

RAJAN VARADARAJAN

August 2003

Head, Department of Marketing,
Distinguished Professor of Marketing &
Ford Chair in Marketing & E-Commerce
Texas A&M University
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EDUCATION

B.Sc. (Bachelor of Science), Bangalore University, India. 1968. Physics, Mathematics and Chemistry

B.E. (Bachelor of Engineering), Indian Institute of Science, Bangalore, India. 1971. Electronics

M. Tech. (Master of Technology), Indian Institute of Technology, Madras, India. 1973. Industrial Management (Major-Marketing)

Ph.D. University of Massachusetts, Amherst, Massachusetts, 1978. Business Administration (Major-Marketing)

PRIMARY TEACHING AND RESEARCH INTERESTS

Marketing, Business and Corporate Strategy
International Marketing
E-Commerce

ACADEMIC EMPLOYMENT

Department Head, Department of Marketing, Texas A&M University (August 1996 to present)

Coordinator, Ph.D. Program in Marketing, Texas A&M University (September 1989 to August 1994)

Distinguished Professor of Marketing, Texas A&M University (September 2001 to present)

Ford Chair in Marketing and E-Commerce, Texas A&M University (January 2001 to present)

Jenna & Calvin R. Guest Professor of Business Administration Texas A&M University (April 1996 to December 2000)

Foley's Professor of Retailing and Marketing, Texas A&M University (September 1991 to March 1996)

Professor of Marketing, Texas A&M University (September 1990 to August 2001)

Associate Professor of Marketing, Texas A&M University (September 1986 to August 1990)

Assistant Professor of Marketing, Texas A&M University (June 1981 to August 1986)

Assistant Professor of Marketing, State University of New York, Albany (September 1978 to May 1981)

Lecturer in Marketing, Indian Institute of Technology, Madras, India (October 1974 to August 1976)

SELECTED PROFESSIONAL ACTIVITIES

Editor: *Journal of Marketing* (July 1993 to June 1996)

Editor: *Journal of the Academy of Marketing Science* (June 2000 to May 2003)

President: American Marketing Association (AMA) Marketing Strategy Special Interest Group (July 1998 to June 2000)

Member of the Board of Governors: Academy of Marketing Science (AMS), (July 1998 to present)
Chair, Distinguished Fellows Nominating Committee (1999-2000)
Chair, Outstanding Marketer Nominating Committee (2000-2001)

AMA Doctoral Consortium Co-chair: American Marketing Association Doctoral Consortium (To be held in June 2004 at Texas A&M University, College Station)

AMA Faculty Consortium Co-chair: American Marketing Association Faculty Consortium on Electronic Commerce (July 2001, Texas A&M University, College Station)

Academy of Marketing Science National Conference Program Co-chair: Academy of Marketing Science Marketing Educators' Annual National Conference (May 1998, Norfolk, VA)

AMA Doctoral Dissertation Competition Co-chair: American Marketing Association Doctoral Dissertation Competition (1997)

AMA National Conference Program Co-chair: American Marketing Association Marketing Educators' Annual National Winter Conference (February 1993, Newport Beach, CA)

AMA National Conference Track Chair: Marketing Planning and Strategy Track, American Marketing Association Marketing Educators' Annual National Summer Conference (August 1990, Washington, DC)

AMA Doctoral Consortium Faculty: American Marketing Association Doctoral Consortium (August 1992 - Michigan State University; August 1993 - University of Illinois, Urbana-Champaign; August 1994 - Santa Clara University; August 1995 - University of Pennsylvania; August 1998 - University of Georgia; June 2001 - University of Miami; June 2002 - Emory University; June 2003 - University of Minnesota)

AMA Faculty Consortium - Invited Presentation: American Marketing Association Faculty Consortium (June 1996 - Arizona State University, July 1998 - Michigan State University)

Ph.D. Project Marketing Doctoral Students Association Annual Conference: 2001, 2002, 2003

AMA Pre-conference Program Chair and Organizer: "One-day Pre-conference Program on Electronic Commerce," American Marketing Association Marketing Educators' Annual National Winter Conference (February 2000, San Antonio, TX)

Honorary Visiting Professor, City University of Hong Kong, Hong Kong (May-June 1997)

Shaw Foundation Chair Visiting Professor, Nanyang Business School, Nanyang Technological University, Singapore (July-August 1996)

HONORS AND AWARDS

Academy of Marketing Science Distinguished Marketing Educator Award (May 2003)

American Marketing Association Career Contributions to Marketing Strategy Award – Mahajan Award (Awarded by the Marketing Strategy Special Interest Group of the American Marketing Association, August 2003)

Academy of Marketing Science Distinguished Fellow (May 2002)

Texas A&M University Faculty Distinguished Achievement Award for Research – University Level (May 1994)

Texas A&M University Mays Business School Award for Outstanding Research (September 1990)

Texas A&M University Mays Business School Award for Outstanding Research (September 1985)

Harold H. Maynard Award – Journal of Marketing Best Paper Award for Significant Contribution to Marketing Theory and Thought. P. Varadarajan, S. Jayachandran and J. C. White, “Strategic Interdependence in Organizations: Deconglomeration and Marketing Strategy,” *Journal of Marketing*, January 2001(August 2002)

American Marketing Association National Conference Best Paper Award – Best Overall Conference Paper Award. S. Jayachandran and P. Varadarajan, “Does Success Breed Complacency: The Impact of Past Performance on the Competitive Responsiveness of Organizations.” American Marketing Association Award for the best overall paper presented at the 2000 Winter Marketing Educators’ Conference (February 2000)

American Marketing Association National Conference Best Paper Award – Marketing Strategy Track. S. Jayachandran and P. Varadarajan, “Does Success Breed Complacency: The Impact of Past Performance on the Competitive Responsiveness of Organizations.” American Marketing Association Award for the best paper presented in the Marketing Strategy Track at the 2000 Winter Marketing Educators’ Conference (February 2000)

American Marketing Association Services Marketing Special Interest Group Best Paper Award. S.G. Bharadwaj, P. Varadarajan, and J. Fahy, "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions," *Journal of Marketing*, October 1993. AMA Services Marketing Special Interest Group Award for Best Services Article of 1993 (September 1994)

Academy of Marketing Science National Conference Best Paper Award. S. G. Bharadwaj, P. Varadarajan, and J. Fahy, "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Propositions". De Lozier Award for the best paper presented at the annual national conference of the Academy of Marketing Science (April 1992)

Foundation for Administrative Research - Planning Forum Best Paper Award. P. Varadarajan, “Pathways to Corporate Excellence”. Awarded second prize in the Annual Competition for Best Papers in Corporate and Organizational Planning sponsored by the Foundation for Administrative Research (FAR) and the Planning Forum (August 1988)

Outstanding Ad hoc Reviewer Award. *Journal of the Academy of Marketing Science* (May 1993)

Finalist. Academy of Marketing Science Doctoral Dissertation Competition (May 1979)

Fellow. American Marketing Association Doctoral Consortium (August 1978)

RESEARCH PRODUCTIVITY RELATED CITATIONS

- 2000 Cited as among the most productive marketing faculty during the period 1991 to 1998 (*Journal of Marketing Education*, Vol. 22, No. 2, August 2000, pp. 99-107)
- 2000 Cited as among the most published marketing faculty in the *Journal of Business Research* during the period 1985 to 1999 (*Journal of Business Research*, Vol. 49, pp. 303 - 314)
- 1997 Cited as among the most productive marketing faculty during the period 1990 to 1996 (*Proceedings of the American Marketing Association Marketing Educators' Summer Conference*, pp. 191 – 198)
- 1996 Cited as among the most frequent contributors to the *Journal of the Academy of Marketing Science* during the period 1973 to 1995 (*Journal of the Academy of Marketing Science*, Fall 1996, pp. 291-298)
- 1995 Cited as among the most productive marketing faculty during the period 1989 to 1993 (*Proceedings of the American Marketing Association Marketing Educators' Winter Conference*, pp. 417- 424)

EDITORIAL AND REVIEWING ACTIVITIES

Editor: *Journal of Marketing* (July 1993 to June 1996)

Editor: *Journal of the Academy of Marketing Science* (June 2000 to May 2003)

D. McKee and P. Varadarajan (Guest Editors). Special Issue of *Journal of Business Research* on Competitive Advantage (June 1995)

P. Varadarajan and A. Menon (Editors). *Enhancing Knowledge Development in Marketing: Insights from the 1989 AMA Summer Marketing Educators' Conference* (Chicago, Illinois: American Marketing Association), 1993

P. Varadarajan and B. Jaworski (Editors). *Enhancing Knowledge Development in Marketing: Proceedings of the 1993 AMA Winter Marketing Educators' Conference* (Chicago, Illinois: American Marketing Association), 1993

P. Varadarajan (Editor). *The Marketing Concept: Perspectives and Viewpoints*. Proceedings of AMA Co-sponsored Workshop (College Station, Texas: Texas A&M University), 1983

Editorial Review Board Member: *Journal of Marketing*
Journal of the Academy of Marketing Science
Journal of International Marketing
Journal of Strategic Marketing
Journal of Marketing Management
Review of Research in Marketing

Membership in Professional Societies: Distinguished Fellow, Academy of Marketing Science
Member, American Marketing Association
Member, Academy of Management
Member, Strategic Management Society

COURSES TAUGHT

Texas A&M University, College Station

MKTG 682	Doctoral Seminar on Marketing Strategy Research
MKTG 675	Marketing Strategy (Graduate)
MKTG 649	Marketing Management (Graduate)
MKTG 448	Marketing Problems (Capstone Undergraduate Course)
MKTG 445	Marketing Research (Undergraduate)
MKTG 321	Marketing Principles (Undergraduate)

State University of New York, Albany

BUS 593A	Marketing Research (Graduate)
BUS 593B	Strategic Market Planning (Graduate)
BUS 593D	Product Management (Graduate)
BUS 586	Marketing Management (Graduate)
MKTG 312	Marketing Research (Undergraduate)
MKTG 310	Principles of Marketing (Undergraduate)

DOCTORAL DISSERTATION SUPERVISION

Student Name and Major	Year of Graduation
1. Chair, Anil Menon (Marketing)	1989
2. Chair, Abdul K. Shaikh (Marketing)	1989
3. Chair, Paulette Dubofsky (Marketing)	1993
4. Chair, Sundar G. Bharadwaj (Marketing)	1993
<i>(Honorable Mention: 1994 AMA Doctoral Dissertation Competition)</i>	
5. Co-chair, Jacquelyn M. Warwick (Marketing)	1993
6. Co-chair, Lisa C. Troy (Marketing)	1997
7. Chair, Jon Christopher White (Marketing)	1998
<i>(Winner: 1997 Marketing Science Institute Doctoral Dissertation Proposal Competition)</i>	
<i>(Winner: 1999 Academy of Marketing Science Doctoral Dissertation Competition)</i>	
8. Chair, Satish Jayachandran (Marketing)	1999
<i>(Honorable Mention: 1997-98 Journal of Market Focused Management Doctoral Dissertation Competition)</i>	
9. Co-chair, Lucille Pointer (Marketing)	2000
10. Chair, Pranjali Gupta (Marketing)	2002
11. Chair, Carmina Cavazos (Marketing, Monterey Tech. Mexico)	Current
12. Co-chair, Diane Dowdell (Marketing)	Current
13. Co-chair, Leona Tam (Marketing)	Current
14. Member, Jeffrey K. Sager (Marketing)	1986
15. Member, Terence A. Clark (Marketing)	1987
16. Member, Daryl O. McKee (Marketing)	1987
17. Member, Robert C. Hill (Management)	1988
18. Member, Daniel Rajaratnam (Marketing)	1989
19. Member, James O. Fiet (Management)	1981
20. Member, Charles Tomkovick (Marketing)	1992
21. Member, Sheila I. Cocke (Marketing)	1993
22. Member, Donna Kantak (Marketing)	1998
23. External Advisor, John Fahy (Marketing, University of Dublin)	1998
24. Member, Pushkala Raman (Marketing)	2000
25. Member, David H. Henard (Marketing)	2000

RESEARCH AND PUBLICATIONS

PUBLICATIONS IN REFEREED JOURNALS

1. P. Varadarajan (1978), "Intensive Growth Strategies," *Business*, Volume 28, Number 6, November-December, 4-11.
2. P. Varadarajan and W. R. Dillon (1981), "Competitive Position Effects and Market Share: An Exploratory Investigation," *Journal of Business Research*, Volume 9, Number 1, March, 49-64.
3. P. Varadarajan and W. R. Dillon (1982), "Intensive Growth Strategies: A Closer Examination," *Journal of Business Research*, Volume 10, Number 4, December, 503-522.
4. P. Varadarajan (1983), "The Sustainable Growth Model: A Tool for Evaluating the Financial Feasibility of Market Share Strategies," *Strategic Management Journal*, Volume 4, Number 4, October-December, 353-367.
5. P. Varadarajan and L. L. Berry (1983), "Strategies for Growth in Banking: An Exposition," *International Journal of Bank Marketing*, Volume 1, Number 1, 15-25.
6. P. Varadarajan (1983), "Intensive Growth Strategies: An Extended Classification," *California Management Review*, Volume XXV, Spring, Number 3, 118-132.
7. P. Varadarajan, P. S. Rose and J. W. Kolari (1983), "Marketing of NOW Accounts: A Strategic Perspective," *Journal of Retail Banking*, Volume 5, Number 1, Summer, 45-57.
8. P. Varadarajan and C. M. Futrell (1984), "Factors Influencing Executives' Perceptions of Smallest Meaningful Pay Increases," *Industrial Relations*, Volume 23, Number 2, Spring, 278-286.
9. P. Varadarajan (1984), "Consumer Responses to Small Business Coupon Promotions," *American Journal of Small Business*, Volume 9, Number 2, Fall, 17-26.
10. P. Varadarajan (1984), "Marketing in Developing Countries: The New Frontier," *Long Range Planning*, Volume 17, Number 6, December, 118-126.
11. P. Varadarajan (1985), "Product Effort and Promotion Effort Hypotheses: An Empirical Investigation," *Journal of the Academy of Marketing Science*, Volume 13, Number 1, Winter, 47-61.
12. A. Parasuraman and P. Varadarajan (1985), "More on Marketing Strategy and Differential Advantage," *Journal of Marketing*, Volume 49, Number 2, Spring, 124-128.
13. P. Varadarajan (1985), "A Two-Factor Classification of Competitive Strategy Variables," *Strategic Management Journal*, Volume 6, Number 4, October-December, 357-375.
14. P. Varadarajan (1985), "Vaulting Trade Barriers: The Japanese Approach," *Long Range Planning*, Volume 18, Number 1, February, 73-79.
15. C. M. Futrell and P. Varadarajan (1985), "Marketing Executives' Perceptions of Equitable Salary Increases," *Industrial Marketing Management*, Volume 14, Number 1, February, 59-67.

16. P. Varadarajan (1985), "The Sales Promotion Planning Process in Small Retail Businesses: An Exploratory Review," *American Journal of Small Business*, Volume 9, Number 4, Spring, 23-33.
17. P. Varadarajan (1985), "Coupon Fraud: A \$500 Million Dilemma," *Business*, Volume 35, Number 4, July-September, 23-29.
18. P. Varadarajan (1985), "Joint Sales Promotion: An Emerging Marketing Tool," *Business Horizons*, Volume 28, Number 5, September-October, 43-49.
19. P. Varadarajan and D. Rajaratnam (1986a), "Symbiotic Marketing Revisited," *Journal of Marketing*, Volume 50, Number 1, January, 7-17.
20. P. Varadarajan (1986), "Horizontal Cooperative Sales Promotion: A Framework for Classification and Additional Perspectives," *Journal of Marketing*, Volume 50, Number 2, April, 61-73.
21. P. Varadarajan (1986), "Product Diversity and Firm Performance: An Empirical Inquiry," *Journal of Marketing*, Volume 50, Number 3, July, 43-57.
22. J. Kolari, P. S. Rose and P. Varadarajan (1986), "The Effect of Deregulation on Depository Institutions: Survey Evidence on NOW Accounts," *Journal of Business Research*, Volume 14, Number 5, October, 441-457.
23. P. Varadarajan (1986), "Horizontal Cooperative Sales Promotion: An Idea Whose Time Has Come," *Journal of Consumer Marketing*, Volume 3, Number 1, Winter, 15-33.
24. P. Varadarajan (1986), "Double Couponing: The Prisoner's Dilemma Problem in Food Retailing," *Business Forum*, Volume 11, Number 1, Winter, 4-7.
25. P. Varadarajan (1986), "Marketing Strategies in Action," *Business*, Volume 36, Number 1, January-March, 11-23.
26. D. O. McKee, P. Varadarajan and J. Vassar (1986), "The Marketing Planning Orientation of Hospitals: An Empirical Study," *Journal of Health Care Marketing*, Volume 6, Number 4, December, 50-60.
27. P. Varadarajan and V. Ramanujam (1987), "Diversification and Performance: A Reexamination Using a New Two-Dimensional Conceptualization of Diversity in Firms," *Academy of Management Journal*, Volume 30, Number 2, June, 380-393.
28. P. Dubofsky and P. Varadarajan (1987), "Diversification and Measures of Performance: Additional Empirical Evidence," *Academy of Management Journal*, Volume 30, Number 3, September, 597-607.
29. P. Varadarajan and A. Parasuraman (1987), "The Future of Strategic Market Planning: A Survey of U. S. Firms," *Business*, Volume 37, Number 2, April-June, 21-29.
30. M. W. Johnston, P. Varadarajan, C. M. Futrell and J. K. Sager (1987), "The Relationship Between Organizational Commitment, Job Satisfaction and Turnover Among New Salespeople," *Journal of Personal Selling and Sales Management*, Volume 7, Number 3, November, 29-38.
31. P. Varadarajan and A. Menon (1988) "Cause-Related Marketing: A Coalignment of Marketing Strategy and Corporate Philanthropy," *Journal of Marketing*, Volume 52, Number 3, July, 58-74.

32. A. Parasuraman and P. Varadarajan (1988), "Robustness of Ordinal Measures of Competitive Strategy Variables Employed in Strategy Research: A PIMS Data Based Exposition," *Journal of Business Research*, Volume 17, August, 101-113.
33. V. Zeithaml, P. Varadarajan and C. Zeithaml (1988), "The Contingency Approach: Its Foundations and Relevance to Theory Building and Research in Marketing," *European Journal of Marketing*, Volume 22, Number 7, 37-63.
34. A. Parasuraman and P. Varadarajan (1988), "Future Strategic Emphases in Service vs. Goods Businesses," *Journal of Services Marketing*, Volume 2, Number 4, Fall, 57-66.
35. J. K. Sager, P. Varadarajan and C. M. Futrell (1988), "Understanding Salesperson Turnover: A Partial Evaluation of Mobley's Turnover Process Model," *Journal of Personal Selling and Sales Management*, Volume 8, May, 20-35.
36. D. O. McKee, P. Varadarajan and W. M. Pride (1989), "Strategic Adaptability and Market Performance: A Market-Contingent Perspective," *Journal of Marketing*, Volume 53, Number 3, July, 21-35.
37. V. Ramanujam and P. Varadarajan (1989), "Research on Corporate Diversification: A Synthesis," *Strategic Management Journal*, Volume 10, Number 6, November-December, 523-551.
38. J. K. Sager, C. M. Futrell and P. Varadarajan (1989), "Exploring Salesperson Turnover: A Causal Model," *Journal of Business Research*, Volume 18, Number 4, June, 303-326.
39. P. Varadarajan (1990), "Product Portfolio Analysis and Market Share Objectives: An Exposition of Certain Underlying Relationships," *Journal of the Academy of Marketing Science*, Volume 18, Number 1, Winter, 17-29.
40. D. O. McKee, P. Varadarajan and J. Vassar (1990), "A Taxonomy of Marketing Planning Styles," *Journal of the Academy of Marketing Science*, Volume 18, Number 2, Spring, 131-141.
41. J. S. Conant, M. P. Mokwa and P. Varadarajan (1990), "Strategic Types, Distinctive Marketing Competencies, and Organizational Performance: A Multiple Measures-Based Study," *Strategic Management Journal*, Volume 11, Number 5, September, 365-383.
42. P. Varadarajan and V. Ramanujam (1990), "The Corporate Performance Conundrum: A Synthesis of Contemporary Views and an Extension," *Journal of Management Studies*, Volume 27, Number 5, September, 463-483.
43. P. Varadarajan and P.N. Thirunarayana (1990), "Consumers Attitudes Towards Marketing Practices, Consumerism and Government Regulations: Cross-National Perspectives," *European Journal of Marketing*, Volume 24, Number 6, 6-23.
44. P. Varadarajan, S. G. Bharadwaj and P. N. Thirunarayana (1991), "Attitudes Towards Marketing Practices, Consumerism and Government Regulations: A Study of Managers and Consumers in an Industrializing Country," *Journal of International Consumer Marketing*, Volume 4, Number 1, 121-157.
45. P. Varadarajan (1991), "Perspectives on Corporate Excellence in Retailing," *Journal of Marketing Channels*, Volume 1, Number 2, 29-52.
46. D. O. McKee, J. S. Conant, P. Varadarajan, and M. P. Mokwa (1992), "Success Producer and Failure Preventer Marketing Skills: A Social Learning Theory Interpretation," *Journal of the Academy of Marketing Science*, Volume 20, Number 1, Winter, 17-26.

47. P. Varadarajan (1992), "Marketing's Contribution to Strategy: The View from a Different Looking Glass," *Journal of the Academy of Marketing Science*, Volume 20, Number 4, Fall, 335-343. (Invited Commentary for 20th Anniversary Commemorative Issue)
48. R. A. Kerin, P. Varadarajan and R. A. Peterson (1992), "First-Mover Advantage: A Synthesis, Conceptual Framework and Research Propositions," *Journal of Marketing*, Volume 56, Number 4, October, 33-52. (Reprinted in *IEEE Transactions: Engineering Management Review*, Winter 1993).
49. A. Menon and P. Varadarajan (1992), "A Model of Marketing Knowledge Use Within Firms," *Journal of Marketing*, Volume 56, Number 4, October, 53-71.
50. P. Varadarajan, T. Clark and W. M. Pride (1992), "Controlling the Uncontrollable: Managing your Marketing Environment," *Sloan Management Review*, Volume 33, Number 2, Winter, 39-47.
51. D. M. Szymanski, S. G. Bharadwaj and P. Varadarajan (1993), "An Analysis of the Market Share-Profitability Relationship," *Journal of Marketing*, Volume 57, Number 3, July, 1-18.
52. D. M. Szymanski, S. G. Bharadwaj and P. Varadarajan (1993), "Standardization vs. Adaptation of International Marketing Strategy: An Empirical Investigation," *Journal of Marketing*, Volume 57, Number 4, October, 1-17.
53. S. G. Bharadwaj, P. Varadarajan and J. Fahy (1993), "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions," *Journal of Marketing*, Volume 57, Number 4, October, 83-99. (Winner of the American Marketing Association Services Marketing Special Interest Group Award for the Best Paper on a Topic in Services Published During 1993 in a Refereed Journal)
54. T. Clark, P. Varadarajan and W. M. Pride (1994), "Environmental Management: The Construct and Research Propositions," *Journal of Business Research*, Volume 29, Number 1, January, 23-38.
55. P. Varadarajan, S. G. Bharadwaj and P. N. Thirunarayana (1994), "Executives' Attitudes Towards Consumerism and Marketing: An Exploration of Theoretical and Empirical Linkages in an Industrializing Country," *Journal of Business Research*, Volume 29, Number 2, February, 83-100.
56. P. Varadarajan and T. Clark (1994), "Delineating the Scope of Corporate, Business and Marketing Strategy," *Journal of Business Research* Volume 31, Number 2-3, October-November, 93-105. (Invited Paper for Special Issue on Strategy Evaluation Research)
57. P. Varadarajan and M. H. Cunningham (1995), "Strategic Alliances: A Synthesis of Conceptual Foundations," *Journal of the Academy of Marketing Science*, Volume 23, Number 4, Fall, 282-296. (Invited Paper for Special Issue on Relationship Marketing) [Reprinted in, "Handbook of Relationship Marketing," J. Sheth and A. Parvatiyar (Eds.), Sage Publications, 1999, 271-302].
58. P. Varadarajan (1999), "Strategy Content and Process Perspectives Revisited," *Journal of the Academy of Marketing Science*, Volume 27, Number 1, Winter, 87-99 (Invited Commentary)
59. P. Varadarajan and S. Jayachandran (1999), "Marketing Strategy: An Assessment of the State of the Field and Outlook," *Journal of the Academy of Marketing Science*, Volume 27, Number 2, Spring, 120-143 (Invited Paper for Special Issue on the Past, Present and Future of Marketing)
60. S. Jayachandran, J. Gimeno and P. Varadarajan (1999), "Theory of Multimarket Competition: A Synthesis and Implications for Marketing Strategy," *Journal of Marketing*, Volume 63, July, 49-66.

61. P. Varadarajan, S. Jayachandran, and J. C. White (2001), "Strategic Interdependence in Organizations: Deconglomeration and Marketing Strategy," *Journal of Marketing*, Volume 65, January 2001, 15-28. [Winner of the 2001 Harold H. Maynard Award – *Journal of Marketing* Best Paper Award for Significant Contribution to Marketing Theory and Thought].
62. L. C. Troy, D. M. Szymanski and P. Varadarajan (2001), "Generating New Product Ideas: An Initial Investigation of the Role of Market Information and Organizational Characteristics," *Journal of the Academy of Marketing Science*, Volume 29, Winter, 89-101.
63. P. Varadarajan and M. Yadav (2002), "Marketing Strategy and the Internet: An Organizing Framework", *Journal of the Academy of Marketing Science*, Vol. 30, No. 4, Fall, 296-312. [Invited Paper for the Academy of Marketing Science – Marketing Science Institute Special Issue on the Marketing to and Serving Customers Through the Internet. Guest Editors -- A. Parasuraman and G. Zinkhan].
64. J. Chris White, P. Varadarajan and P. Dacin (2003), "Market Situation Interpretation and Response: The Role of Cognitive Style, Organizational Culture and Information Use," *Journal of Marketing*, Volume 67, July, 63-79.

Textbook

R. A. Kerin, V. Mahajan and P. Varadarajan (1990). *Contemporary Perspectives on Strategic Market Planning*. Boston, MA: Allyn and Bacon Inc.

Editorial Essay

P. Varadarajan (1996), "From the Editor: Reflections on Research and Publishing," *Journal of Marketing*, Vol. 60, No. 4, October, 3-6

Book Review

P. Varadarajan (1989), Book Review of "The PIMS Principles: Linking Strategy to Performance" by R. D. Buzzell and B.T. Gale (1987)," *Journal of Marketing*, Volume 53, Number 2, April, 126-129.

Publications in Textbooks/Handbooks/Readings Book

1. P. Varadarajan, "Marketing and Indian Economic Development," in J. S. Uppal (Ed.) *India's Economic Problems: An Analytical Approach*, 3rd Edition (New Delhi: Tata-McGraw Hill) 1983, 255-279.
2. P. Varadarajan, "Symbiosis in Sales Promotion," in K. E. Jocz (Ed.) *Research on Sales Promotion: Collected Readings* (Cambridge, Massachusetts: Marketing Science Institute) July 1984, 106-123.
3. P. Varadarajan, "Implementing Marketing Strategy," in W. D. Guth (Ed.) *Handbook of Business Strategy: 1985/1986 Yearbook* (New York: Warren, Gorham & Lamont, Inc.) 1985, 13-1 to 13-17.
4. V. Mahajan, P. Varadarajan and R. Kerin, "Metamorphosis in Strategic Market Planning," in G. L. Frazier and J. N. Sheth (Eds.) *Contemporary Views on Marketing Practice* (Lexington, Mass.: Lexington Books) 1987, 67-110.
5. P. Varadarajan and V. Ramanujam, "Strategic and Organizational Sources of Superior Corporate Performance", in H.E. Glass (Ed.) *Handbook of Business Strategy: 1989/1990 Yearbook* (New York: Warren, Gorham & Lamont, Inc.) 1989, 17.1-17.16.

6. P. Varadarajan, "Enviropreneurial Marketing," in J. Heilbrunn (Ed.) *AMA Marketing Encyclopedia: Issues and Trends Shaping the Future* (Chicago: NTC Business Books) 1995, 17-24.
7. P. Varadarajan and M. Yadav, "Competitive Strategy in a Global Electronic Marketplace: Extant Strategy Perspectives Revisited", S. Jain (Ed.) *State of the Art of Research in International Marketing*. Northampton, MA: Edward Elgar Publishing (Forthcoming 2003).

Non-Refereed Publications

1. P. Varadarajan, "Issue of Efficient Coupon Handling and Processing Pits Manufacturers Manufacturers Against Retailers, Coupon Clearinghouses," *Marketing News*, Volume 18, Number 2, September 28, 1984, 13.
2. P. Varadarajan and A. Menon, "Cause-Related Marketing: Corporate Philanthropy's New Dimension," *Business India*, October 20, 1986, 97-98.
3. P. Varadarajan, "Pathways to Corporate Excellence in Retailing," Center for Retailing Studies-Arthur Anderson & Co. *Retailing Issues Letter*, Volume 2, Number 1, February 1989.
4. S. G. Bharadwaj, P. N. Thirunarayana and P. Varadarajan, "Attitudes Toward Marketing Practices, Consumerism and Government Regulation: An Exploratory Survey of Consumers in India", *Vikalpa: The Journal for Decision-Makers*, Volume 16, Number 1, January-March 1991, 15-28.

INVITED PRESENTATIONS AT UNIVERSITIES

1. Arizona State University, Tempe, Arizona
2. City University of Hong Kong, Hong Kong
3. Colorado State University, Fort Collins, Colorado
4. Emory University, Atlanta, Georgia
5. Johannes-Gutenberg University of Mainz, Mainz, Germany
6. Indian Institute of Management, Bangalore, India
7. Indian Institute of Technology, Madras, India
8. Instituto Panamericano De Alta Direccion De Empresa, Mexico City, Mexico
9. Michigan State University, East-Lansing, Michigan
10. Nanyang Technological University, Singapore
11. Ohio State University, Columbus, Ohio
12. Queen's University, Kingston, Canada
13. Southern Methodist University, Dallas, Texas
14. Universidad De Las Americas Puebla, Puebla, Mexico
15. Universiti Pertanian Malaysia, Serdang, Malaysia
16. University of Alabama, Birmingham, Alabama
17. University of Alabama, Tuscaloosa, Alabama
18. University of Central Florida, Orlando
19. University of Connecticut, Storrs, Connecticut
20. University of Denver, Denver, Colorado
21. University of Houston, Houston, Texas
22. University of Illinois, Urbana-Champaign, Illinois
23. University of Massachusetts, Amherst, Massachusetts
24. University of Massachusetts, Dartmouth, Massachusetts
25. University of Minnesota, Minneapolis, Minnesota
26. University of North Texas, Denton, Texas

27. University of Pittsburgh, Pittsburgh, Pennsylvania
28. University of Southern California, Los Angeles, California
29. University of Tennessee, Knoxville, Tennessee
30. University of Texas, Austin, Texas
31. University of Texas, San Antonio, Texas
32. University of Wisconsin, Madison, Wisconsin
33. Washington State University, Pullman, Washington

INVITED PRESENTATIONS AT CONFERENCES AND OTHER FORUMS

1. *Invited Presentation*, Texas Universities' Marketing Faculty Research Colloquium, Texas Christian University, Fort Worth, Texas (March 1992).
2. *Luncheon Address*, Consortium on International Marketing Research, Michigan State University, East Lansing, Michigan (June 1993).
3. *Keynote Address*, Conference on Strategy Evaluation Research, Cosponsored by American Marketing Association, University of Quebec at Montreal, Canada and Tulane University, New Orleans at Val Morin, Canada (October 1993).
4. *Invited Presentation*, Georgia Universities' Ideas Forum, Emory University, Atlanta, Georgia (November 1993).
5. *Keynote Address*, Conference on Joint Ventures in East Asia, Cosponsored by DePaul University, Chicago and University of Thai Chamber of Commerce at Bangkok, Thailand (December 1993).
6. *Invited Presentation at Plenary Session*, American Marketing Association's 1994 Marketing Educators' Winter Conference, St. Petersburg, Florida (February 1994).
7. *Invited Presentation*, Texas Universities' Marketing Faculty Research Colloquium, Rice University, Houston, Texas (April 1994).
8. *Luncheon Address*, Conference on Building Global Strategic Alliances, Cosponsored by the International Trade Association of Greater Chicago, DePaul University and Illinois State Department of Commerce and Community Affairs, Chicago (May 1994).
9. *Invited Presentation at Special Session on Marketing Thought*, American Marketing Association's 1995 Marketing Educators' Winter Conference (February 1995).
10. *Invited Presentation at Special Session on New Directions in Marketing Strategy*, American Marketing Association's 1995 Winter Marketing Educators' Conference, San Diego, California (February 1995).
11. *Keynote Address*, The 1995 Symposium on Patronage Behavior and Retail Strategy, Louisiana State University, Baton Rouge (May 1995).
12. *Invited Presentation at Special Session on Preparing Marketing Doctoral Students for the 21st Century*, American Marketing Association's 1995 Summer Marketing Educators' Conference, Washington, D. C (August 1995).
13. *Invited Presentation at Special Session*, American Society for Competitiveness: Conference on U. S. Competitiveness in the Global Marketplace, Dallas, TX (October 1995).

14. *Keynote Speaker*, “Globalization and the Market Economy: Strategic and Adaptive Corporate Responses to the Challenge of Change,” Second International Conference on Globalization and the Market Economy: The Challenge of Change, New Delhi, India (December 1995).
15. *Keynote Address*, 26th Annual Albert Haring Symposium for Doctoral Research in Marketing, School of Business, Indiana University (March 1996).
16. *Invited Presentation*, Texas Universities’ Marketing Faculty Research Colloquium, Baylor University, Waco, Texas (April 1996).
17. *Invited Address to Executives*, “Strategic Alliances for Competitive Advantage”, University of Connecticut Business Round Table (April 1996).
18. *Keynote Speaker*, “Strategic Marketing: Evolution and State of the Field,” AMA Faculty Consortium on Strategic Marketing, Phoenix (June 1996).
19. *Invited Presentation at Special Session*, “Reflections of Former JM and JMR Editors,” American Marketing Association’s 1997 Marketing Educators’ Winter Conference (February 1997, St. Petersburg, FL).
20. *City University of Hong Kong Public Lecture*, “Managerial Innovations and Corporate Upheavals,” Hong Kong (May 1997).
21. *Academy for Management Excellence Invitation Lecture*, “Managerial Innovations and Corporate Upheavals,” Madras, India (June 1997).
22. *Invited Presentation at Plenary Session* of International Conference on One World, One Market – Vision 20/20," One World, One Market, One Strategy - Vision 20/20 or Blurred Vision," New Delhi, India (December 1998).
23. *Invited Presentation at Special Session on Strategic Alliances*, “Competitive Forces and Industry Profitability: The Moderating Effect of Cooperative Forces,” American Marketing Association’s 1999 Marketing Educators’ Winter Conference (February 1999, St. Petersburg, FL).
24. *Invited Presentation at Special Session on Issues and Innovations in Teaching Marketing Strategy*, American Marketing Associations’ 1999 Marketing Educators’ Summer Conference (August 1999, San Francisco, CA).
25. *Invited Presentation at Plenary Session* on E-Commerce, American Marketing Association 2000 Marketing Educators’ Winter Conference (San Antonio, TX. February 2000).
26. *Invited Presentation*, “Competing in the Electronic Marketplace,” International Conference on Electronic Commerce: ETEC 2000 – Emerging Trends in E-Commerce (Kuala Lumpur, Malaysia. November 2000).
27. *Invited Presentation at Special Session on Critical Issues in E-Retailing Research*, ” American Marketing Association 2001 Marketing Educators’ Winter Conference (Scottsdale, AZ. February 2001).
28. *Invited Presentation at Special Session*: “International Business and E-Commerce: Issues and Changing Perspectives”. 2001 Conference of the Academy of International Business U.S. Southwest Chapter (New Orleans, LA. March 2001).
29. *Invited Presentation*: “Competing in the Electronic Marketplace: Perspectives on Market Pioneering Advantage Revisited”. 2001 Texas’ Universities Marketing Faculty Research Colloquium (University of North Texas, Denton, TX. April 2001).

30. *Invited Presentation*: "Global Competitive Strategy in a Computer Mediated Interactive Environment". Conference on the State of the Art of Research in International Marketing, Sponsored by the CIBERs at UCLA, Univ. of Connecticut, Univ. of Memphis, Michigan State Univ., and Univ. of Wisconsin, and the Global Marketing SIG of AMA (University of Connecticut, Storrs, CT. October 2001).
31. *Keynote Address*: "Competing in the Electronic Market Environment: Marketing Strategy Drivers and Outcomes". International Conference on Globalization of Business and Markets: Strategies for the 21st Century (Management Development Institute, Gurgaon, India. December 2001).
32. *Public Lecture*: "Competing in an Electronic Market Environment". (Madras Management Association, Madras, India. December 2001).
33. *Invited Presentation*. 8th Annual Sheth Foundation Winter Marketing Camp, "Marketing Strategy and the Internet: An Organizing Framework," Katz Graduate School of Business, University of Pittsburgh (Seven Springs Mountain Resort, PA. February 2002).
34. *Invited Presentation at Special Session on Issues in E-Commerce Research*, American Marketing Association 2002 Marketing Educators' Winter Conference (Austin, TX. February 2002).
35. *Invited Presentation*, 32nd Annual Albert Haring Symposium for Doctoral Research in Marketing, School of Business, Indiana University (March 2002).

Papers Presented and/or Published in Conference Proceedings

American Marketing Association Summer and Winter National Conference Competitive Paper Sessions

1. P. Varadarajan, "Intensive Growth Strategies: An Extended Classification," in K. Bernhardt et al., (Eds.) *1981 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1981, 89-92.
2. P. Varadarajan, "Market Share Strategy Implications of the Concept of Sustainable Growth," in B.J. Walker et al., (Eds.) *1982 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1982, 274-278.
3. P. Varadarajan and C. M. Futrell, "Marketing Executives' Perceptions of the Relative Importance of Salary Increase Determinants: An Exploratory Investigation," in B.J. Walker et al., (Eds.) *1982 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1982, 304-308.
4. P. Varadarajan, "Content of Effective Organizational Strategies: An Analysis of Dun's Review Reports on Best-Managed Companies," in P. E. Murphy et al., (Eds.) *1983 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1983, 316-319.
5. K. Shaikh and P. Varadarajan, "Measuring Firm Diversity: A Review and Synthesis," in R.W. Belk et al., (Eds.) *1984 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1984, 185-189.
6. P. Varadarajan and M. Johnston, "The Corporate Priorities of the New CEOs of the Eighties: Implications for Marketers," in R. F. Lusch et al., (Eds.) *1985 AMA Educators' Conference Proceedings*, (Chicago: American Marketing Association) August 1985, 282.

7. P. Varadarajan, "Consumers' Behavioral Responses to Coupon Price Promotions: An Empirical Inquiry," in T. A. Shimp et al., (Eds.) *1986 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1986, 211.
8. D. O. McKee, P. Varadarajan and J. Vassar, "Planning Style and Competition: An Exploratory Study Among Hospitals," in T. A. Shimp et al., (Eds.) *1986 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1986, 256.
9. P. Varadarajan and A. Menon, "Cause-Related Marketing: An Evolving Strategic Marketing Tool," in M. R. Solomon et al., (Eds.) *1987 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1987, 172.
10. J. K. Sager, C. M. Futrell, P. Varadarajan and A. Parasuraman, "A Causal Model of Salesperson Turnover," in M. R. Solomon et al., (Eds.) *1987 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1987, 101.
11. D. O. McKee, P. Varadarajan and W. M. Pride, "Market Volatility as a Moderator of Strategic Performance: Balancing the Need for Marketing Efficiency and Adaptive Capacity in Dynamic Environments," in G. Frazier et al., (Eds.) *1988 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1988, 39.
12. A. Menon and P. Varadarajan, "A Model of Organizational and Informational Factors Affecting Utilization of Marketing Knowledge in Firms," in P. Bloom et al., (Eds.) *1989 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1989, 94.
13. P. Varadarajan, P. N. Thirunarayana and S. G. Bharadwaj, "Attitudes Toward Marketing Practices, Consumerism and Government Regulations: A Comparative Study of Marketing and Non-marketing Executives in an Industrializing Country," in S. MacKenzie et al., (Eds.) *1991 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) February 1991.
14. P. Varadarajan and T. Clark, "The Strategy Conundrum and the Marketing Function," in F. R. Dwyer et al., (Eds.) *1991 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1991, 117-118.
15. M. H. Cunningham and P. Varadarajan, "The Role of Marketing in International Strategic Alliances," in F. R. Dwyer et al., (Eds.) *1991 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1991, 64-65.
16. D. M. Szymanski, S. G. Bharadwaj and P. Varadarajan, "The Relationship Between Market Share and Profitability: A Meta-Analysis of PIMS Based Findings," in F. R. Dwyer et al., (Eds.) *1991 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1991, 373-375.
17. D. M. Szymanski, S. G. Bharadwaj and P. Varadarajan, "A Cross-National Comparison of the Determinants of Business Performance: Implications for Global Versus Multidomestic Strategies," in R. Leone et al., (Eds.) *1992 AMA Educators' Conference Proceedings*, (Chicago: American Marketing Association) August 1992, 309.
18. Troy, Lisa, David M. Szymanski and P. Varadarajan (1997), "Amount of Market Information and the Number of New Product Ideas Generated," in W. M. Pride et al., (Eds.) *1997 AMA Educators' Conference Proceedings* (Chicago: American Marketing Association) August 1997, 110.
19. S. Jayachandran and P. Varadarajan (2000), "Does Success Breed Complacency? The Impact of Past Performance on the Competitive Responsiveness of Organizations", in J. P. Workman et al., (Eds.) 2000

AMA Educators' Conference Proceedings (Chicago: American Marketing Association) February 2000 (Two Best Paper Awards: Overall Conference and Marketing Strategy Track).

Presentations at Other National and International Conferences and Symposia

1. P. Varadarajan, "A Microanalytic Model of Intensive Growth Strategies," in J. H. Hair et al., (Eds.) *Proceedings of the Tenth Annual National Decision Sciences Institute Conference*, New Orleans, November 1979, 284.
2. P. Varadarajan, "Models of Intensive Growth Strategies: An Exploratory Study," paper presented at *TIMS/ORSA Joint National Meeting*, Washington, D. C, May 1980.
3. P. Varadarajan, "Inter-Company Cooperative Sales Promotion: An Overview," paper presented at *Marketing Science Institute Workshop on Integrating Sales Promotion into Marketing Strategy*, Wellesley, Massachusetts, May 1983.
4. P. Varadarajan, "Product Portfolio Analysis: An Exploration of Certain Intermediate Relationships," in V. T. Dock (Ed.) *Proceedings of the Fourteenth Annual National Decision Sciences Institute Conference*, San Antonio, November 1983, 441-444.
5. P. Varadarajan, P. S. Rose and J. W. Kolari, "Marketing of NOW Accounts: Some Preliminary Findings and Implications for Marketing Strategy Formulation," in V. T. Dock (Ed.) *Proceedings of the Fourteenth Annual National Decision Sciences Institute Conference*, San Antonio, November 1983, 345-348.
6. P. Varadarajan and J. Fraederich, "Firm Diversity and Performance: An Empirical Investigation," paper presented at the *45th Annual Meeting of the Academy of Management*, San Diego, August 1985.
7. P. Varadarajan and A. Parasuraman, "Anticipated Changes in Strategic Market Plans: A Survey of U. S Firms," in J. F. Ringuest (Ed.) *Proceedings of the Sixteenth Annual National Decision Sciences Institute Conference*, Las Vegas, November 1985, 582-584.
8. J. K. Sager, P. Varadarajan and C. M. Futrell, "An Assessment of Instrument Sensitivity in Salesperson Performance Measurement," in J. F. Rinquest (Ed.) *Proceedings of the Sixteenth Annual National Decision Sciences Institute Conference*, Las Vegas, November 1985, 594-596.
9. P. Varadarajan, "Traits of Corporate Excellence: Cross-National Perspectives," paper presented at the *American Marketing Association International Marketing Conference*, New Delhi, January 1987.
10. P. Varadarajan, "Perspective on Corporate Excellence in Retailing," in W.R. Darden (Ed.) *Proceedings of Symposium on Patronage Behavior and Retail Strategy: The Cutting Edge*. Baton Rouge, La., May 1989, 251-267.
11. J H. Leigh and P. Varadarajan, "Consumers' Behavioral Responses to Alternative Coupon Price Promotions: A Field Study in a Fast Food Retailing Context," in W.R. Darden et al., (Eds.) *Proceedings of Symposium on Patronage and Retail Strategy: The Cutting Edge II*. Baton Rouge, LA, May 1991.
12. P. Varadarajan and M. H. Cunningham, "Strategic Alliances for Global Competitiveness." *International Conference on Global Competitiveness: Strategies for the '90s*. Co-sponsored by the Academy of Marketing Science and University of Delhi (New Delhi, January 1992).
13. S. G. Bharadwaj, J. Fahy and P. Varadarajan, "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Propositions," in V. L. Crittenden (Ed.) *Proceedings of the Annual Conference of the*

Academy of Marketing Science, San Diego, April 1992, 441-443 (Winner of the 1992 DeLozier Award for the Best Paper Presented at the Conference).

14. D. M. Szymanski, S. G. Bharadwaj and P. Varadarajan, "Do the Determinants of Business Performance Generalize Across Western Markets? Implications for Multinational Strategies," *Academy of International Business Annual Meeting*, Brussels, Belgium, November 1992.
15. P. Varadarajan, Satish Jayachandran and Chris White, "Growing by Shrinking: The Logic of Deconglomeration," Marketing Science Institute – *Journal of Marketing Conference on Fundamental Issues in Marketing* (Cambridge, MA. June 1998).
16. P. Varadarajan and Manjit Yadav, "Marketing Strategy in a Computer-Mediated Interactive Environment: A Conceptual Framework". *Marketing Science Institute – Academy of Marketing Science Conference on Marketing to and Serving Customers through the Internet* (Boca Raton, FL. December 2001).
17. Manjit Yadav and P. Varadarajan, "Marketing Strategy in a Computer-Mediated Interactive Environment: A Conceptual Framework". *International Conference on Globalization of Business and Markets: Strategies for the 21st Century* (Management Development Institute, Gurgaon, India. December 2001).
18. Tarun Kushwaha and P. Varadarajan, "Characteristics of Information Technology Products and Markets: Implications for Competitive Marketing Strategy". International Conference on Marketing of Technology Oriented Products and Services in a Global Environment" (December 2002, Bangalore, India).
19. P. Varadarajan, "Marketing of Technology Products and Services: Research Agenda and Directions". International Conference on Marketing of Technology Oriented Products and Services in a Global Environment". *Invited Presentation -- Panel Session* (December 2002, Bangalore, India).

Manuscripts in Progress

1. S. Jayachandran and P. Varadarajan," The Complacency Trap Revisited: The Influence of Past Performance on Organizational Responsiveness."
2. M. Yadav and P. Varadarajan, "Consequences of Interactivity in the Electronic Marketplace: A Conceptual Framework."

RESEARCH GRANTS AND REPORTS TO SPONSOR

Teaching Enhancement Grants

1. *Incentive Grant from the Center for Teaching Excellence, Texas A&M University*: Awarded \$1,000 to develop a multi-media resource library for teaching marketing courses (1983).

Outcome - Resource library developed. Report submitted to sponsor.

2. *Incentive Grant from the Center for Teaching Excellence, Texas A&M University*: Awarded 1,000/- to facilitate use of simulation exercises in the teaching of graduate level marketing courses (1988).

Outcome - MARKSTRAT, a marketing strategy simulation game used at the MBA level from Summer 1988 to Fall 1995. Report submitted to sponsor.

Competitive Research Grants

1. *A Two-Factor Classification of Competitive Strategy Variables*: Awarded \$2,000 by the Research Foundation of the State University of New York (1980).

Outcome - Article published in *Strategic Management Journal* (1985).

2. *Marketing of NOW Accounts: A Strategic Perspective*: Awarded \$500 by the Mini-Grant Committee, Texas A&M University (1982).

Outcomes - Articles published in the *Journal of Retail Banking* (1983) and *Journal of Business Research* (1986). Paper presented at the DSI National Conference (1983).

3. *Consumers' Behavioral and Affective Responses to Alternative Retail Price Promotions: An Empirical Investigation*: Awarded \$4218/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1984).

Outcomes - Two articles published in the *American Journal of Small Business* (1984, 1985). Paper presented at the AMA National Conference, 1986.

4. *Attitudes Toward Marketing Practices, Consumerism and Government Regulations: A Survey of Consumers in an Industrializing Country*: Awarded \$5457/- in summer salary support by the Center for International Business Studies, College of Business Administration, Texas A&M University (1985).

Outcomes - Articles published in the *European Journal of Marketing* (1990), *Journal of International Consumer Marketing* (1991), *Vikalpa: The Journal for Decision Makers* (1991), and *Journal of Business Research* (1994). Paper presented at the AMA National Conference (1991).

5. *Cause-Related Marketing: An Exploratory Inquiry*: Awarded \$5675/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1986).

Outcomes - Paper presented at the AMA National Conference, 1987. Articles published in the *Journal of Marketing* (1988) and *Business India* (1986).

6. *Vertical Cooperative Sales Promotion: A Study of Practices and Problems*: Awarded \$6243/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1987).
7. *International Strategic Business Alliances: An Exploratory Inquiry*: Awarded \$9005/- in summer salary support by the Center for International Business Studies, College of Business Administration, Texas A&M University (1989).

Outcomes - Papers presented at the AMA National Conference (1991) and Academy of Marketing Science International Conference (1992). Article published in the *Journal of the Academy of Marketing Science* (1995).

8. *Product Market Growth and Entry Strategies*: Awarded \$9005/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1989).
9. *Customer Relationship Management -- The Construct, Antecedents and Consequences*: Awarded \$14,500/-- in research grant support by the Teradata Center for Customer Relationship Management at Duke University to Satish Jayachandran, Subhash Sharma, Pushkala Raman and Rajan Varadarajan (2002).

Status: Research in Progress

Contract Research Grants

1. AT&T Inc., "A Survey of Residential and Commercial Long Distance Telephone Customers in Texas." (Principal Investigator - Dr. R. Malcolm Richards). Grant amount: \$190,000/-. (1988).

Outcome - Report submitted to sponsor.

2. AT&T Inc., "A Survey of Residential and Commercial Long Distance Telephone Customers in Texas." (Principal Investigator - Dr. R. Malcolm Richards). Grant amount: \$150,000/-. 1986).

Outcome - Report submitted to sponsor.

3. Institute for New Ventures and Technology (INVENT), "Feasibility Studies for New Products," (1984 and 1985). Grant amount: Approx. \$11,000/-.

Outcome - Report submitted to sponsor.

Doctoral Dissertation Research Grants

1. P. Varadarajan and A. Menon (1988), "An Empirical Investigation of Organizational and Informational Factors Affecting Utilization of Marketing Research in Firms." Grant from the Strategic Planning Institute, Cambridge, MA.
2. P. Varadarajan and J. Warwick (1989), "The Contributions of Small Business to Community Service: Business Social Responsibility and Business Self Interest Perspectives." Grant of \$17500/- from the Office of U.S. Small Business Administration, Washington, D.C.

SERVICE AND PROFESSIONAL ACTIVITIES

Committee Assignments and Service Contributions (Past and Current)

1. University	Member	Committee on Computer Aided Instruction (1982-84)
2. College	Member	Executive Committee (1996-present)
	Member	Ph.D. Graduate Instruction Committee (1989-94)
	Member	Mays Business School Promotion and Tenure Committee (1992-94)
	Member	Center for International Business Studies Faculty Advisory Council (1988-1994; 2001 to present)
	Member	Computer Resources Development Committee (1981-89)
	Member	Mays Business School Faculty Advisory Committee (1983-86)
	Member	Advisory Board: Student Chapter of Planning Forum (1986-87) Mays Business School Faculty Task Force for Establishing Center for Entrepreneurship and New Ventures Management (1986-88)
	Member	Mays Business School Faculty Task Force for Establishing Graduate School of Business (1987-88)
3. Department	Coordinator	Ph.D. Program in Marketing (Sept. 1989-Aug 1994)
	Coordinator	Marketing Department Research Colloquium and Visiting Scholar Lecture Series (Sept. 1989-Aug.1994)
	Coordinator	Center for Retailing Studies Research Program (1991-1996)
	Chair	Ph.D. Program Review Committee (1987-89)
	Chair	Marketing 421 Course Development Advisory Committee (1984-86)
	Member	Center for Retailing Studies Faculty Advisory Committee (1984-99)
	Member	Marketing Faculty Search Committee
	Member	International Marketing Faculty Search Committee
	Member	Masters Programs Committee (1981-83; 1985-87)
	Member	Faculty Advisory Team for Student Groups Participating in the 1984 General Motors Inter University Marketing Competition (1983-84)
4. Other Universities		
	External Reviewer	Promotion and Tenure Decisions
	External Reviewer	New Programs and Initiatives

Professional Activities at Marketing Conferences, Faculty Consortia and Doctoral Consortia

- 1. Conference Program Co-chair:** Academy of Marketing Science Marketing Educators' Annual National Conference (May 1998, Norfolk, Virginia).
- 2. Conference Program Co-chair:** American Marketing Association Marketing Educators' Annual National Winter Conference (February 1993, Newport Beach, California).
- 3. Doctoral Consortium Co-chair:** American Marketing Association Doctoral Consortium (June 2004, Texas A&M University, College Station).
- 4. Faculty Consortium Co-chair:** American Marketing Association Faculty Consortium on Electronic Commerce (July 2001, Texas A&M University, College Station).
- 5. Program Chair and Organizer:** "One-day Pre-conference Program on Electronic Commerce," American Marketing Association Marketing Educators' Annual National Winter Conference (February 2000, San Antonio, TX).
- 6. Dissertation Competition Co-chair:** American Marketing Association Doctoral Dissertation Competition (1996-1997).
- 7. Doctoral Consortium Faculty:** American Marketing Association Doctoral Consortium (August 1992 - Michigan State University; August 1993; University of Illinois; August 1994; Santa Clara University; August 1995 - University of Pennsylvania; August 1998 - University of Georgia; June 2001 – University of Miami; June 2002 – Emory University).
- 8. Faculty Consortium Speaker:** American Marketing Association Faculty Consortium (June 1996 - Arizona State University; July 1998 - Michigan State University).
- 9. Ph.D. Project Marketing Doctoral Students Association Annual Conference – Invited Presentation,** (Washington DC. August 2001. San Diego, CA. August 2002).
- 10. Doctoral Symposium Faculty:** Southwest Federation of Administrative Disciplines (March 1994-Dallas; March 1995-Houston).
- 11. Program Chair and Organizer:** Texas Universities Marketing Faculty Research Colloquium (Texas A&M University, College Station, April 1991).
- 12. Program Co-chair and Organizer:** Texas Universities Marketing Faculty Research Colloquium (Texas A&M University, College Station, April 2003).
- 13. Conference Track Chair:** Marketing Planning and Strategy Track, American Marketing Association Marketing Educators' Annual National Summer Conference (August 1990, Washington, DC).
- 14. Conference Track Chair:** Marketing Management and Strategy Track, 1987 Southwestern Marketing Association's Annual Conference (March 1987, Houston, Texas).
- 15. Special Session Co-chair and Organizer:** "The Role of Marketing in Strategy Formulation at the Corporate, Business Unit and Functional Levels," American Marketing Association Marketing Educators' Annual National Winter Conference (February 1987, San Antonio, Texas).

16. **Special Session Chair and Presenter:** "Marketing Strategy Implementation: Processual and Organizational Contexts for Strategy Delivery," American Marketing Association Marketing Educators' Annual National Summer Conference (August 1992, Chicago, Illinois).
17. **Plenary Session Chair:** "Perspectives on Relationship Marketing," American Marketing Association Marketing Educators' Annual National Summer Conference (August 1993, Boston, Massachusetts).
18. **Special Session Chair and Organizer:** "The Interactive Future: Competition and Collaboration Between Marketing and Information Technology," American Marketing Association Marketing Educators' Annual National Summer Conference (August 1997, Chicago, Illinois).
19. **Special Session Chair and Organizer:** "Restructuring Marketing Education for the 21st Century," American Marketing Association Marketing Educators' Annual National Summer Conference (August 1997, Chicago, Illinois).
20. **Plenary Session Chair and Organizer:** Academy of Marketing Science Marketing Educators' Annual National Conference (May 1998, Norfolk, VA).
21. **Plenary Session Chair and Organizer:** "Fundamental Issues and Directions for Marketing", Academy of Marketing Science Marketing Educators' Annual National Conference (May 1999, Miami, FL).
22. **Special Session Chair and Organizer:** "Markets, Market Orientation and Marketing Capabilities", Academy of Marketing Science Marketing Educators' Annual National Conference (May 1999, Miami, FL).
23. **Participant --1999 Study Tour of Japan.** Jointly sponsored by the AACSB and the Japan Institute for Social and Economic Affairs (June 1999).
24. **Presenter, Chair and Organizer of Millennium Series Special Session:** "Competing in the Electronic Marketplace", *2000 Society for Marketing Advances Conference* (Orlando, FL. November 2000).
25. **Presenter, Chair and Organizer of Special Session:** "Scholarly Research in International Business: Striving for Relevance and Rigor". *2000 Academy of International Business Conference* (Phoenix, AZ, November 2000).
26. **Special Session Co-Chair:** "E-Commerce Themes, Challenges and Perspectives: Highlights of the 2001 AMA Faculty Consortium on E-Commerce". *2001 American Marketing Association Marketing Educators' National Summer Conference* (Washington DC. August 2001).
27. **Special Sessions Organizer:** "Series of Three Special Sessions on Doctoral Dissertation Research in E-Commerce, "American Marketing Association Marketing Educators' Annual National Winter Conference (February 2002, Austin, TX).
28. **Special Sessions Organizer and Chair:** "Crafting Manuscripts for Journals: Some Guideposts from Outstanding Reviewer Award Recipients".
 2003 Academy of Marketing Science Annual Conference (May 2003, Washington, D.C.)
 2003 American Marketing Association Marketing Educators' Annual National Summer Conference (August 2003, Chicago).