

CURRICULUM VITA

D. SUDHARSHAN

James and Diane Stuckert BS/MBA Endowed Chair and Professor of Marketing
Gatton College of Business and Economics
University of Kentucky
Lexington, KY

DATE JOINED UNIVERSITY OF KENTUCKY: July 2003

HOME ADDRESS AND PHONE:

118 Cambridge Lane
Nicholasville, KY 40356
USA

OFFICE ADDRESS AND PHONE:

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University of Kentucky
Lexington, KY 40506-0034
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EDUCATION:

Ph.D. in Business Administration, University of Pittsburgh, 1982 (Major: Marketing;
Minor: Sociology)

B. Tech. (Electrical Engineering), Indian Institute of Technology, Madras, India, 1974

Current Intellectual Interests:

- New goods/services development, phase transitions in marketing/management

Current Teaching Interests

- New goods/services marketing and management, Marketing Management, Advanced Research Methods, Marketing Models

KEY ACCOMPLISHMENTS AS DEAN OF THE GATTON COLLEGE

(July 1, 2003-June 30, 2011)

- Total New Pledges and Gifts from July 2003- Present: over \$53,000,000 [fifty three million dollars, not including a verbal pledge for a 1: 4 additional match of

state dollars (expected at that time to be at least \$75 mil) for the new building). Significantly increased annual giving

- Designed and implemented (in record time) radical innovations to the full time MBA program: superb placement rates, tremendous reviews from corporations (<http://gatton.uky.edu/Programs/MBA/OneYearProgram.html>)- Business Week ranked it as one of the 10 Most Popular MBA programs in the United States
- Developed a vision for Project Destiny for the undergraduate program and have started implementing it in phases. The first of several programs under Project destiny is called Global Scholars Program- it has been very successful in attracting students and is well received (<http://gatton.uky.edu/Programs/Undergraduate/GlobalScholarsProgram.html>)
- The second such program is called SEAM- Scholars in Engineering and Management- also very successful
- Increased study abroad participation very significantly and developed additional partnerships with Universities in Poland, S. Korea, Switzerland and Germany
- Championed the relaunch of a radically innovative MS in Accountancy program which now boasts the 4 th best CPA passing rates in the United States
- Obtained gift funding and university funding for establishing a career management services operation in the College (in process)
- Developed and implemented foci for recruiting new faculty: created focused expertise in Supply Chain Management, Social Networks in Business and Corporate Finance and Technology Management, Innovation and Entrepreneurship
- Developed a branding program (World Ready to be continued in the future as World Engagement, World Known and World Leading) and a Voicebook
- Set up an office for Development and Advancement- hired Blackbaud to develop a database and developed fund raising pyramids
- Set up a Communications Office and developed and have started implementing a communications campaign
- Developed very close relationships with Advisory Board members and have engaged them in committees
- Developed and implemented a new faculty and unit evaluation process tied to College/University goals and enhanced faculty participation
- Developed an MBA program in Athens Greece that is a net revenue source
- Invited to speak at the AACSB's Conference in Lima Peru, May 2006 on World Class Practices
- Experience as AACSB accreditation team member (University of Arkansas and University of South Carolina, University of Houston, and Louisiana State University) and Chair of several AACSB accreditation teams (Florida State University, Penn State University, University of Utah, Temple University, and Auburn University, University of Wisconsin at Milwaukee)
- Member of the Maintenance of Accreditation Committee of AACSB (term ended 2012)
- AACSB Initial Accreditation Mentor to Amrita School of Business, Coimbatore, India
- Published two articles of general interest in AACSB's magazine BizEd

POSITIONS AT COLLEGES AND UNIVERSITIES:

James and Diane Stuckert Endowed Chair and Professor of Marketing, Gatton College of Business and Economics, University of Kentucky, Lexington KY, July 1, 2011-present.

Dean, Gatton College of Business and Economics, University of Kentucky, Lexington KY, July 2003- June 30, 2011.

Professor of Marketing, University of Kentucky, Lexington KY, July 2003- present.

Associate Dean for Planning, College of Commerce and Business Administration, University of Illinois at Urbana-Champaign, 1996-2000.

Professor of Business Administration, University of Illinois at Urbana-Champaign, 1996-June 2003.

Associate Professor of Business Administration, University of Illinois, Urbana-Champaign, 1989-1996.

Visiting Faculty Member at the Jomo Kenyatta University of Agriculture & Technology, Summer 1993 (funded by the ILO through the Department of Vocational Education, University of Illinois).

Visiting Research Fellow at the Institute for Management Research and Development, University of Warwick, UK, Fall 1989.

Assistant Professor of Business Administration, University of Illinois, Urbana-Champaign, 1982 to 1988.

Visiting Professor at the Dalian University of Science and Technology, China (invited by SUNY Buffalo to teach in their MBA program funded by the U.S. Department of Commerce).

Visiting Professor at KREMS MBA, Krems, Austria.

Visiting Professor at Univesidade de Minho, Braga, Portugal.

Substantive areas of current research interests

Marketing Strategy, Services Marketing, Technology Management (including Marketing Technology), International Business and Marketing, and Strategic Management.

Teaching Interests

New Product Marketing, Marketing Technology Management, Marketing Management, Marketing Strategy, Marketing Modeling/Engineering, International Marketing, Product Management.

International Teaching Experience

Have taught in Executive Masters programs in Austria, China, Greece, Kenya, Portugal, and Poland, and presented seminars in Belgium, Germany, Holland, India, Italy, U.K., Slovakia, and Taiwan.

Key Academic Administrative Experience at the University of Illinois at Urbana-Champaign

Planning for MBA, Undergraduate and Executive programs.

Marketing Group coordination involving faculty recruiting, scheduling and other coordination activities and PhD program management.

Helped provide the content framework for the new Illinois MBA. Developed management systems and programs for the Illinois MBA.

Chaired a comprehensive revision of the Undergraduate program content and service systems. Corporate liaison to Caterpillar.

Have served as an elected member of the College Executive Committee, and the

Departmental Advisory Committee.
Served as Chair of the Professional Studies Sub-committee of the Graduate College of the
University of Illinois at Urbana-Champaign.
Have served on search committees for senior faculty and administrators.
Member of four person team that developed the joint undergraduate program with the
College of
Engineering in Technology and Management.

MEMBERSHIP IN ACADEMIC ORGANIZATIONS:

American Marketing Association
INFORMS (formerly known as The Institute for Management Sciences)
Marketing College of INFORMS
Academy of Marketing Science
Strategic Management Society

ACADEMIC HONORS:

Highly Commended Award Winner at the Literati Network Awards for Excellence 2009, "Resource configurations, generic strategies, and firm performance: Exploring the parallels between resource-based and competitive strategy theories in a new industry" (with Olivier Furrer, Howard Thomas and Maria Tereza Alexandre), Journal of Strategy and Management. Vol. 1 No. 1, 2008, pp. 15-40.

Highly Commended Award Winner at the Literati Network Awards for Excellence 2009, "Dynamic capabilities to match multiple product generations and market rhythm," (with Scott S. Dacko, Olivier Furrer, and Ben S. Liu) European Journal of Innovation Management. Vol. 11, No. 4, 2008, 441-471.

The most Outstanding Paper in the 2003 volume of the European Journal of Innovation Management. "A Hierarchical Framework of New Product Development: An Example From Biotechnology," (with Maria T. Alexandre and Olivier Furrer), European Journal of Innovation Management, 2003, Vol. 6, No. 1, 48-63

Selected for consideration for McKinsey Quarterly Best Conference Paper Prize. "On modeling Resource-Strategy-Performance Linkages," (with Olivier Furrer) Strategic Management Society 22nd Annual International Conference, Paris, France, Sept. 22-25.

The most Outstanding Paper in the 2000 volume of the Journal of Service Marketing. "After-Service Response in Service Quality Assessment: A Real-Time Updating Model Approach," (Lawrence O. Hamer, Ben S. Liu, and D. Sudharshan), Journal of Service Marketing, 2000, Vol.14, No.3, 160-177.

Co-chair American Marketing Association's Summer Marketing Educators' Conference, San Francisco, 1999.

Chair INFORMS' Marketing Science Conference, Champaign, IL, 1990.

Selected for ANBAR Hall of Fame. "Strategic Segmentation of Industrial Markets," (D. Sudharshan and Frederick Winter), Journal of Business and Industrial Marketing, Vol. 13, issue 1, 1998, 8-21.

Resident Faculty, AMA Doctoral Consortium, August 1993, 1996.

Invited to the 1989 Choice Theory Conference in BANFF, Canada.

Outside Dissertation Examiner, University of Madurai, India.

Outside Dissertation Examiner, Madurai Kamaraj University, India.

Student evaluations have met or exceeded criteria for inclusion in "Incomplete List of Outstanding Teachers" on multiple occasions.

Full Financial Support for the Ph.D. program at the University of Pittsburgh.

Represented the University of Pittsburgh at the AMA Doctoral Consortium in Marketing, Pennsylvania State University, August 1980.

Selected to join the Indian Railways, in 1971, as a Special Class Railway Apprentice (program with a guaranteed job as a Gazetted Class I Mechanical Engineer) after an intensive All-India written examination, mechanical aptitude tests, and personal interview.

International Invited Talks At:

IIT Gandhinagar, January 2015

IIM Ahmedabad, January 2015

University of Warwick, Coventry, U.K., April 2012

Radaboud University, Nijmegen, Holland, April 2012

ESMT, Berlin, Germany, April 2012

University of Warsaw, Warsaw, Poland, April 2012

Cornivus University, Budapest, Hungary, April 2012

University of Lausanne (HEC Lausanne),Switzerland, March 2012

Indian Institute of Management, Bangalore, India, December 2011.

Indian Institute of Management, Ahmedabad,India, December 2011.

First Us- India Higher Education Conclave, Pune, India, December 2011.

Bond University, Australia, September 2011.

Keynote talk at 2011 2nd International Conference on Innovation, Management and Service, Singapore, September 2011.

AACSB International Conference on Best Practices, Lima Peru, 2006.

University of Nijmegen, Netherlands. June 2002.

University of Cambridge, UK, November 4, 1997.

London Business School, UK, October 25, 1990, June 8, 1994.

Warwick Business School, November 30, 1990.

College of Management, Univerzity Komenskeho, Bratislava, Czechoslovakia, November 26, 1990.

Universita Cattolica del Sacro Cuore, Milan, Italy, November 20, 21, 1990.

FUCAM, Mons, Belgium, November 7, 1990.

University of Dortmund, Germany, November 6, 1990.

Erasmus University, Rotterdam, Holland, September 28, 1990.

University of Bombay, India, September 14, 1990.

National Chengchih University, Taiwan, July 1990.

PROFESSIONAL HONORS:

Invited Valedictory talk at the 6th Annual IIM A Conference on Marketing in Emerging Market Economies, January 9, 2015, Ahmedabad, India.

Invited Keynote Talk at 2011 2nd International Conference on Innovation, Management and Service), September 16-18, 2011, in Singapore.

Member Lexington Kentucky Mayor's steering committee Destination 2040.

Kentucky Colonel.

Member steering committee of the Marketing Strategy Shared Interest Group of the American Marketing Association 1999-2002.

Member of Academic Advisory Committee for the Governor of the state of Illinois' strategic planning office, 1999-2003.

Appointed External Evaluator by NSF for the Machine Tool Research Center at UIUC's Department of Mechanical Engineering, 1993-present.

Invited to teach in the Illinois MBA, Athens Program, 1997.

Invited to teach in the Executive MBA Program at the University of Minho, Braga, Portugal, 1994, 1995, 1996 (invited for 1997 and 1998 also, but declined due to research commitments).

Invited to teach in the KREMS, MBA for Central Europe Program, KREMS, Austria, 1994, 1995, 1996 (invited for 1997 and 1998 also, but declined due to research commitments). 1999, 2000, 2001 and 2002.

Selected to Coordinate the Marketing College Cluster of sessions at the 1995 INFORMS (the new name for TIMS/ORSA) Conference to be held in New Orleans, November 1995.

Awarded the 1994 Advisory Council, CCBA-UIUC, Executive and Professional Development Award.

Invited to teach in the Warsaw University MBA Program, 1993, 1994, 1995, 1996 (invited in 1997 also, but declined due to research commitments), 2000 and 2002.

Received the 1991 MBA Alumni Faculty Fellowship.

Selected to Chair the 1990 Marketing Science Conference and to host it at UIUC. This is the most prestigious conference in my field.

Awarded the "Outstanding Educator Award" for 1985-1986 by the Illinois MBA's for excellence in teaching.

Recognized as an "Exemplary Faculty Member", by the Dean, College of Commerce and Business Administration, University of Illinois at Urbana-Champaign.

PROFESSIONAL EMPLOYMENT/CONSULTING EXPERIENCE/BOARD SERVICE:

Served on the Investment Committee for the Kentucky Natural Products Fund, 2003-2006.

Served on the board of Directors of The Reading Group, Champaign, 1999-2001.

Served on the Board of Advisors (Outside Directors) of ICCS, Champaign, 1995-1997.

Project Engineer (Marketing, Design, and Execution), Siemens India, Ltd., Madras, India, 1976-1977 (December).

Graduate Engineer (in Marketing, Sales, R&D, and Production of Tailor-made Switchgear), Larsen and Toubro, Ltd., Bombay, India, 1974-1976.

Have served as a consultant on general management, industrial marketing, high-technology marketing and marketing research methodology.

PUBLICATIONS:

Book in Electronic Form

MarketThinker, (2003) - An electronic book for learning marketing analytics (12 chapters/modules), Prentice-Hall.

Books

Marketing Strategy: Relationships, Offerings, Resource Allocation and Timing, Prentice-Hall, 1995.

New Industries in Agribusiness: Concepts and Cases (ed. with F. W. Winter, Steve Sonka and K. Coaldrake), Champaign: Stipes Publishing, 1995.

Proceedings of the Thirteenth Paul D. Converse Symposium (Kent Monroe and D. Sudharshan), AMA, 1995.

Proceedings of the Twelfth Paul D. Converse Symposium (D. Sudharshan and Frederick Winter), American Marketing Association, 1987.

Monographs, Reports and Pamphlets

Instructor's Manual for Marketing Strategy: Relationships, Offerings, Resource Allocation and Timing, Prentice-Hall, 1995.

S. T. Sonka, L. J. Unneveher, S. K. Bard, and D. Sudharshan, Report to the Illinois Experiment Station, 1993.

"Critical Information Gap--An Empirical Approach to Designing Consumer Information

Programs: Some Policy Implications for Elderly Consumers" (with S. Krishnan).
(Appended to "The Elderly As Victims of Consumer Deception"--A Final Report to the
Administration on Aging, April 1980, by Gerald Zaltman, Robert Perloff, and Valerie A.
Valle.)

Parts of Books (Chapters)

"Social Interactions as Basis for Segmenting the Tourism Market," (Rodoula H. Tsiotsou, Andreas Mild and D. Sudharshan) in *Strategic Marketing in Tourism Services*, Rodoula H. Tsiotsou and Ronald E. Goldsmith (eds.), Emerald Group Publishing Limited, First Edition 2012, Ch. 3, pp. 35-48.

"Addressing Temporal Change in Strategic Group Analysis: A Three-Mode Factor Analysis Approach," (Inga S. Baird, D. Sudharshan and H. Thomas), first published in *Journal of Management*, 1988, Vol. 14, No. 3, 425-439. Reprinted in *Corporate Strategy*, Volume 1 of Three-Volume Set, Jeffrey A Krug (ed.), Sage Publications Ltd., November 2008,

"Intangible Assets from a Strategic Perspective: Organizational Structure in a Global Context" (O. Furrer, D. Sudharshan and H. Thomas) in *The Valuation of Intangible Assets in Global Operations*, F. J Contractor (ed.), Edward Elgar, 2000.Ch. 18, 334-353.

"Assessing Market Potential in New Industries: A Marketing Viewpoint," in *New Industries in Agriculture: Concepts and Cases*, F. W. Winter, S. Sonka, K. Coaldrake, and D. Sudharshan, eds., Champaign: Stipes Publishing, 1995.

Popular Press Articles

D. Sudharshan, "The twenty first century business school and cloud computing or cloud infrastructure and the business school," *BizLex* scheduled for November 11, 2011.

D. Sudharshan, "Bank Satisfies Clients With Singular Deposits And Withdrawals," *BizLex* December 08, 2010.

D. Sudharshan, "Are You Managing The SCOPE Of Your Business Relationships?" *BizLex* November 24, 2010.

D. Sudharshan, "Seven Laws Of Efficiency" *BizLex* September 28, 2010.

O.Furrer and D. Sudharshan, "Make marketing tech management a firm priority," *Marketing News* July 17, 2000.

S. Dacko, Scott G. and D Sudharshan. Managers Will Find Academic Journals Helpful? *Marketing News* 30, (1996).

Articles in Refereed Journals

"Changes in Customer preference heterogeneity patterns." (With Andreas Mild), Accepted on July 2, 2015 for publication in *Journal of Modelling in Management*. (Forthcoming).

"Robust Imitation Strategies," (with Olivier Furrer and Ramesh Arakoni) *Managerial and Decision Economics*. [Volume 36, Issue 3](#), pages 139–157, April 2015. Published on line, December 18, 2013. <http://onlinelibrary.wiley.com/doi/10.1002/mde.2657/abstract>.

"Dynamic capabilities to match multiple product generations and market rhythm," (with Scott S. Dacko, Olivier Furrer, and Ben S. Liu) *European Journal of Innovation Management*. Vol. 11, No. 4, 2008, 441-471. (**Highly Commended Award Winner**)

at the Literati Network Awards for Excellence
2009)

“Resource configurations, generic strategies, and firm performance: Exploring the parallels between resource-based and competitive strategy theories in a new industry” (with Olivier Furrer, Howard Thomas and Maria Tereza Alexandre), Journal of Strategy and Management. Vol. 1 No. 1, 2008, pp. 15-40. (**Highly Commended Award Winner** at the Literati Network Awards for Excellence 2009)

“The Impact of Resource-Strategy Correspondence on Marketing Performance - Financial Performance Tradeoffs,” (with Olivier Furrer and Maria Tereza Alexandre), Journal of Strategic Marketing, Volume 15, Numbers 2-3, May 2007, pp. 161-183(23).

“A Service Effort Allocation Model for Assessing Lifetime Value With Insights On Managing Customer Relationships” (with Ben S. Liu and Nicholas Petruzzi), Journal of Services Marketing, Vol. 21, No. 1, 2007, 24-35.

“Optimal Response to a Next Generation New Product Introduction: To Imitate or to Leapfrog?” (with Ben S. Liu and Brian Ratchford) Managerial and Decision Economics, 2006, 27: 41-62. Published online 25 August 2005 in WileyInterScience (www.interscience.wiley.com).

“DiffuNET: The Impact of Network Structure on Diffusion of Innovation,” (with Ben Shaw-Ching Liu and Ravindranath ("Ravi") Madhavan), European Journal of Innovation Management, Vol. 8 No. 2, 2005, 240-262.

“Resource-based theory and the global strategy, structure, and performance relationship: an integrative framework,” (with Olivier Furrer, Jeffrey A. Krug, and Howard Thomas) Int. J. Management and Decision Making, Special Issue: Perspectives on Competitive Strategies and Performance, 2004, Vol. 5, Nos. 2/3, 99-116. (Lead article)

“Coûts d’opportunité liés à la maximisation de la performance en marketing,” (with Olivier Furrer), Revue française du marketing, (French Review of Marketing), 2003, 195 (5), 39-52.

“A Hierarchical Framework of New Product Development: An Example From Biotechnology,” (with Maria T. Alexandre and Olivier Furrer), European Journal of Innovation Management, 2003, Vol. 6, No. 1, 48-63.

“Effects of Interruptions on Consumer Online Decision Processes,” (with Lan Xia), Journal of Consumer Psychology, 2002, 12 (3), 265-280.

“Sibling Brands and Response to Entry: The Case of the Marion Retail Coffee Market,” (with Thomas Gruca and K. Ravi Kumar) Journal of the Academy of Marketing Science Vol. 30, No. 1, Winter 2002, 59-69.

“Japanese firm response to changing regulation: a dynamic strategic group analysis” (with Sabine B. Reddy and Tom Roehl) Journal of International Business and Economy. Volume 2, Number 1, Fall 2001. 15-38.

"The Relationships Between Culture and Behavioral Intentions Toward Services" (with O. Furrer, and B. Liu), Journal of Service Research, 2001, Vol. 4, No. 2, November, 118-129.

"Internet Market Research: Opportunities and Problems," (with Olivier Furrer), Qualitative Market Research: An International Journal Special Issue on Research in cyberspace, 2001 Vol. 4, No. 3, 123-129.

"Marketing Mix Response to Entry in Segmented Markets," (with Thomas S. Gruca and K. Ravi Kumar), International Journal of Research in Marketing, 2001, 18, 53-66.

"Segmenter le marché européen des services: Une approche culturelle" (with Olivier Furrer), Revue Française du Marketing, 2001/1- N^o 181, 81-96.

"The Relationship between Culture and Service Quality Perceptions: Basis for International Market Segmentation and Resource Allocation" (O. Furrer, B. Liu, and D. Sudharshan), Journal of Service Research, 2000, Vol.2, No. 4, 355-371.

"After-Service Response in Service Quality Assessment: A Real-Time Updating Model Approach," (Lawrence O. Hamer, Ben S. Liu, and D. Sudharshan), Journal of Service Marketing, 2000, Vol.14, No.3, 160-177. **Won the Outstanding Paper of the year award for Vol. 14.**

"The Effects of Intra-encounter Changes in Expectations on Perceived Service Quality Models," (Lawrence O. Hamer, Ben S. Liu, & D. Sudharshan), Journal of Service Research, 1999 , Vol. 1, No. 3, pp. 275-289.

"Optimal Shape of Plates and Pricing in All-you-can-eat Restaurant," (Ben S. Liu, James E. Painter, Thomas G. Costello, & D. Sudharshan), Journal of Foodservice Systems, 1998, December, Vol.10, No.3, pp. 197-211.

"Distribution Equity: Creating Value Through Managing Knowledge Relationships with Distribution Channels", (D.Sudharshan and Ron Sanchez) Journal of Market Focused Management Vol. 2, Issue 4, 1998, 309-338.

"Strategic Segmentation of Industrial Markets," (D. Sudharshan and Frederick Winter), Journal of Business and Industrial Marketing, Vol. 13, issue 1, 1998, 8-21. *Selected for ANBAR Hall of Fame.*

"Entry Blocking Strategies: The Competitive Environment, Choices, and Consequences," (T. S. Gruca and D.Sudharshan), Journal of Marketing, Vol. 59, No. 3, July 1995, 44-55.

"Nicher: An Approach to Identifying Defensible Product Positions," (T. S. Gruca, D. Sudharshan, and K. Ravi Kumar), European Journal of Operational Research, Vol. 84, No. 2, July 20, 1995, 292-309.

"MARKDEF: A Methodology for Understanding Competitive Spaces Based on Consumer Perceptions," (Sharmilla C. Chatterjee and D. Sudharshan), Behaviormetrika, Vol. 21, No. 2, 1994, 97-119.

"Measuring Strategy Coherence Through Patterns of Strategy Choice," (Deepika Nath and D. Sudharshan), Strategic Management Journal, Vol. 15, No. 1, January 1994, 43-62.

"Real-Time Marketing Research: Learning-by-Doing in the Development of New Products," (Ron Sanchez and D. Sudharshan), Marketing Intelligence and Planning, 1993, Vol. 11, No. 7, 29-38.

"Competitive Analysis of Czecho-Slovakia: A Strategic Framework and Implications for U.S. Business," (Francis M. Ulgado, D. Sudharshan and Stanley Igor Simoncic), Business Insights, Spring/Summer 1992, 16-23.

"An Equilibrium Analysis of Defensive Response to Entry with Coupled Response Functions," (Thomas Gruca, K. Ravi Kumar and D. Sudharshan), Marketing Science, 1992, Vol. 11, No. 4, 348-358.

"GLOBESTRAT: Designing Product Lines for Global Markets," (D. Sudharshan and Jerrold H. May), Journal of Mathematical Computer Modeling, 1992, Vol. 16, No. 5, 27-35.

"Equilibrium Characteristics of Multinomial Logit Market Share Models," (Thomas S. Gruca and D. Sudharshan), Journal of Marketing Research, Vol. 28, November 1991, 480-482.

"Assessing Mobility Barriers In Strategic Group Analysis," (D. Sudharshan, Howard Thomas and A. Fiegenbaum), Journal of Management Studies, 28:5, September 1991, 429-438.

"From the Marketing Strategy to the Communication Strategy," (D. Sudharshan) Communications Sociali, 1990, Nos. 3-4, 315-331 (Published in July 1991).

"Strategic Time Periods and Strategic Group Research Concepts and an Empirical Example," (A. Fiegenbaum, D. Sudharshan and Howard Thomas), Journal of Management Studies 27: 2, March 1990, pp. 133-148.

"Addressing Temporal Change in Strategic Group Analysis: A Three-Mode Factor Analysis Approach," (Inga S. Baird, D. Sudharshan and H. Thomas), Journal of Management, 1988, Vol. 14, No. 3, 425-439.

"Defensive Marketing Strategies: An Equilibrium Analysis Based on Decoupled Response Function Models," (K. Ravi Kumar and D. Sudharshan), Management Science, July 1988, Vol. 34, No. 7, 805-815.

"DIFFSTRAT: An Analytical Procedure for Generating Optimal New Product Concepts for a Differentiated-Type Strategy," (D. Sudharshan, Jerrold H. May and Thomas Gruca), European Journal of Operational Research, July 1988, Vol. 31, No. 1, 50-65.

"Pre-emptive Product Positioning under Market Share Restrictions," (D. Sudharshan and K. Ravi Kumar), Managerial and Decision Economics, 1988, Vol. 9, 93-99.

"A Strategic Approach to International Segmentation," (Sudhir Kale and D. Sudharshan), International Marketing Review, Summer 1987, 60-70.

"The Concept of Stable Strategic Time Periods in Strategic Group Research," (Avi Fiegenbaum, D. Sudharshan, and Howard Thomas), Managerial and Decision Economics, 1987, 8, 139-148.

"A Simulation Comparison of Methods for New Product Location," (D. Sudharshan, Jerrold H. May and Allan D. Shocker), Marketing Science, Spring 1987, Vol. 6, No. 2, 182-201.

Published Proceedings and Congressional Hearings

"Breaking Down the Synergy Barriers of the MNC," (with Olivier Furrer, , Jeffrey A. Krug, and Howard Thomas) Proceedings of the 2004 AIB-Southwest Chapter Conference, Orlando, March 2-6, 2004 (forthcoming) (an earlier version of the paper has presented at the 2002 Strategy World Congress: Strategy: Over the Horizon, Saïd Business School, University of Oxford, March 18 and 19, 2002). (Refereed).

"A Typology of Market Windows and Antecedents of Firm Readiness in the Launching of Multiple Generations of New Products," (with S. Dacko, B.S. Liu and O.Furrer), Proceedings of the Academy of Marketing Science Annual Conference—Hypercompetition in Markets and Marketing: The New Economic Reality, Sanibel Harbour Resort & Spa, Sanibel Island, Florida, May 29-June 1, 2002 . (Refereed).

"The Effect of Culture on Behavioral Intentions through Service Quality Perceptions" (with B.S. Liu and O. Furrer), Rethinking European Marketing: Proceedings from the 30th EMAC Conference, Bergen, Norway May 8th-11th 2001, E. Breivik, A.W. Falkenberg and K. Grønhaug (eds.), Bergen, 2001, pp. 1366-1371 (on CD-ROM). (Refereed).

"L'influence des facteurs culturels sur la perception de la qualité de service" (with B.S. Liu and O. Furrer), Actes du 16e Congrès International de l'Association française du marketing, Montréal 18 au 20 mai 2000, R. Michon, J.-C. Chebat and F. Colbert (eds.), Tome 1, École des Hautes Études Commerciales, Montréal, 2000, pp. 657-665. (Refereed).

"Marketing Technology Management: An Emerging Function and a Process for the Management of a Core Competence" (with M. T. Alexandre and D. Sudharshan), AMA Winter Educators' Conference 2000, Volume 11, Marketing Theory and Application, J.P. Workman Jr. and W. D. Perreault Jr. (eds.), American Marketing Association, 2000, pp. 63-71. (Refereed).

"Direct Mapping of Consumer Perceptions," (with R. Adaval, E. Coupey, and S. Narayanan), Academy of Marketing Science Conference, May 1995, (Refereed).

"Defensive Marketing Strategy: A Propositional Inventory of Previous Research," (with Thomas Gruca), Proceedings of the American Marketing Association Summer Educator's Conference, 1994, 155-162 (Refereed).

"Real-Time Marketing Research: Learning-By-Doing in the Development of New Products," (with Ron Sanchez), International Product Development Conference on New Approaches to Development and Engineering, Brussels, May 1992 (Refereed).

"Europe 1992: Perspectives and Strategic Marketing Implications for U.S. Business," (with Francis M. Ulgado), American Marketing Association Summer Educators' Conference Proceedings, San Diego, 1991, 487-494 (Refereed).

"Product Positioning Strategies for Segment Pre-emption," (Thomas Gruca, K. Ravi Kumar and D. Sudharshan), Proceedings of the American Marketing Association Summer Educators' Conference, San Francisco, 1988 (Refereed), 47-52.

"Market Structure Analysis: A Boolean Factor Analytic Approach and Empirical Example," (Thomas S. Gruca, Wilbur Moulton and D. Sudharshan), Proceedings of the American Marketing Association Summer Educators' Conference, Toronto, 1987, Susan P. Douglas and Michael R. Solomon, 108-111 (Refereed).

"Multiple Brand Synergy and Market Structure," (D. Sudharshan and K. Ravi Kumar), Proceedings of the American Marketing Association Summer Educators' Conference, Toronto, 1987, Susan P. Douglas and Michael R. Solomon, 145-150 (Refereed).

"An Evolutionary Analysis of Product Preference Structure: Toward Managerial Control," (Zvi Ritz and D. Sudharshan), in Proceedings of Optimization Days Conference 1986, Lecture Notes in Economics and Mathematical Systems, H. A. Eiset and G. Pederoggi (eds.), Springer Verlag, 326-342 (Refereed).

"Optimal Product Location: A Simulation Comparison of Methods," (Jerrold H. May, Allan D. Shocker and D. Sudharshan), in Analytic Approaches to Product and Marketing Planning: The Second Conference, Marketing Science Institute, 1981, Rajendra K. Srivastava and Allan D. Shocker, eds. (Refereed).

Editorial Boards

Associate Editor, Special Issue of Production and Operations Management on Customer Satisfaction Through Design, manufacturing, And Supply Networks, Volume 11, Number 3, Fall 2002.

Member, Editorial Board of the Journal of Marketing, 1996-2002, 2002- 2005.

Member Editorial Board of the Journal of the Academy of Marketing Science, 2000-2004.

Member, Editorial Board of the Journal of Market Focused Management, 1995-.

Member Editorial Board of Review of Marketing Science, 2001- 2005.

Member Editorial Board of International Journal of Information Integrity, 2004-present.

Editorial Service

Reviewer for Management Science, Journal of Marketing Research, Journal of Marketing, Journal of Market Focused Management, International Marketing Review(till 1995), Marketing Science (1986-1996), European Journal of Operational Research and AMA Conferences (1985, 1987, 1989, 1990, 1991, 1992, 1994, 1995, 1996,1997, and 1998, 1999,2000,2001), EMAC (2000,2001,2002), Journal of International Marketing (1998), Sloan Management Review, and various Book Publishers.

Reviewer for Research Board Grants at the University of Illinois, 1983-1998.

Service Science, Managerial and Decision Economics, Journal of Service Theory and Practice.

Other Review Services (Grant Review Panels, Review of Faculty at Other Universities)

Tenure and Promotion Review for University of Missouri, State University of New York, Buffalo, Georgia Tech University, Columbia University, University of Warwick, UK, University of Pittsburgh, University of Kansas, University of Wisconsin, Milwaukee.

FACULTY WORKING PAPERS:

"A Bird's Eye View of the International Marketing Literature for the Period December 1989-January 1994," Working Paper, University of Illinois, (with S. Dacko), 1995.

"A Technical Note to Accompany An Equilibrium Analysis of Defensive Response to Entry Using a Coupled Response Function Model," (with Thomas Gruca and K. Ravi Kumar) Working Paper, University of Illinois,

"A Laboratory Comparison of Two Methods of Optimal New Product Generation: Toward Validation," Working Paper, University of Illinois, 1984.

"A Usage Based Framework for Choosing Appropriate Rotations in Factor Analysis," (with Jagdish N. Sheth), Working Paper, University of Illinois, 1984.

SEMINAR AND CONFERENCE PAPERS PRESENTED:

"Service Embodiment Theory," Distinguished External Speaker, Quinnipiac University, January 30, 2015.

"Designing to Serve: Integrating Design and Marketing in Service Science," AMA SERVSIG 2014, Thessaloniki, Greece, June 3-16, 2014.

"Integrating Affective Computing in New Service Design," INFORMS 2013, July 1-4, 2013, in Rome.

"Affective Computing and New Product Development," Marketing Science Conference, July 10-13, 2013, in Istanbul.

"Designing services to serve: Bringing the science of design and marketing science together in service science," Invited Keynote Talk at 2011 2nd International Conference on Innovation, Management and Service (ICIMS 2011), September 16-18, 2011, in Singapore.

(Not updated 2003- June 2011- I remember at least two refereed paper presentations, one at the Strategic management Society Conference in Orlando, FL, 2005 and another at the Marketing Science conference at Emory University in Atlanta, Ga, 2005).

"On modeling Resource-Strategy_performance Linkages," (with Olivier Furrer) Strategic Management Society 22nd Annual International Conference, Paris, France, Sept. 22-25. **Selected for consideration for McKinsey Quarterly Best Conference Paper Prize.**

"International Strategic Alliances in the Airline Industry: To Use Or Not To Use A Service Quality Strategy" (B. Liu, M. Simpson, and O. Furrer), (presented at the Eleventh Annual AMA Frontiers in Services Conference, June 27-29, 2002, Maastricht, The Netherlands) (Presented by Liu and Furrer).

"Linking the Firm's Worldwide Strategy, Structure, and Intangible Asset Portfolio: An Integrative Framework" (with J.A. Krug, D. Sudharshan, and H. Thomas), October 2001 (accepted for presentation at the 2002 Strategy World Congress: Strategy: Over the Horizon, Saïd Business School, University of Oxford, March 18 and 19, 2002).

"Dynamic Capabilities, Multiple Product Generations, and Market Rhythm Management"

(with S.G. Dacko, B.S. Liu, and O. Furrer), presented at the Strategic Management Society, 21st Annual International Conference, October 21-24, 2001, San Francisco). (Presented by Furrer).

"Output Satisfaction and Dissonance Reduction Behaviors with High Credence Services: The Moderator Roles of Trust and Culture" (with B.S. Liu and D. Sudharshan), October 2001 (presented at the Tenth Annual AMA Frontiers in Services Conference, Washington, DC. October 25-28, 2001). (Presented by Liu and Furrer).

"Marketing Performance, Financial Performance, Resources, and Strategy?" (with M.T. Alexandre and O.Furrer), 2001 AMA Winter Educators' Conference, Scottsdale, Arizona, February 16-19, 2001. (Presented by Alexandre and Furrer).

"Customer preference heterogeneity patterns: formation, persistence and change." Marketing Science Conference, Wiesbaden, Germany, July 2001.

"The Relationships between Culture and Behavioral Intentions toward Services" (with B.S. Liu and O. Furrer), presented at the Ninth Annual Frontiers in Services Conference, Nashville, TN, September 21-23, 2000.

"An examination of the cognitive effects of cognitive interruptions on consumer-on-line decision processes," competitive presentation at the 2nd Marketing Science and the Internet Conference, Sponsored by Anderson Consulting and INFORMS, University of Southern California, April 28-30,2000.

"On the Teaching of Marketing Strategy ", invited presentation at a special session of the Marketing Strategy Special Interest Group at the American Marketing Association Summer Educators' Conference, August 1999.

"Marketing Mix Response to Entry in Segmented Markets Governed by Alternative Objectives," Special conference on competition at Mainz, Germany, May, 1999. (with Thomas S. Gruca and K. Ravi Kumar). (Presented by Gruca).

"Technology Advancement Timing: Matching Internal Rhythm to Market Rhythm," Marketing Science Conference, Fontianbleau, France, July 1998. (with S.Dacko, Ben S.Liu, and R.Wright). (Presented by Dacko and Liu).

"Diffusion of Innovation Model Parameters = f (Social Network Structure Properties)," Marketing Science Conference, Berkeley, March 1997 (with R. Madhavan and Ben S.Liu).

"Optimal Dynamic Allocation of Sales Force Among Distinguishable Customers," Marketing Science Conference, Berkeley, March 1997, (with N.Petruzzi and Ben S.Liu).

"Scheduling Sales Effort Reserved for Long-Term Customers," (with N.Petruzzi and Ben S.Liu), INFORMS Conference, Dallas, October 1997 (presented by Petruzzi and Liu).

"Dynamic Strategic Groups: Evidence from the Japanese Pharmaceutical Industry," (with Sabine B. Reddy and Tom Roehl), Academy of International Business Conference, Monterrey, Mexico, October 1997 (presented by Reddy and Roehl).

"New Product Introduction Timing: Matching Firm Readiness and Market Receptivity," (with S.Dacko, R.Wright, and Ben S. Liu) INFORMS Conference, San Diego, May 1997(presented by Wright and Liu).

"Technology Advancement Strategies: Timing and Extent of Advancement," presented at the University of Chicago, Marketing Seminar Series, Jan.27,1997

"International Teaching Experiences", invited presentation at a special session of the Global Marketing Special Interest Group at the American Marketing Association Winter Educators' Conference, February 1997.

"New Issues in Global Segmentation", invited presentation at a special session of the Global Marketing Special Interest Group at the American Marketing Association Winter Educators' Conference, February 1996.

"Technology Advancement Strategies: Timing and Extent of Advancement," presented at the University of Colorado, Boulder, American Marketing Association Doctoral Consortium, August 1996.

"Along the Technology Trajectory: When and Where?" (with B.Liu), Marketing Science Conference, Sydney, Australia, July 1995 (presented by B.Liu).

"Using 'Distribution Equity' to Leverage New Products," (with Ron Sanchez), presented at the Second International Product Development Management Conference on New Approaches to Development and Engineering, Gothenburg, Sweden, May 30-31, 1994 (presented by Ron Sanchez).

"To Cluster or Not to Cluster: An Investigation of Aggregation in Preference Share Assessments," (with Julie Lee and Narayan Raman), Marketing Science Conference, University of Arizona, Tucson, March 1994.

"Direct Mapping of Consumer Perceptions," (with R. Adaval, E. Coupey and S. Narayanan), Marketing Science Conference, University of Arizona, Tucson, March 1994.

"Defining and Managing Core Competencies in the Pharmaceutical Industry," (with G. Winter and H. Thomas), Strategic Management Society Conference, Northwestern University, Evanston (presented by G. Winter), 1994.

"Europe 1992: Perspectives and Marketing Implications for U.S. Business," (with Francis M. Ulgado), American Marketing Association Summer Educators' Conference, San Diego, 1991.

"Equilibrium Characteristics of Multinational Logit Market Share Models," (with Thomas Gruca), Marketing Science Conference, Delaware, March 1991.

"Strategy Coherence: A Measurement Approach," (with Deepika Nath), Marketing Science Conference, Delaware, March 1991.

"Defensive Marketing Strategies: An Empirical Examination Using a Brand Share Attraction Model," (with Thomas Gruca), Marketing Science Conference, Champaign, Illinois, March 1990.

"Product Positioning Strategies for Segment Pre-emption," (with Thomas Gruca and K. Ravi Kumar), American Marketing Association Summer Educators' Conference, San Francisco, 1988.

"Market Structure Analysis: A Boolean Factor Analytic Approach and Empirical Example," (with Thomas S. Gruca and Wilbur Moulton), American Marketing Association Summer Educators' Conference, Toronto, 1987.

"The Impact of Vertical Integration/Decentralization on Product Positioning," (with K. Ravi Kumar), Marketing Science Conference, Jouy-en-Josas, France, June 1987.

"An Evolutionary Analysis of Product-Preference Structure: Toward Managerial Control,"

(with Zvi Ritz), Optimization Days Conference in Montreal, Canada, April 30-May 2, 1986.

"Analytical Models of Synergy for Product Market Structure Analysis," (with K. Ravi Kumar), Marketing Science Conference, University of Texas at Dallas, April 1986.

"Strategically Equivalent Segmentation: Some Concepts," (with Sudhir Kale) in Kirplani, ed.: International Marketing: State of the Art Managerial Issues, Research, and Opportunities-Proceedings of the Singapore Conference, Chicago, AMA, 1986.

"The Dynamics of Strategic Groupings in the Insurance Industry," (Avi Fiegenbaum, Howard Thomas and D. Sudharshan), Fifth Annual Strategic Management Society Conference, Barcelona-Spain, October 1985.

"The Concept of Stable Strategic Time Periods in Strategic Group Research," (Avi Fiegenbaum, D. Sudharshan and Howard Thomas), Academy of Management, August 1985.

"Attack-Defense Marketing Strategies: A Full Equilibrium Analysis Based on Response Function Models," (with K. Ravi Kumar). Presented at TIMS/ORSA National Joint Conference, Boston, May 1985 and at Marketing Science Conference, Vanderbilt University, Nashville, TN, 1985.

"DIFFSTRAT: An Analytical Procedure for Generating Optimal New Product Concepts for a Differentiated-Type Strategy," (D. Sudharshan, Jerrold H. May and Thomas Gruca), Working Paper, University of Illinois, 1984, presented at TIMS/ORSA National Joint Conference, Boston, May 1985.

"Group Preferences with Individual Updating of Judgements Based on Group Interactions," (with Zhenzong Cao and Ben S. Liu).

"Multiple Product Positioning: A Note on Incorporating Effects of Synergy," (with K. Ravi Kumar), Working Paper, University of Illinois, 1984. Paper presented at the November 1983 Conference on the National TIMS/ORSA, Orlando, Florida.

"Optimal Product Location: A Simulation Comparison of Methods," (with Allan D. Shocker and Jerrold H. May) at The Second Conference, Marketing Science Institute, Nashville, 1981.

"Design of New Product Concepts: A Comparison of Optimizing Approaches," (Jerrold H. May, Allan D. Shocker, and D. Sudharshan) paper presented at Joint National ORSA/TIMS Conference, Los Angeles, November 1978.

MANUSCRIPTS - NOT IN OTHER CATEGORIES AND NOT YET
ACCEPTED FOR PUBLICATION:

NEW WORK IN PROCESS:

"Changes in Customer preference heterogeneity patterns." (With Andreas Mild)

"A Formalization of the Role of Uncertainty in Services and Their Embodiment in Goods."

"Network Modeling of Technology Bundle Space Growth from Individual Technologies- viewed through a bottom up process." (With Amit Sudharshan)

"On Modeling Resource-Strategy-Performance Links: Complex Outcomes and Observations from Literature-Based Behavioral Rules." (With Olivier Furrer and Brian Tjemes)

"Likelihoods of stickiness, sustainability, persistence in and entry and exit into and from the top public corporations in the United States, 1962-2012." (With Larry Yang)

"Designing to Serve: INTEGRATING Design and Marketing in Service Science." (With Olivier Furrer, Rodouola Tsiotsou, Ben Liu)

"The City Manager: Managing Headquarters-Subsidiary Relationship in Emerging Markets." (With Lakshman Prasad and Jeffrey Krug)

RESEARCH GRANTS AND CONTRACTS:

Grant from the Strategic Planning Institute of Accenture to work on a joint research project on Marketing Technology Management. 2000-2001.

Scholars Travel Fund Grant, July 2001.

Grant from Caterpillar to study Decision and Risk Analysis 1999.

Equipment Grant from Intel, January 1999.

Equipment Grant, of Mathematica for Aix systems, from Wolfram Research, Inc., March 1998.

Equipment Grant, from IBM of an IBM RS/600, model 7043 and AIX operating system, for our research program on Boundaries in a Theory of Market Emergence, Jan. 1998.

Grant from Mr. Hoefft, Proctor and Gamble, and AT&T for undergraduate program in Technology and Management (approximately \$1.5 million).

CIBER Grant for Summer, 1994.

Illinois Beef Industry Grant, 1991-1993.

Illinois Agriculture Experimental Station Value Added Grant Program, 1990-1993.

Research Board Grant for a 50% RA, 1990-1991.

Scholars Travel Fund Grant, February 1988.

Scholars Travel Fund Grant, June 1987.

Project MICA Grant for a 50% RA, 1985-1986.

Scholars Travel Fund Grant, October 1985.

Caterpillar Tractor Company Research grant, summer 1985.

Research Board Grant for 1 year for a 50% RA, 1984-1985.

Investors in Business Education Research grant, summer 1983.

DISCUSSANT, SESSION CHAIR, CONFERENCE ORGANIZER:

Session Chair, American Marketing Association Winter Educator's Conference, St. Petersburg, Florida, February 2012.

Session Chair, 35th Product Innovation Management Annual Global Conference, Phoenix, October-November 2011.

Session Chair, Academy of Marketing Science World Marketing Congress, Reims, France, July 2011.

Special Session Organizer and Session Chair, American Marketing Association's Summer Educators' Conference, San Diego, 2002.

Session Chair at the Marketing Science Conference, Wiesbaden, Germany, July 2001.

Session Chair at the Marketing Science Conference, UCLA, 2000.

Co-chair of the American Marketing Association's Summer Educators' Conference, San Francisco, 1999.

Member discussion panel on teaching marketing strategy, American Marketing Association's Summer Educators' Conference, San Francisco, 1999.

Discussant at a special session of the Technology Special Interest Group, at the American Marketing Association Winter Educators' Conference, February 1998.

Discussant at a special session of the Global Marketing Special Interest Group, at the American Marketing Association Winter Educators' Conference, February 1997.

Discussant at a special session of the Global Marketing Special Interest Group, at the American Marketing Association Winter Educators' Conference, February 1996.

Coordinator of Marketing College Cluster of INFORMS, November 1995 Conference.

Discussant at International Conference on Global Competition, UIUC, October 1994.

Session Chairperson, Marketing Science Conference, Tucson, 1994.

Member of Promotions Sub Committee of Illinois Assistive Technology Project, State of Illinois, 1991-1993.

Co-Chair of the Thirteenth Paul D. Converse Symposium on Marketing, 1992.

Session Chairperson, Marketing Science Conference, 1991, Delaware.

Conference Chairperson for Marketing Science Conference, TIMS, Urbana-Champaign, March 1990.

Session Chairperson, AMA annual meetings, 1989, Chicago.

Member Advisory Committee for Marketing Science Conference held in Seattle, 1988.

Session Chairperson at Conference on India and China: The Awakening Giants, Allerton Park, September 1987.

Discussant at the AMA Summer Educators' Conference, Summer 1985.

Session chairperson at Walter H. Stellner Symposium on Theories of Marketing Practice, May 1985.

DOCTORAL DISSERTATION COMMITTEES:

<u>Name</u>	<u>Department</u>	<u>Year</u>	<u>Major Supervision</u>	<u>Reading Member</u>
Lloyd	BA	2002		Yes
Nwoha	ACES	2001		Yes
Alexandre	BA	2000	Yes	
Lucas	BA	1997		Yes
Dacko	BA	1998		Yes
Hathaway	BA	1997	Yes ²	
Gorman	BA	1998		Yes
Pettus	BA	1997	Yes	
Winter	BA	1999	Yes	
Ramanathan	BA	1999		Yes
Cao	BA	1997		Yes
Jagtiani	BA	-----	Yes	
Roundtree	BA	1996		Yes
Lee	BA	1996		Yes
Vemuri	BA	1996		Yes
Wilson	Cont. Ed.	1993		Yes
Nine	BA	1993		Yes
Gooding	BA	1992		Yes
Tsai	BA	1992		Yes
Narayanan	Ag. Econ.	1992		Yes
Sarikar	ACCY	1992		Yes
Chang	BA	1992	Yes	
Sundararajan	BA	1990		Yes
Gruca	BA	1989	Yes ¹	
Nath	BA	1988		Yes
Fiengenbaum	BA	1987		Yes
Narapareddy	BA	1987		Yes
Kale	BA	1984		Yes

Student Honors:

¹ Tom Gruca's dissertation won an Honorable Mention in the American Marketing Association Doctoral Dissertation Competition.

² Brent Hathaway won a National Association of Purchasing Management's Doctoral Dissertation Award.

Internal Service

This version of my vitae does not include a listing of my internal service activities. They may be obtained by written request. As may be expected, I have served on various elected and appointed committees at the departmental, college and university levels.

References

Available upon request.