

NIRMALYA KUMAR

London Business School
Regent's Park
London NW1 4SA
United Kingdom
Phone: +44 20 7000 8610
Email: nkumar@london.edu

Education

- | | |
|------|---|
| 1991 | Northwestern University, Evanston, Illinois
J.L. Kellogg Graduate School of Management
Ph.D. in Marketing |
| 1986 | University of Illinois at Chicago, Illinois
Master of Business Administration (MBA) |
| 1983 | Shivaji University, India
Master of Commerce |
| 1980 | Calcutta University, India
Bachelor of Commerce |

University Appointments

- | | |
|------------|---|
| 2003- | Professor of Marketing
Co-Director, Aditya Birla India Centre
Director, Centre for Marketing (2003-2009)
Faculty Director, Executive Education (2007-09)
London Business School |
| 2001 | Visiting Professor of Marketing (July – December)
Harvard Business School |
| 1995- 2003 | Professor of Marketing
IMD-International Institute for Management Development |
| 1994-1995 | Visiting Assistant Professor of Marketing
J.L. Kellogg Graduate School of Management
Northwestern University |
| 1991-1994 | Assistant Professor of Marketing
Smeal College of Business Administration
The Pennsylvania State University |

RESEARCH ACTIVITIES

Books

1. Kumar, N. and P. Puranam (2011), *India Inside: The Emerging Innovation Challenge to the West*, (Harvard Business Review Press).
2. Kumar, N. with P. Mohapatra and S. Chandrasekhar (2009), *India's Global Powerhouses: How They Are Taking on the World*, (Harvard Business Press). Translation rights for Simple Chinese.
3. Anderson, J.C., N. Kumar, and J.A. Narus (2007), *Value Merchants: Demonstrating and Documenting Customer Value in Business Markets* (Harvard Business School Press). Translation rights for Simple Chinese, Polish, Russian and Spanish.
4. Kumar, N. and J-B. E.M. Steenkamp (2007), *Private Label Strategy: How to Meet the Store Brand Challenge* (Harvard Business School Press). Translation rights for Complex Chinese, Simple Chinese, Polish, Portuguese, Russian, and Spanish.
5. Kumar, N. (2006), *Global Marketing* (BusinessWorld). Published 1 October 2006.
6. Kumar, N. (2004), *Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation* (Harvard Business School Press). Translated into Simple Chinese, Complex Chinese, Japanese, Korean, Portuguese, Russian, Czech, and Spanish as well as an Indian edition by Penguin.

Journal Articles

1. Kumar, N. and P. Puranam (2011), "Have You Restructured for Global Success?" *Harvard Business Review*, 89 (October).
2. Bertini, M. and N. Kumar (2010), "The Upstart's Assault," *Harvard Business Review*, 88 (July-August), 159-163.
3. Steenkamp, J-B. E.M. and N. Kumar (2009), "Don't Be Undersold!" *Harvard Business Review*, 87 (December), 90-95.
4. Kumar, N. (2009), "How Emerging Giants are Rewriting the Rules of M&A," *Harvard Business Review*, 87 (May), 115-21.

Translated into German for *Harvard Business Manager* March 2004.

5. Kumar, N. (2006), "Strategies to Fight Low-Cost Rivals," *Harvard Business Review*, 84 (December), 104-12.

Reprinted in *Harvard Business Review OnPoint*. Special issue on "Seize Advantage," Summer 2009, 88-98.

6. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (2006), "Make, Buy or Ally: A Meta-Analysis of Transaction Cost Theory," *Academy of Management Journal*, 49 (June), 519-43. **(75+ cites)**
7. Corsten, D. and N. Kumar (2005), "Do Suppliers Benefit from Collaborative Relationships with Large Retailers?: An Empirical Investigation of ECR Adoption," *Journal of Marketing*, 69 (July), 80-94. **(50+ cites)**
8. Kumar, N. (2003), "Kill a Brand, Keep a Customer," *Harvard Business Review*, 81 (December), 86-95.
9. Scheer, L. K., N. Kumar, and J-B. E.M. Steenkamp (2003), "Reactions to Perceived Inequity in U.S. and Dutch Interorganizational Relationships," *Academy of Management Journal*, 46 (June), 303-17. **(25+ cites)**
10. Corsten, D. and N. Kumar (2003), "Profits in the Pie of the Beholder," *Harvard Business Review*, 81 (May), 22-23.

Translated into German for *Harvard Business Manager* March 2004.

11. Hibbard, J.D., N. Kumar, and L.W. Stern (2001), "Examining the Impact of Destructive Acts in Marketing Channel Relationships," *Journal of Marketing Research*, 38 (February), 45-61. **(60+ cites)**
12. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (1999), "A Meta-Analysis of Satisfaction in Marketing Channel Relationships," *Journal of Marketing Research*, 36 (May), 223-238. **(190+ cites)**
13. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (1998), "Generalizations About Trust in Marketing Channel Relationships Using Meta-Analysis," *International Journal of Research in Marketing*, 15 (July), 223-48. **(150+ cites)**
14. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1998), "Interdependence, Punitive Capability, and the Reciprocation of Punitive Actions in Channel Relationships," *Journal of Marketing Research*, 35 (May), 225-35. **(60+ cites)**
15. Geyskens, I., J-B. E.M. Steenkamp, L. K. Scheer, and N. Kumar (1996), "The Effects of Trust and Interdependence on Relationship Commitment: A Trans-Atlantic Study," *International Journal of Research in Marketing*, 13 (October), 303-17. **(150+ cites)**
16. Kumar, N. (1996), "The Power of Trust in Manufacturer-Retailer Relationships," *Harvard Business Review*, 74 (November-December), 92-106. **(175+ cites)**

Reprinted in *Harvard Business Review on Managing the Value Chain*, Boston, MA, Harvard Business Press, 2000, 91-126.

17. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1995), "The Effects of Perceived Interdependence on Dealer Attitudes," *Journal of Marketing Research*, 32 (August), 348-56. **(325+ cites)**
18. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1995), "The Effects of Supplier Fairness on Vulnerable Resellers," *Journal of Marketing Research*, 32 (February), 54-65. **(250+ cites)**
19. Sujan, H., B. A. Weitz, and N. Kumar (1994), "Learning Orientation, Working Smart, and Effective Selling," *Journal of Marketing*, 58 (July), 39-52. **(175+ cites)**
20. Kumar, N., L. W. Stern, and J. C. Anderson (1993), "Conducting Interorganizational Research Using Key Informants," *Academy of Management Journal*, 36 (December), 1633-51. **(360+ cites)**
21. Kumar, N., L. W. Stern, and R. S. Achrol (1992), "Assessing Reseller Performance from the Perspective of the Supplier," *Journal of Marketing Research*, 29 (May), 238-53. **(110+ cites)**

Select Other Articles

1. N. Kumar (2009), "The Indian Mystique," *Business Strategy Review*, Autumn, 42-47.
2. N. Kumar (2009), "Indians as Customers, Competitors, and Collaborators," *Indian Journal of Industrial Relations*, July, 148-59.
3. N. Kumar (2009), "India Unleashed," *Business Strategy Review*, Spring, 4-15.
4. N. Kumar (2008), "Marketing as Strategy: The CEO's Marketing Manifesto," *Marketing Management*, November-December, 24-28.
5. J.C. Anderson, N. Kumar, and J.A. Narus (2008), "Certified Value Sellers," *Business Strategy Review*, Spring, 47-53.
6. J.C. Anderson, N. Kumar, and J.A. Narus (2008), "Becoming a Value Merchant in Business Markets," *Marketing Management*, March-April, 31-35.
7. Kumar, N. J-B. E.M. Steenkamp (2007), "Are Brands Dead?" *Chief Executive*, July-August, 40-43.
8. Kumar, N. (2007), "Labeled with Love," *Business Strategy Review*, 18 (2), 46-48.
9. Kumar, N. (2007), "From the 4P's to the 3V's," *The Marketer*, 33, March, 6-9.
10. Kumar, N. and S. Linguri (2006), "Fashion Sense," *Business Strategy Review*, 4 (Summer), 81-84.

11. Kumar, N. and S. Linguri (2005), "Online Advertising: Specific and Measurable," *The Smart Manager*, 4 (October-November), 14-15.
12. Kumar, N., (2005), "The Power of Power in Supplier-Reseller Relationships," *Industrial Marketing Management*, November, 863-866.
13. Kumar, N. (2005), "Marketing's Drive to Recapture the Imagination," *Financial Times*, FT Summer School, August 15, 2005, p.10.
14. Kumar, N. (2005), "The Global Retail Challenge," *Business Strategy Review*, 16 (1), 5-13.
15. Kumar, N. (2004), "3vs instead of 4ps," *The Smart Manager*, 3 (December- January).
16. Kumar, N (2004), "Living with Channel Conflict," *CMO Magazine*, October.

Also published in *The Smart Manager*, October-November 2004.

17. Kumar, N. (2004) "From Selling Products to Providing Solutions," *The Smart Manager*, 3 (July-September).
18. Kumar, N. (2004) "The Right Way to Kill a Brand," *Harvard Business School Working Knowledge*.
19. Kumar, N. and Sophie Linguri (2003), "Buzz, Chat, and Branding Give Red Bull Wings," *Financial Times*, FT Summer School, August 8, 2003, p.9.
20. Kumar, N. (2002), "The Path to Change," *Financial Times*, a special insert entitled Mastering Leadership, December 6, 2002.
21. Kumar, N. (2001), "Online Grocers Take Stock," *Business 2.0* (UK Edition), March, 46-52.
22. Kumar, N., L.K. Scheer, and P. Kotler (2000), "From Market Driven to Market Driving," *European Management Journal*, 18 (April), 129-141. **(22 cites)**

Reprinted in summary form as "How do Market Driving Companies Compete" in *The Antidote*, The Centre for Strategic Business Studies, United Kingdom, 2000, Issue 28, 12-14.

23. Kumar, N., and T. E. Vollman (2000), "Building the 'Last Mile' – How to Resolve Logistics Conflicts in E-Business," *European Business Forum*, 4 (Winter), 66-70.

24. Kumar, N. (1999), "Internet Distribution Strategies: Dilemmas for the Incumbent," *Financial Times*, a special insert entitled Mastering Information Management, March 15, 1999, 6-7.

Translated into several languages and reprinted in *Mastering Information Management*, London: Financial Times, 2000, 205-210.

25. Horovitz, J. and N. Kumar (1998), "The Challenge of Global Retailing," *Financial Times*, a special insert entitled Mastering Global Business, March 13, 1998.

Two figures from article were incorporated in *Global Marketing*, Keegan and Green, 7th Edition 2012.

Translated into several languages and reprinted in *Mastering Global Business*, London: Financial Times, 1999, 216-223.

26. Kumar, N. (1997), "The Revolution in Retailing: Introduction to the Special Issue," *Long Range Planning Journal*, 30 (December), 813.

27. Kumar, N. (1997), "The Revolution in Retailing: From Market Driven to Market Driving," *Long Range Planning Journal*, 30 (December), 830-35. (11 cites)

28. Horovitz, J. and N. Kumar (1996), "Getting Close to the Customer," *Financial Times*, a special UK insert entitled Mastering Management, February 2, 1996, 2-4.

Translated into several languages and reprinted in *Mastering Management* London: Financial Times, 1997, 198-204.

29. Kumar, N., J. D. Hibbard, and L. W. Stern (1994), "The Nature and Consequences of Marketing Channel Intermediary Commitment," *Marketing Science Institute Working Paper*, Report Number 94-115, pp. 1-33. (20 cites)

30. Sujan, H., B. A. Weitz, and N. Kumar (1993), "Learning Orientation, Working Smart, and Effective Selling," *Marketing Science Institute Working Paper*, Report Number 93-119, pp. 1-32.

31. Kumar, N., L. W. Stern, and R. S. Achrol (1992), "Assessing Reseller Performance from the Supplier's Perspective," *Marketing Science Institute Working Paper*, Report Number 92-101, pp. 1-38.

Citation/Impact Analysis

According to Web of Science (includes self citations):

- Total citations over 2000 in Web of Science and over 6000 in Google Scholar with an h-index of 25.
- First seven articles published have received 100 citations each while two

other articles have also received 100 citations each.

- Of all articles published in JMR in 1995, the interdependence article (1995b) is the most cited while the fairness article (1995a) is the 2nd most cited article.
- Of all articles published in JMR in 1999, the satisfaction article is the 5th most cited.
- Of all articles published in IJRM in 1996 and 1998, the interdependence article (1996) ranks 2nd and the trust article (1998) ranks 1st in citations for their respective years. Both articles among the 5 most cited articles published in IJRM in the past 25 years.
- Of all articles published in AMJ in 1993 and 2006, the informant and TCA articles rank 4th and 8th in citations for their respective years.

Doctoral Supervision

Man-Wai Chow, Tilburg University, Tilburg, Netherlands, December 2007, External committee member.

Daniel S. Corsten, Universität St. Gallen, Switzerland, May 2002, External reviewer for Habilitation.

Inge Geyskens, Catholic University, Leuven, Belgium, September 1998, External committee member.

Professional Affiliations and Service

- | | |
|-----------|---|
| 2001- | Editorial Board, <u>ECR Journal</u> |
| 1999-06 | Editorial Board, <u>Journal of Marketing Research</u> |
| 1997-04 | Editorial Board, <u>International Journal of Research in Marketing</u>
<u>European Management Journal</u> |
| 1997-99 | Editorial Board, <u>Journal of Marketing</u> |
| 1997 | Guest Editor for Special Issue on The Revolution in Retailing,
<u>Long Range Planning Journal</u> , 30 (December) |
| 1991-2010 | Ad hoc reviewer:
<u>Academy of Management Journal</u>
<u>Journal of Retailing</u>
<u>Management Science</u>
<u>Marketing Science</u>
<u>Strategic Management Journal</u> |

TEACHING ACTIVITIES

Case Materials Developed

1. BT Business: Responding to “Free Forever”, April 2009
2. Aldi: The Hard Discount Phenomenon, Teaching Note, May 2007
3. Aldi: The Hard Discount Phenomenon, January 2007
4. Zara: Responsive, High Speed, Affordable Fashion, Teaching Note, July 2005
5. Red Bull: The Antibrand Brand, Teaching Note, July 2005
6. Zara: Responsive, High Speed, Affordable Fashion, July 2005

An abstract was published in BusinessWorld, 24 October 2005, pp. 70-71.

Reprinted in J. Meredith and S.M. Schafer, Operations Management, John Wiley, 2010.

7. Red Bull: The Antibrand Brand, June 2005
8. Dassani (UK): Brand Under Attack, May 2004
9. LeShop.CH, September 2003
10. Yahoo!: Moving From Free to Paid Services, Teaching Note, August 2001
11. Swissair: Repositioning a Premium Brand, August 2001
12. Yahoo!: Moving From Free to Paid Services, May 2001
13. Savannah Interactive Entertainment: International Distribution Strategy, May 2001
14. Priceline (B), April 10, 2001
15. Priceline (A), April 9, 2001
16. Wal-Mart: Competing in the Global Marketplace, 2000
17. Gramophone Company of India (B): The Digital Distribution Challenge, 2000
18. Online Grocery Retailing: Building the Last Mile to the Customer, Teaching Note, August 29, 2000

19. [www. HomeImprovement.com](http://www.HomeImprovement.com), (B), September 1, 2000
20. Video interview with Stelios, CEO and founder of the easy Group.
21. Aravind Eye Hospital 2000: Still in the Service of Sight, September 1, 2000
22. [www. Home_Improvement.com](http://www.Home_Improvement.com), (A), September 1, 2000

Reprinted in M.A. Hitt, R.D. Ireland, R.E. Hoskisson, W.G. Rowe, and J.P. Sheppard, Strategic Management: Competitiveness and Globalization, Thomson Canada, 2005.

23. Online Grocery Retailing: Building the Last Mile to the Customer, August 29, 2000
24. Amazon: Success, Survival, or Suicide, August 28, 2000
25. Gramophone Company of India (A): The Digital Distribution Challenge, August 22, 2000
26. easyJet – The Web’s Favorite Airline, August 8, 2000

Reprinted in J. McGee, H. Thomas, and D. Wilson, Strategy: Analysis and Practice, McGraw-Hill, 2005.

27. easyJet 2000 Teaching Note, May 5, 2000
28. www.easyRentacar, May 3, 2000
29. easyEverything: The Internet Shop, April 4, 2000
30. Akzo-Nobel UK: Managing the Brand Portfolio Teaching Note, March 14, 2000
31. Akzo-Nobel UK: Managing the Brand Portfolio, March 2, 2000
32. Medi-Cult: Pricing a Radical Innovation Teaching Note, March 29, 1999
33. Medi-Cult: Pricing a Radical Innovation, March 18, 1999

Reprinted in Czinkota, Ronkainen, Farrell, and McTavish, Global Marketing: International Trade and Foreign Investment Strategies, Nelson Education Limited, 2008.

34. Global Foods: Facing the Hypo-Mart Challenge, August 27, 1998
35. Loyalty Wars in the UK Supermarket Industry Teaching Note, May 14, 1998

36. Loyalty Wars in the UK Supermarket Industry, (transparency version), May 14, 1998
37. Carrefour: Opportunities in Mexico (A), 20 April, 1998
38. Carrefour: Opportunities in Mexico (B), 20 April, 1998
39. Video tape of Barco CEO to accompany Barco Projection Systems Case, 1997
40. FoodWorld Supermarkets in India, July 2, 1997

Reprinted in A.A. Thompson and A.J. Strickland III, Strategic Management: Concepts and Cases, Irwin/McGraw Hill, 1999, pp. C359-376.

Reprinted in D. Turpin and X. Shen, Casebook on General Management in Asia Pacific, London: Macmillan Press, 1999, pp. 375-396.

41. FoodWorld Supermarkets in India Teaching Note, January 20, 1997
42. Loyalty Wars in the UK Supermarket Industry, (A) August 30, 1996
43. Loyalty Wars in the UK Supermarket Industry, (B) August 30, 1996
44. Carrefour Versus Walmart in Mexico, (transparency version) July 3, 1996

Teaching Experience

- | | |
|---------|---|
| LBS | <p>Open Programs:
 <i>Sloan Masters Program: Marketing Strategy (average rating 4.7/5.0);
 Global-EMBA, Accelerated Development Program</i></p> <p>LBS In-Company programs:
 <i>Allianz, Barclays, BT, Continental, Danone, Ericsson, HSBC, Lufthansa,
 Nokia, Novartis, PwC, SABIC, Sony-Ericsson, Standard Chartered, Royal
 Bank of Scotland, Telenor</i></p> |
| Harvard | MBA Core: <i>Marketing Management</i> (rating 6.7/7.0) |
| IMD | <p>MBA Core: <i>Marketing Management</i> (average rating 4.5/5.0)
 MBA Elective: <i>Marketing Channels</i> (rating 4.6/5.0)</p> <p>IMD Executive Open Programs:
 <i>CEO Roundtable; Breakthrough Program for Senior Executives;
 Differentiation through Services; Joint Development Program;
 Managing Corporate Resources; Managing the Innovation Process;</i></p> |

Managing Manufacturing; Managing for Marketing Success; Venture Booster; Orchestrating Winning Performance; Performing in the New Financial Services; Program for Executive Development; Senior Executive Forum

IMD Executive In-Company Programs:

Bertelsmaan; Boehringer Mannheim; Canon; Caterpillar; Deloitte, Touche, and Tohmatsu; Exxon Chemical; Hitachi; Lego; Nestle; Norske Hydro; Norske Shell; Schindler; Scottish and Newcastle; Sony; Tetra Laval; Tetra Pak; Thames Water; Toyota; Viag; Volvo; YPO; and Zurich Insurance.

Northwestern MBA Core: *Marketing Management* (average rating 6.3/7.0)
MBA Elective: *Marketing Channels* (average rating 6.4/7.0)

Penn State MBA Core: *Marketing Management* (average rating 6.6/7.0)
MBA Elective: *Marketing Channels* (average rating 6.7/7.0)
PhD Seminar: *Marketing Channels*

Program Development and Management

- 2004-2011 Program Director, Open Programs, London Business School
- *Accelerating Sales Force Performance* 2006-2007
 - *Building the Customer Focused Organisation* 2005-2007
 - *Market Driving Strategies* 2004-
- For each program, responsible for design, launch, and management of an intensive 5 day executive program offered twice a year.
- 2005-2010 Program Director, In- Company Programs, London Business School
- Allianz
 - BT
 - Royal Bank of Scotland
 - Telenor
- 2001-03 Program Director, *Venture Booster*, IMD – responsible for design, launch, and management of an intensive 6 day program for corporate venturing teams.
- 1997-01 Program Co-Program Director, *Program for Executive Development*, IMD
- A ten week executive education program, offered four times a year, to help transform functional managers into general managers.
- 1998-2003 Program Director, *Managing for Marketing Success*, IMD - A two week program for senior marketing and sales executives held annually.
- 1996- Program Director responsible for design and management of several single offering programs for senior executives including:
- *Distribution as Strategy* – two day event

- *e-Commerce* – four day program on e-distribution and e-tailing
- *Hydro Aluminium Extrusion* – four day customer value workshop
- *From Market Driven to Market Driving* – two day event on strategy
- *Strategic Marketing for Retailers* -six days on retailing
- *Caterpillar Academy Marketing Module* - one week on marketing.
- *Customer Driven Distribution Systems* - two day event on channels

OTHER ACTIVITIES

Industry Experience

- | | |
|-----------|--|
| 2001- | Independent Director on Boards <ul style="list-style-type: none"> - ACC 2006-2008 - Ambuja Cement 2006-2008 - Bata India 2003-05 - BP Ergo 2005-07 - Defaqto 2007 - present - UltraTech Cement 2011- present - Zensar Technologies 2001- 07 |
| 1989- | Coach, consultant, seminar leader and speaker to over 50 Fortune 500 companies in 50 different countries. Regular speaker at various industry conferences |
| 1984 | Internal Auditor
Sara Lee Corporation, Chicago, Illinois |
| 1981-1983 | Audit Assistant
Price Waterhouse & Company, Calcutta, India |

Honors and Recognition

- | | |
|------|---|
| 2011 | Winner of Excellence in Teaching Award to recognize outstanding teaching by London Business School |
| 2010 | Red Bull: The Anti-Brand Brand, Overall Winner of the 2010 European Case Awards, granted by ECCH for the case with the highest number of adoptions |
| 2010 | Winner of the article with the greatest long-term impact published between 1995 and 2000 in the <i>International Journal of Research in Marketing</i> |
| 2010 | Ranked 6 th in <i>Economic Times</i> list of Global Indian Thought Leaders; voted as one of top 5 marketing speakers in the world by <i>speaking.com</i> ; mentioned as “rising superstar” by <i>The Economist</i> in their cover story on “New Masters of Management” |

- 2009 One of four finalists for the article with the greatest long-term impact published between 1994 and 1999 in the *International Journal of Research in Marketing*
- 2009 Zara: Responsive, High Speed, Affordable Fashion, Winner of the Strategy and General Management Category 2009 European Case Awards, granted by ECCH for the strategy case with the highest number of adoptions
- 2009 Red Bull: The Anti-Brand Brand, Winner of the Marketing Category 2009 European Case Awards, granted by ECCH for the marketing case with the highest number of adoptions
- 2008 Outstanding Contribution to Education Award by Asia Brand Congress, representing 60 countries
- 2005 Medi-Cult: Pricing a Radical Innovation, Winner of the Marketing Category 2005 European Case Awards, granted by ECCH in association with Business Week, for the marketing case with the highest number of adoptions
- 2005 Runner up, Senior Faculty Teaching Award, London Business School
- 2002 EasyJet: The Web's Favorite Airline, Overall Winner of the 2002 European Case Awards, granted by ECCH in association with Business Week, for the case with the highest number of adoptions. On the list of all time top 10 best selling cases for ECCH
- 2001 EasyJet: The Web's Favorite Airline, Winner of the 2001 European Case Awards, granted by ECCH in association with Business Week, for the case with the highest number of adoptions in the Policy and General Management category
- 1996-2002 Recipient of IMD Faculty Research grants in excess of \$ 250,000
- 1995 Faculty Honor Roll for excellence in MBA teaching, J.L. Kellogg Graduate School of Management, Northwestern University
- 1995 Received highest 4 star rating for teaching excellence at Penn State in Business Week's guide to MBA programs, The Best Business Schools, 4th Edition
- 1994-95 Recipient \$15,000 Marketing Science Institute research grant for "Learning, Performance, and Stability in US-Japanese Strategic Alliances" with E.J. Zajac

- 1994 Best Paper Award, Channels of Distribution Track, AMA Summer Educators' Conference
- 1993-94 Recipient \$10,000 Goodyear Tire Company research grant for "The Nature and Consequences of Reseller Commitment" with J.D. Hibbard and L.W. Stern
- 1993-94 Recipient \$10,000 Marketing Science Institute research grant for "The Consequences of Continuance Versus Affective Commitment in Marketing Channels" with J.D. Hibbard and L.W. Stern
- 1993 Honourable Mention, MSI Competition on Learning in Organizations
- 1993 Mentioned as one of the outstanding faculty at Penn State in the Business Week's guide to MBA programs, The Best Business Schools, 3rd Edition.
- 1992 MBA Excellence in Teaching Award, Penn State University
- 1991-92 Recipient \$7,450 Pennsylvania State University Research Initiation Grant for "The Nature of Reseller Commitment: Its Antecedents and Consequences"
- 1989-90 Recipient \$10,000 Marketing Science Institute research grant for "Assessing Reseller Performance" with L.W. Stern and R.S. Achrol
- 1989 Best doctoral dissertation proposal Alden G. Clayton Award, sponsored by the Marketing Science Institute
- 1986 Beta Gamma Sigma
- 1985 Who's Who Among Students at American Universities and Colleges
- 1984-85 Graduate College Fellow Scholarship, University of Illinois at Chicago
- 1980 Merit Certificate, National Scholarships Scheme, Government of India
- 1980 Ranked first among 5251 students in Calcutta University's Bachelor of Commerce Examination

Press Appearances

Profiled, quoted or mentioned over 500 times in business periodicals such as *Automacao Comercial* (Brazil), *Borsen* (Denmark), *Business Week*, *Dawn* (Pakistan), *Economic Times* (India), *Empresso* (Portugal), *Elsevier* (Netherlands), *Financial Times* (UK), *International Herald Tribune*, *Les Echos* (France), *Negocios* (Argentina), *Nikkei Business* (Japan) and *Wall Street Journal*. Also appeared on BBC, CNBC, Channel 2 of Sweden, Star TV, and the closing speaker at the 2000 Global Marketing Forum sponsored by CNN, Fortune, and Time.

Featured on the cover of 6 business and news magazines.