high-tech companies may change their names (October 27 2004): "What's in a name? A lot, local firms feel" (page B1)
17. Cited by the New Jersey *Star-Ledger* on entrepreneurial marketing of one-of-a-kind products (December 5, 2004): "Rockaway woman sees a future in one-of-a-kind purses."
18. Cited by *Inc. Magazine* in "The Problem: Dwain Gullion Hits a Chord with his Magnetic Yellow Ribbons. But can he turn a patriotic fad into a real business?" (February 2005, pages 36-37)
19. Interviewed on *Voice of America* regarding the trade relations between China and India, April 2005 (<http://www.voanews.com/english/NewsAnalysis/2005-04-19-voa30.cfm>).
20. Cited by the *New York Times* on the growth of low-end brands (June 24, 2005): "Name Brands Embrace Some Less-Well-Off Kinfolk" (Section C, page 7). Article was also carried by the *International Herald Tribune* of June 24, 2005 under the title: "Despite U.S. recovery, zeal for low-cost products."
21. Interviewed on *WUNC Radio* Chapel Hill NC on June 27, 2005 regarding the growth of online auctioneer eBay and supporting firms like ChannelAdvisor.
22. Cited by *Fast Company* on the co-branding implications of the alliance between Netjets and Marquis Jet (October 2005 issue, p. 68): "High Fliers" (<http://www.fastcompany.com/magazine/99/marquis.html>).
23. Cited by the *Herald Sun* on innovative ways new products can get to market (October 23 2005): "Making something new is only half the battle – next you have to sell it" (page F1).
24. Cited by the *Winston Salem Journal* on how automated, web-based self-help technologies can help investors (December 10, 2005): "SimpliFi targets an underserved group."
25. Cited by the *News&Observer* on the Federal Communication Commission's plans for a-la-carte pricing for cable channels (December 2, 2005): "Don't expect too much."

26. Cited by the *News&Observer* on the use of Podcasting lectures in higher education (February 6, 2006): “Students download complete lectures” (<http://www.newsobserver.com/674/story/397006.html>).
27. Cited by the *News&Observer* on the effectiveness of SuperBowl advertising (February 4 2006): “Behold the super spectacle” (<http://www.newsobserver.com/104/story/396351.html>).
28. Cited by the *Charlotte Observer* on the expansion and growth strategies of firms (April 5, 2006): “Origin in PR, future all over” (<http://www.charlotte.com/mld/charlotte/business/14266018.htm>).
29. Cited by the *News&Observer* on how characters from one company’s advertisements are by parodied by competitors in their own ads (June 13 2006): “Know these guys? Ads depend on it” (<http://www.newsobserver.com/104/story/450001.html> ).
30. Cited by the *News&Observer* on why companies pay substantial fees for celebrity speakers (July 23 2006): “Look who’s talking” (<http://www.newsobserver.com/business/story/463423.html>).
31. Cited by the *News&Observer* on how video and computer games build on themes from movies (September 22 2006): “Flyboys may lift local game maker” (<http://www.newsobserver.com/104/story/489312.html>).
32. Cited by the *News&Observer* on how companies are encouraging consumers to product ads about their products (January 11, 2007): “Moving buyers to sell: Doritos, other companies inviting consumers to participate in advertising” (<http://www.newsobserver.com/104/story/531075.html>).
33. Featured interview in the *News&Observer* on when and why consumers spend on luxury goods (February 4 2007): “Luxuries are things you wouldn’t buy if no one saw you use them” (<http://www.newsobserver.com/164/story/539390.html>).
34. Cited by the *News&Observer* on how press mentions of companies can lead to increased customer interest and sales (March 20 2007): “Saf-T-Net of Raleigh gets ‘stamp of credibility’ ” (<http://www.newsobserver.com/104/story/555490.html>).
35. Cited by the *News&Observer* on how companies compensate existing customers if they promote the company to their friends (November 24 2007): “What’s a friend worth? 25 bucks” (<http://www.newsobserver.com/print/saturday/business/story/789858.html>).
36. Interviewed by *Business Line* on how marketing principles can be put to work in the employee recruiting process (June 23 2008), “Putting marketing to work in recruitment” (<http://www.thehindubusinessline.com/manager/2008/06/23/stories/2008062351201100.htm>).
37. Research on pricing sports tickets using consumer options with Preethika Sainam and Barry Bayus featured in (2009):
  - a. Heraldsun.com [<http://heraldsun.southernheadlines.com/business/21-1135351.cfm>]

- b. FinanceProfessor.com  
[<http://financeprofessorblog.blogspot.com/2009/04/selling-forwards-for-sporting-events.html>]
- c. Conde Nast Portfolio.com [<http://www.portfolio.com/views/blogs/market-movers/2009/04/03/selling-forwards-for-sporting-events>]
- d. Carolinamarch.com [<http://www.carolinamarch.com/2009/4/3/821946/is-there-a-better-way-to-sell-ncaa>]
- e. Marketdesigner.blogspot.com  
[<http://marketdesigner.blogspot.com/2009/04/forward-contracts-on-sporting-events.html>]
- f. Courant.com [[http://blogs.courant.com/uconn\\_womens\\_basketball/2009/04/](http://blogs.courant.com/uconn_womens_basketball/2009/04/)]
- g. Gulzar05.blogspot.com [<http://gulzar05.blogspot.com/2009/04/forwards-and-options-in-sports-tickets.html>]

38. Cited by *Triangle Business Journal* on career advice for graduating MBA students (May 13, 2013): "Triangle B-School leaders lend wisdom to graduates" ([http://www.bizjournals.com/triangle/morning\\_call/2013/05/triangle-b-school-leaders-lend-wisdom.html?page=all](http://www.bizjournals.com/triangle/morning_call/2013/05/triangle-b-school-leaders-lend-wisdom.html?page=all)).

39. Cited by *Triangle Business Journal* on the MBA marketplace: "UNC-Chapel Hill sees higher MBA applications, attributes increase to branding efforts" (June 5, 2014) (<http://www.bizjournals.com/triangle/blog/2014/06/unc-chapel-hill-sees-higher-mba-applications.html>)

40. Cited by bizjournals.com on branding in the cosmetics market (Nov 4, 2014): "From grandma's bathtub to Wall Street and back, now her products are in Sephora" (<http://www.bizjournals.com/bizwomen/news/profiles-strategies/2014/11/from-grandmas-bathtub-to-wall-street-and-back-now.html?page=all>)

41. Cited on Business2Community.com on the role of innovation in driving business success (April 19, 2015): "Is your management style killing your business?" (<http://www.business2community.com/leadership/management-style-killing-business-01208183>)

42. Cited by *USA TODAY* on career management for college graduates (July 30, 2015): "How you know it's time to leave your first job" (<http://college.usatoday.com/2015/07/30/time-to-leave-your-first-job/>).

43. Cited by *U.S. News & World Report* on the fit of online MBA programs for parents with young children (June 5, 2017): "Assess online programs as a new, soon-to-be parent" (<https://www.usnews.com/higher-education/online-education/articles/2017-06-05/assess-online-degree-programs-as-a-new-or-soon-to-be-parent>).

44. Cited by *The Daily Tar Heel* the likelihood of Amazon setting up its second headquarters in the Triangle area: (September 12, 2017): "Could Amazon be coming to the Triangle?" (<http://www.dailytarheel.com/article/2017/09/could-amazon-be-coming-to-the-triangle>).

45. Cited by *The News & Observer* on WalMart's new practice of having employees deliver groceries to customers (September 28, 2017): "Apex WalMart is the latest store to have employees do your grocery" (<http://www.newsobserver.com/news/business/article175964486.html>).
46. Cited by *BUSINESSBECAUSE* on the value of an Online MBA (February 16, 2018): "What is the value of an online MBA?" (<https://www.businessbecause.com/news/mba-distance-learning/5053/value-online-mba>).
47. Cited by *U.S. News & World Report* on making MBA programs pay off (March 28, 2018): "7 ways MBA programs work to make investment pay off" (<https://www.usnews.com/education/best-graduate-schools/top-business-schools/articles/2018-03-28/7-ways-mba-programs-work-to-make-investment-pay-off>).
48. Interviewed by PBS affiliate *WUNC* (August 1, 2018) on "The making of a pet influencer" (<http://www.wunc.org/post/making-pet-influencer#stream/0> ).
49. Interviewed by NECN (November 22, 2018) on "Walmart, Target host Black Friday events to court online, former Toys 'R' Us shoppers" (<https://www.necn.com/news/business/Walmart-Target-Black-Friday-Events-Toys-R-Us-Online-Shoppers-501078382.html>).
50. Interviewed by NBC affiliate WRAL.com (August 22, 2019) on "Social media influencers becoming the norm for advertising" (<https://www.wral.com/social-media-influencers-becoming-the-norm-for-advertising/18579047/>).
51. Featured by Spectrum News on Diversity and Inclusion (Summer 2021) "Renowned UNC -Chapel Hill Professor shares his work for change" ([https://spectrumlocalnews.com/nc/triangle-sandhills/news/2021/05/21/renowned-unc-chapel-hill-professor-shares-his-work-for-change?fbclid=IwAR2zbkhuwKbj-Yu5EQH\\_J90NMHFUhb80w8-FItdoQGp4tE5j5koXnm9ZT4#](https://spectrumlocalnews.com/nc/triangle-sandhills/news/2021/05/21/renowned-unc-chapel-hill-professor-shares-his-work-for-change?fbclid=IwAR2zbkhuwKbj-Yu5EQH_J90NMHFUhb80w8-FItdoQGp4tE5j5koXnm9ZT4#)).

## **SERVICE ON Ph.D. STUDENT COMMITTEES**

1. Committee member for Ashutosh Prasad (UT Austin – Marketing Department). Completed Summer 1998. Initial placement: School of Management, University of Texas at Dallas.
2. Committee member for Fang Wu (UT Austin – Marketing Department). Completed Summer 2001. Initial placement: Eli Broad School of Management, Michigan State University.
3. Committee member for Yuhong Wu (UT Austin – Marketing Department). Completed Summer 2001. Initial placement: Christos M. Cotsakos College of Business, William Paterson University of New Jersey during Fall 2003.

4. Committee member for Abhay Mishra (UT Austin – MSIS Department). Completed Summer 2003. Initial placement: Robert H. Smith School of Business, University of Maryland.
5. Committee member for Ravi Chitturi (UT Austin – Marketing Department). Completed Summer 2003. Initial placement: College of Business and Economics, Lehigh University.
6. Committee member for Pedro Oliviera (UNC Chapel Hill – Department of Operations, Technology, and Innovation Management). Completed Spring 2004. Initial placement: School of Business and Economics of the Catholic University of Portugal (Lisbon).
7. Committee member for Eric Akunda (UNC Chapel Hill – Marketing Department).
8. Summer paper reader for Wooseong Kang (UNC Chapel Hill – Marketing Department).
9. Committee member for Wooseong Kang (UNC Chapel Hill – Marketing Department). Completed Summer 2005. Initial placement: North Carolina State University Business School.
10. Summer paper reader for Enno Siemsen (UNC Chapel Hill – Operations Department).
11. Co-Chair: Committee for Enno Siemsen (UNC Chapel Hill – Operations Department). Completed Summer 2006. Initial placement: The University of Illinois at Urbana-Champaign.
12. Summer paper supervisor for Preethika Sainam (UNC Chapel Hill – Marketing Department).
13. Co-Chair: Committee for Sriram Narayanan (UNC Chapel Hill – Operations Department). Completed Summer 2007. Initial placement: Eli Broad School of Management, Michigan State University.
14. Co-Chair: Committee for Preethika Sainam (UNC Chapel Hill – Marketing Department). Completed Summer 2008. Initial placement: Kelley School of Business, Indiana University.
15. Summer paper supervisor for Kyung-Jin Lim (UNC Chapel Hill – Marketing Department)
16. Chair: Committee for Kyung-Jin Lim (UNC Chapel Hill – Marketing Department). Completed Winter 2012. Initial placement: Australian Graduate School of Management (AGSM), University of New South Wales, Sydney.
17. Summer paper supervisor for Lin Ong (UNC Chapel Hill – Marketing Department)
18. Chair: Committee for Lin Ong (UNC Chapel Hill – Marketing Department). Completed Summer 2015. Initial placement: Cal Poly Pomona.
19. Summer paper supervisor for Jiaming Liu (UNC Chapel Hill – Marketing Department). Summer 2022/2023.
20. Chair: PhD Committee for Jiaming Liu (UNC Chapel Hill – Marketing Department). Summer 2025/2026.

## **REVIEWING ACTIVITY**

### **Editorial Boards:**

1. Marketing Science (2004-2008)
2. Journal of Interactive Marketing (2004-2014)
3. Journal of Retailing (2017-)

**Guest Co-Editor:** Centennial Issue of the Journal of Retailing.

**Guest Area Editor:** Marketing Science

### **Ad-hoc reviewer (Journals):**

1. California Management Review
2. Decision Support Systems
3. Information Systems Research (ISR)
4. IEEE Transactions on Engineering Management
5. International Journal of Research in Marketing
6. Journal of Marketing
7. Journal of Marketing Research
8. Journal of the Academy of Marketing Science (JAMS)
9. Journal of Business
10. Journal of Business Research
11. Journal of Information and Technology Management
12. Journal of Interactive Marketing
13. Journal of Retailing
14. Journal of Services Research
15. Management Science
16. Manufacturing Science and Operations Management (MS&OM)
17. Marketing Science
18. Marketing Theory
19. MIS Quarterly (MISQ)
20. Production and Operations Management
21. Sloan Management Review

### **Ad-hoc reviewer (Books):**

Harvard Business School Press  
Houghton-Mifflin Press  
McGraw-Hill/Irwin.

### **Ad-hoc reviewer (Other):**

Marketing Science Institute (MSI)  
MSI *Alden G. Clayton Dissertation Proposal Competition*

## RESEARCH AND OTHER PRESENTATIONS

Lenartowicz, Tomasz and Sridhar Balasubramanian, "Practices and Performance of Retail Stores in a Developing Economy: Contrasting Two Worlds"

- **Academy of International Business Conference** 2002, San Juan, Puerto Rico. Presented by Tomasz Lenartowicz.

Putsis, William P. Jr., Sridhar Balasubramanian, Edward H. Kaplan and Subrata K. Sen, "Does Mixing Matter?", at:

- **NYU/Columbia/Yale Conference, Yale University**, May 1994. Presented by William Putsis.
- **Marketing Science Conference**, University of Arizona, Tucson, March 1994. Presented by William Putsis.

Balasubramanian, Sridhar, Anil Kaul, Lisa Klein, Subrata Sen, Alvin Silk and Dick Wittink, "Advertising- Price Interactions", at:

- **Value of Marketing Conference, Stanford University**, August 1994.
- **NorthEast Marketing Consortium, Yale University**, September 1995.

Balasubramanian, Sridhar, "Direct Marketer vs. Retailer: A Strategic Analysis of Competition and Market Structure", at:

- **Johnson Grad. School of Management, Cornell University**, April 1996.
- **Simon Grad. School of Management, University of Rochester**, November 1995.
- **School of Management, University of Toronto**, November 1995.
- **Krannert School of Management, Purdue University**, November 1995.
- **Graduate School of Business, University of Texas at Austin**, October 1995.
- **Kellogg Grad. School of Management, Northwestern University**, October 1995.
- **Smeal College of Business Administration, Penn State Univ.**, October 1995.

- **Texas Marketing Colloquium** at the Cox School of Business, Southern Methodist University, October 1997.
- **Yale Research Camp** on Marketing, Yale University, December 1997.

Balasubramanian, Sridhar and Robert A. Peterson, "Catalog Marketing, Internet Marketing and Conventional Retailing: Similarities, Differences and Emerging Opportunities", at:

- **Conference on Research Frontiers in Interactive Marketing, Marketing Science Institute**, Cambridge, MA, September 1997.
- **Direct Marketing Association Educators' Conference**, Chicago, IL, October 1997.

Balasubramanian, Sridhar and David Schmittlein, "Customer Equity and Relationship Management for a Catalog Marketing Firm," at:

- **Conference on Statistical Analysis of Large Data Sets in Business Economics**, Erasmus University, Rotterdam, The Netherlands, December 1997.
- **INFORMS Marketing Science Conference**, INSEAD, Fontainbleau, France, July 1998.

Balasubramanian, Sridhar, Shantanu Bhattacharya and Vish Krishnan, "A Theory of Pricing for Information-Intensive Offerings," at:

- **The University of Chicago Graduate School of Business**, April 1999.
- **INFORMS Marketing Science Conference**, Syracuse NY, May 1999.
- **The Anderson School at UCLA**, June 2000.

Balasubramanian, Sridhar, "The Use of Spatial Models in Marketing," at:

- **Kellogg Grad. School of Management, Northwestern University**, Ph.D. Seminar series, April 2000.

Balasubramanian, Sridhar and Pradeep Bhardwaj, "Strategic Incentive Design in Channels," at:

- **Kenan-Flagler Business School**, University of North Carolina at Chapel Hill, October 2000.
- **Washington University at St. Louis**, February 2001.
- **University of Florida**, Gainesville, March 2001.

Balasubramanian, Sridhar, Prabhudev Konana and Nirup Menon, "Efficiency, Agency, and Customer Satisfaction in Virtual Environments: A Study of Online Investing," at:

- **INFORMS Annual Conference**, San Antonio, November 2000.

Balasubramanian, Sridhar, "Products and Services in the Digital Economy," at:

- **American Marketing Association: Marketing Strategy Special Interest Group**, San Francisco CA, August 1999.
- **Marts and Lundy Technology Summit**, Austin TX, October 2000.
- **Product Development Management Association**: Seminar on New Product Development Best Practices, Houston TX, December 2000.

Balasubramanian, Sridhar, "Customers as Investments: Customer Equity Modeling to Drive CRM," at:

- **CRM FOCUS: The Cream of CRM Conference**, Boston MA, March 2001.

Balasubramanian, Sridhar, "Towards a Cross-Functional Approach to Teaching e-Business Topics," at:

- **The American Marketing Association Faculty Consortium** on e-Commerce at Texas A&M University, College Station TX, July 2001.

Wu, Fang, Vijay Mahajan, and Sridhar Balasubramanian, "The Drivers of the Intensity of E-Business Adoption and Its Impact on Firm Performance," at:

- **The Marketing Science Institute Conference on B2B E-Commerce** in Austin, TX, March 2001.

Balasubramanian, Sridhar and Pradeep Bhardwaj, "When Not All Conflict is Bad: Manufacturing-Marketing Conflict and Strategic Incentive Design," at:

- **Research Seminar Series in the Department of Operations, Technology, and Innovation Management, The Kenan-Flagler Business School**, University of North Carolina at Chapel Hill, October 2001.

Balasubramanian, Sridhar, Robert A. Peterson and Sirkka Jarvenpaa, "Exploring the Implications of M-Commerce for Markets and Marketing," at:

- **The Marketing Science Institute Conference on Marketing to and Serving Customers Through the Internet** at Boca Raton FL, December 2001.

Srinivasan, Raji, Sridhar Balasubramanian, and Rajendra K. Srivastava, "Wealth Effects of Marketing Initiative Announcements: An Event Study Analysis," at:

- **The INFORMS Marketing Science Conference** at Edmonton, Alberta, June 2002.
- **The Marketing Science Institute Conference on Measuring Marketing Productivity: Linking Marketing to Financial Returns** at Dallas TX, October 2002. Presented by Raji Srinivasan.

Kang, Wooseong, Barry Bayus, and Sridhar Balasubramanian, "Multimarket Competition and Product Line Rivalry in the PC Industry" at:

- **The INFORMS Marketing Science Conference** at College Park MD, June 2003. Presented by Wooseong Kang.

Siemsen, Enno, Aleda Roth and Sridhar Balasubramanian, "Knowledge Sharing on the Shop Floor" at:

- **The Productions and Operations Management Society (POMS)** Conference at Savannah GA, April 2003. Presented by Enno Siemsen.

Siemsen, Enno, Aleda Roth and Sridhar Balasubramanian, "Knowledge Sharing among Employees" at:

- **The Productions and Operations Management Society (POMS)** Conference at Cancun Mexico, May 2004. Presented by Enno Siemsen.

Siemsen, Enno, Aleda Roth and Sridhar Balasubramanian, "Overcoming Barriers to Knowledge Sharing" at:

- **INFORMS** Conference at Atlanta GA, October 2004. Presented by Enno Siemsen.

Villanueva, Julian, Pradeep Bhardwaj, Yuxin Chen and Sridhar Balasubramanian (2004), "Managing Customer Relationships: Should Managers Really Focus on the Long Term?" at:

- **Marketing Science Institute's Young Scholars Conference** at Park City, Utah, January 2005.
- **Catholic University of Portugal**, Lisbon, April 2005.

Balasubramanian, Sridhar, "Customer-focused Innovation and Growth" at:

- **UNC Innovation Seminar Series** in Miami, May 2006.

Balasubramanian, Sridhar, "Technology-Related Research in Marketing: Future Directions" at:

- Invited presentation to the Technology and Innovation Special Interest Group at **American Marketing Association Summer Conference** in Chicago, August 2006.

Preethika, Seshasainam, Sridhar Balasubramanian, and Barry L. Bayus, "Consumer Options: Theory and an Empirical Application to Sports Markets" at:

- **University of Texas at Austin**, January 2007.
- **The INFORMS Marketing Science** Conference at Singapore Management University, June 2007.
- **George Mason University**, December 2008.

Balasubramanian, Sridhar, Ranjan Dutta and Kerem Tomak, "Mental Accounting and the Strategic Pricing of Information Goods: A Game-Theoretic Model and Experimental Evidence" at:

- **Washington DC Marketing Colloquim (Keynote Presentation)**, February 2007.
- **Yale School of Management**, March 2007.
- **Georgia Institute of Technology**, January 2008.

Lim, Kyung Jin, Sridhar Balasubramanian, and Pradeep Bhardwaj, "The Green Monopolist" at:

- **North Carolina State University**, College of Management, March 2010.

Balasubramanian, Sridhar, "Innovating to Craft and Deliver World-Class Services":

- Keynote presentation at the **UNC System Finance Conference** in Raleigh NC, March 2018.

Balasubramanian, Sridhar, "Influencer Strategy":

- Invited presentation as a **GBRM Research Fellow** at the **2025 Global Retail Brand Management Conference** at Southern Methodist University in Dallas, June 2025.

## TEACHING EXPERIENCE

1996 Fall - Strategic Marketing, MBA Elective, Graduate School of Business  
1997 Spring Administration, University of Texas at Austin.

1997 Fall - 1998 Fall	MBA <u>Marketing Core</u> , Graduate School of Business Administration, University of Texas at Austin.
1999 Spring- 2001 Spring	<u>Operations and Marketing Strategy in the Digital Age</u> , MBA Elective, Graduate School of Business Administration, University of Texas at Austin.
1999 Spring - 2001 Spring	<u>Marketing Strategy for Consulting</u> , Undergraduate Elective, College of Business Administration, University of Texas at Austin.
2001 Fall	<u>Marketing Issues</u> , MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2002 Spring - 2005 Fall	<u>Marketing Strategy</u> , Undergraduate Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2002 Spring - 2004 Spring	<u>Marketing Strategy in Information- and Technology-Intensive Environments</u> , MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2004 Spring - 2005 Spring	<u>Advanced Topics in Marketing</u> , Executive MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2004 Fall - 2005 Fall	<u>Marketing: Core Concepts and Tools</u> , MBA Core, Kenan-Flagler Business School, University of North Carolina at Chapel Hill [with Steve Hoeffler].
2006 Fall - 2014 Fall	<u>Marketing: Core Concepts and Tools</u> , MBA Core, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2005 Summer	<u>Services Marketing</u> , Executive MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2006 Spring - 2014 Spring	<u>Marketing Strategy</u> , Executive MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2006 Fall - 2018 Fall	<u>Global Marketing Management</u> , OneMBA Core, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2017 Fall -	<u>Managing Modern Customers &amp; Markets</u> , MBA@UNC (Online) Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2019 Spring -	<u>Marketing Strategy in Technology-Intensive Environments</u> , Executive MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

**SELECTED HISTORICAL TEACHING PERFORMANCE (At UNC – Fall 2001 onward).**

**REGULAR COURSE RATINGS (All ratings on a 5-point scale)**

Course	Level	Year	Course Score	Instructor Score	Instructor Excellence
Marketing Issues (Industry speaker-led course)	MBA	Mod II 2001	4.00	4.34	4.24
Marketing Strategy in the Digital Age	EMBA	Mod III 2002	4.33	4.62	4.56
Marketing Strategy in the Digital Age	MBA	Mod IV 2002	4.25	4.67	4.68
Marketing Strategy in the Digital Age	MBA	Mod IV 2002	4.22	4.70	4.62
Marketing Strategy	U/G	Spring 2002	4.84	4.94	4.97
Marketing Strategy in Info. and Tech-Intensive Environments	MBA	Mod III 2003	4.49	4.79	4.80
Marketing Strategy in Info. and Tech-Intensive Environments	MBA	Mod IV 2003	4.55	4.78	4.67
Marketing Strategy	U/G	Spring 2003	4.46	4.67	4.72
Marketing Strategy	U/G	Spring 2003	4.77	4.78	4.85
Marketing Strategy in Info. and Tech-Intensive Environments	MBA	Spring 2004	4.32	4.59	4.54
Advanced Topics in Marketing	EMBA	Spring 2004	4.54	4.70	4.74
Marketing Strategy	U/G	Spring 2004	4.63	4.86	4.85
Marketing Strategy	U/G	Spring 2004	4.64	4.76	4.71
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2004	4.26	4.56	4.57
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2004	4.17	4.41	4.30
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2004	4.41	4.65	4.66
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2004	4.32	4.66	4.63
Marketing Strategy	U/G	Fall 2004	4.63	4.83	4.84
Advanced Topics in Marketing	EMBA	Spring 2005	4.82	4.91	4.93
Services Marketing	EMBA	Summer 2005	4.45	4.86	5.00
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2005	4.71	4.86	4.85

Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2005	4.37	4.48	4.38
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2005	4.50	4.71	4.69
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2005	4.44	4.66	4.63
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2005	4.47	4.68	4.63
Marketing Strategy	U/G	Fall 2005	4.73	4.93	4.94
Marketing Strategy	EMBA	Spring 2006	4.74	4.84	4.86
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2006	4.26	4.47	4.48
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2006	4.40	4.58	4.67
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2006	4.48	4.60	4.57
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2006	4.51	4.69	4.80
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2006	4.48	4.68	4.68
Marketing Strategy	EMBA	Spring 2007	4.67	4.69	4.76
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2007	4.24	4.45	4.47
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2007	4.39	4.55	4.52
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2007	4.38	4.58	4.52
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2007	4.39	4.63	4.63
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2007	4.70	4.80	4.93
Marketing Strategy	EMBA	Spring 2008	4.69	4.69	4.88
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2008	4.39	4.54	4.67
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2008	4.38	4.58	4.52
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2008	4.48	4.67	4.74
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2008	4.41	4.60	4.70
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2008	4.79	4.84	4.96
Marketing Strategy	EMBA	Spring 2009	4.59	4.75	4.80
Global Marketing Management	EMBA	Fall 2009	4.56	4.67	4.84

(Global EMBA Marketing Core class)						
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2009	4.43	4.63	4.62	
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2009	4.71	4.78	4.87	
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2009	4.51	4.76	4.79	
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2010	4.63	4.75	4.81	
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2010	4.21	4.47	4.38	
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2010	4.17	4.42	4.37	
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2010	4.28	4.49	4.37	
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2009	4.12	4.40	4.39	
Marketing Strategy	EMBA	Spring 2010	4.83	4.90	4.96	
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2011	4.45	4.62	4.64	
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2011	4.42	4.68	4.68	
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2011	4.37	4.54	4.47	
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2011	4.19	4.53	4.55	
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2011	4.69	4.69	5.00	
Marketing Strategy	EMBA	Summer 2011	4.71	4.72	4.97	

### NEW SCALE BEGINNING SPRING 2012 (All ratings on a 5-point scale)

COURSE	Level	Year	Rigor	Student contribution		Relevance	Course structure	Course delivery	Instructor engagement	Course Outcomes Summary	Instructor excellence
				Course delivery	Instructor engagement						
Marketing Strategy	EMBA	Spring 2012	4.63	4.65	4.79	4.64	4.83	4.83	4.83	4.81	4.91
Marketing Strategy	EMBA	Spring 2012	4.37	4.58	4.81	4.72	4.88	4.83	4.83	4.58	4.92

Marketing: Core Concepts & Tools (MBA Core-1)	MBA	Fall 2012	4.34	4.29	4.61	4.43	4.71	4.68	<b>4.48</b>	<b>4.70</b>
Marketing: Core Concepts & Tools (MBA Core-2)	MBA	Fall 2012	4.46	4.43	4.65	4.40	4.69	4.70	<b>4.53</b>	<b>4.78</b>
Marketing: Core Concepts & Tools (MBA Core-3)	MBA	Fall 2012	4.36	4.42	4.52	4.48	4.67	4.74	<b>4.41</b>	<b>4.71</b>
Marketing: Core Concepts & Tools (MBA Core-4)	MBA	Fall 2012	4.30	4.44	4.58	4.37	4.69	4.68	<b>4.52</b>	<b>4.61</b>
Global Marketing Management (EMBA Core)	EMBA	Fall 2012	4.91	4.81	4.96	4.93	4.97	4.99	<b>4.93</b>	<b>5.00</b>
Marketing Strategy	EMBA-E	Spring 2013	4.94	4.91	5.00	4.79	4.98	5.00	<b>4.93</b>	<b>4.91</b>
Marketing Strategy	EMBA-W	Spring 2013	4.44	4.63	4.88	4.72	4.97	4.91	<b>4.91</b>	<b>5.00</b>
Marketing: Core Concepts & Tools (MBA Core-1)	MBA	Fall 2013	4.25	4.32	4.47	4.31	4.67	4.58	<b>4.39</b>	<b>4.61</b>
Marketing: Core Concepts & Tools (MBA Core-2)	MBA	Fall 2013	4.42	4.37	4.63	4.46	4.71	4.64	<b>4.54</b>	<b>4.70</b>
Marketing: Core Concepts & Tools (MBA Core-3)	MBA	Fall 2013	4.32	4.41	4.56	4.30	4.67	4.55	<b>4.45</b>	<b>4.62</b>
Marketing: Core Concepts & Tools (MBA Core-4)	MBA	Fall 2013	4.18	4.27	4.58	4.35	4.68	4.60	<b>4.45</b>	<b>4.80</b>
Marketing Strategy	EMBA-E	Spring 2014	4.54	4.62	4.75	4.59	4.77	4.74	<b>4.74</b>	<b>4.79</b>
Marketing Strategy	EMBA-W	Spring 2014	4.49	4.56	4.74	4.51	4.70	4.57	<b>4.68</b>	<b>4.68</b>
Global Marketing Management (EMBA Core)	EMBA	Fall 2014	4.78	4.76	4.91	4.81	4.90	4.91	<b>4.93</b>	<b>5.00</b>
Global Marketing Management (EMBA Core)	EMBA	Fall 2016	4.63	4.47	4.80	4.63	4.93	4.85	<b>4.77</b>	<b>4.89</b>
Global Marketing Management (EMBA Core)	EMBA	Fall 2017	4.38	4.50	4.67	4.49	4.78	4.71	<b>4.60</b>	<b>4.64</b>
Global Marketing Management (EMBA Core)	EMBA	Fall 2018	4.50	4.50	4.79	4.79	4.93	4.92	<b>4.85</b>	<b>4.93</b>

**NEW SCALE BEGINNING FALL 2018 (All ratings on a 5-point scale)**

COURSE	Level	Year	Challenge & Rigor	Relevance to business	Structure & Organization	Instructor preparedness & delivery	Instructor enthusiasm & engagement	Valuable learning experience	Instructor excellence
Marketing Strategy	EMBA	Spring 2019	4.29	4.57	4.50	4.64	4.79	<b>4.64</b>	<b>4.64</b>
Marketing Strategy in Technology/Information-Intensive Environments (New course)	EMBA	Spring 2019	4.20	4.60	4.40	4.60	4.60	<b>4.60</b>	<b>4.60</b>

### **MBA@UNC Online MBA Program** (All ratings on a 5-point scale)

COURSE	Level	Year	Demonstrated relevance to the business world	The live session built on the asynchronous materials	Video materials forced me to think deeply about the subtopic	Video materials: I could immediately apply the concepts at work	Overall, the video materials provided me with a strong learning experience
Managing Modern Customers & Markets	MBA@UNC	October 2017	5.00	5.00	4.83	4.78	4.94
Managing Modern Customers & Markets	MBA@UNC	October 2018	4.91	4.87	4.74	4.83	4.87

**MBA@UNC Online MBA Program** (All ratings on a 5-point scale)

COURSE	Level	Year	Challenge & Rigor	Relevance to business	Structure & Organization	Instructor preparedness & delivery	Instructor enthusiasm & engagement	Asynchronous material excellence	Asynchronous – Live complementarity	Valuable learning experience	Instructor excellence
Managing Modern Customers & Markets	MBA@UNC	July 2019 (4 sections)	4.31	4.64	4.64	4.86	4.89	4.61	4.67	<b>4.64</b>	<b>4.92</b>

**SELECTED RECENT TEACHING PERFORMANCE**

All ratings on NEW 5-point scale

COURSE	Level	Year	Relevance to business	Valuable learning experience	Instructor excellence
Managing Modern Customers & Markets	MBA@UNC	Fall 2024 (Section A)	4.90	<b>5.00</b>	<b>5.00</b>
Managing Modern Customers & Markets	MBA@UNC	Spring 2024 (Section B)	4.82	<b>4.64</b>	<b>4.82</b>

Managing Modern Customers & Markets	MBA@UNC	Spring 2024 (Section A)	4.60	<b>4.60</b>	<b>4.60</b>
Marketing Strategy	EMBA-E	Summer 2023	4.74	<b>4.74</b>	<b>4.78</b>
Marketing Strategy in Tech Environments	EMBA-W	Fall 2025	4.69	<b>4.73</b>	<b>4.88</b>
Marketing Strategy in Tech Environments	MBA Section 1	Fall 2024	4.75	<b>4.63</b>	<b>4.75</b>
Marketing Strategy in Tech Environments	MBA Section 3	Fall 2024	4.42	<b>4.50</b>	<b>4.77</b>

## OTHER INTERESTS

### **Language proficiency (Other than English)**

Spoken and written: Hindi, French.

Spoken: Tamil, Konkani.

Other: One semester of German at IIT (Kharagpur).

### **Professional Affiliations**

INFORMS/INFORMS College of Marketing; American Marketing Association; The Indus Entrepreneurs (TiE – Charter Member).

### **Extra-curricular activities**

Actively interested in Writing, Dramatics and Public Speaking; Editor of *Alankar*, the Official Magazine of the IIT (Kharagpur); Winner of the IIM (Bangalore) Blue in Dramatics and Order of Merit in Debating.