

## **Ajith Kumar**

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1681 W Bartlett Way  
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Arizona State University  
P.O. Box 874106  
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### EDUCATION

#### Graduate

Ph.D., University of Massachusetts; February 1986.  
Major Areas: Marketing  
Quantitative Methods

Post Graduate Diploma in Management, Indian  
Institute of Management, Calcutta; June 1979.  
Major Areas: Marketing  
Economics

#### Undergraduate

Bachelor of Science (Honours), Indian Institute of  
Technology, Kharagpur; June 1976.  
Major: Physics

### ACADEMIC EXPERIENCE

1981 - 1983    Research Assistant  
Department of Marketing  
School of Management  
University of Massachusetts

1983 - 1985    Teaching Associate  
Department of Marketing  
School of Management  
University of Massachusetts

1985 - 1986    Lecturer  
Department of Marketing  
School of Business  
State University of New York at Albany

1986 - 1987    Visiting Assistant Professor  
Department of Marketing  
School of Business  
State University of New York at Albany

ACADEMIC EXPERIENCE (Contd.)

- 1987 - 1989    Assistant Professor  
                  Department of Marketing  
                  School of Business  
                  State University of New York at Albany
- 1989 - 1990    Visiting Assistant Professor  
                  Department of Marketing  
                  College of Business Administration  
                  University of South Carolina
- 1990 - 1991    Associate Professor  
                  Department of Marketing  
                  College of Business Administration  
                  University of South Carolina
- 1991 - 1994    Associate Professor  
                  Department of Marketing  
                  College of Business  
                  Arizona State University
- 1994 - Continuing    Professor  
                  Department of Marketing  
                  College of Business  
                  Arizona State University

BUSINESS EXPERIENCE

- 1979 - 1981    Shaw Wallace & Company, Ltd., Calcutta.  
                  Position held: Management Trainee

PUBLICATIONS

Journal Articles

- Dillon, William R., Thomas J. Madden, and Ajith Kumar (1983), "Analyzing Sequential Categorical Data on Dyadic Interaction: A Latent Structure Approach," *Psychological Bulletin*, 94, 3, 564-583.
- Dillon, William R. and Ajith Kumar (1985), "Attitude Organization and the Attitude - Behavior Relationship: A Critique of Bagozzi and Burnkrant's Reanalysis of Fishbein and Ajzen," *Journal of Personality and Social Psychology*, 49, 1, 33-46.

Journal Articles (Contd.)

Dillon, William R., Ajith Kumar, and Narendra Mulani (1987), "Offending Estimates in Covariance Structure Analysis: Comments on the Causes of and Solutions to Heywood Cases," *Psychological Bulletin*, 101, 1, 126-135.

Kumar, Ajith and William R. Dillon (1987), "The Interaction of Measurement and Structure in Simultaneous Equation Models with Unobservable Variables," *Journal of Marketing Research*, 24 (February), 98-105.

Kumar, Ajith and William R. Dillon (1987), "Constrained Discrimination Via MDI Estimation: The Use of Additional Information in Segmentation Analysis," *Journal of Marketing Research*, 24 (November), 396-403.

Kumar, Ajith and William R. Dillon (1987), "Some Further Remarks on Measurement - Structure Interaction and Unidimensionality of Constructs," *Journal of Marketing Research*, 24 (November), 438-444.

Kumar, Ajith and C. M. Sashi (1989), "Confirmatory Analysis of Aggregate Hierarchical Market Structures: Inferences from Brand-Switching Behavior," *Journal of Marketing Research*, 26 (November), 444-53.

Kumar, Ajith and William R. Dillon (1990), "On the Use of Confirmatory Measurement Models in the Analysis of Multiple-Informant Reports," *Journal of Marketing Research*, 27 (February), 102-111.

Kumar, Ajith and William R. Dillon (1992), "An Integrative Look at the Use of Additive and Multiplicative Covariance Structure Models in the Analysis of MTMM Data," *Journal of Marketing Research*, 29 (February), 51-64.

Dillon, William R., Ajith Kumar, and Melinda Smith de Borrero (1993), "Capturing Individual Differences in Paired Comparisons: An Extended BTL Model Incorporating Descriptor Variables," *Journal of Marketing Research*, 30 (February), 42-51.

Kohli, Ajay K., Bernard J. Jaworski, and Ajith Kumar (1993), "MARKOR: A Measure of Market Orientation," *Journal of Marketing Research*, 30 (November), 467-477.

Dillon, William R., Ulf Bockenholt, et al. (1994), "Issues in the Estimation and Application of Latent Structure Models of Choice," *Marketing Letters*, 5, 323-334.

John P. Eaton, James C. Ward, Ajith Kumar, and Peter H. Reingen (1999), "Structural Analysis of Co-author Relationships and Author Productivity in Selected Outlets for Consumer Behavior Research," *Journal of Consumer Psychology*, 8(1), 39-59

Journal Articles (Contd.)

Falbe, Cecilia M., Thomas C. Dandridge, and Ajith Kumar (1999), "The Effect of Organizational Context on Entrepreneurial Strategies in Franchising," *Journal of Business Venturing*, 14 (1), 125-140.

Kumar, Ajith and Subhash Sharma (1999), "A Metric Measure for Direct Comparison of Competing Models in Covariance Structure Analysis," *Structural Equation Modeling: A Multidisciplinary Journal*, 6, 169-197.

Sharma, Arun, Michael Levy, and Ajith Kumar (2001), "Knowledge Structures and Retail Sales Performance: An Empirical Examination," *Journal of Retailing*, 76 (1), 53-70.

Kiang, Melody, and Ajith Kumar (2001), "An Evaluation of Self-Organizing Map Networks as a Robust Alternative to Factor Analysis in Data Mining Applications," *Information Systems Research*, 12 (June), 177-.

Noble, Charles H., Rajiv K. Sinha, and Ajith Kumar (2002) "Market Orientation and Alternative Strategic Orientations: A Longitudinal Assessment of Performance Implications," *Journal of Marketing*, 66 (October), 25-39.

Sharma, Subhash, Soumen Mukherjee, Ajith Kumar, and William R. Dillon (2005), "A Simulation Study to Investigate the Use of Cutoff Values for Assessing Model Fit in Covariance Structure Models," *Journal of Business Research*, 58, 7, 935-943.

Gwinner, Kevin P., Mary Jo Bitner, Stephen W. Brown, and Ajith Kumar (2005), "Service Customization Through Employee Adaptiveness," *Journal of Service Research*, 8, 2, 131-148.

Barnes, John W., Donald W. Jackson, Jr., Michael D. Hutt, and Ajith Kumar (2006), "The Role of Culture Strength in Shaping Salesforce Outcomes," *Journal of Personal Selling and Sales Management*, 26, 3, 255-270.

Steward, Michelle D., Michael D. Hutt, Beth A. Walker, and Ajith Kumar (2009), "Role Identity and Attributions of High-Performing Salespeople," *Journal of Business & Industrial Marketing*, 24 (7), 463 - 473.

Steward, Michelle D., Felicia N. Morgan, Lawrence A. Crosby, and Ajith Kumar (2010), "Exploring Cross-National Differences in Organizational Buyers' Normative Expectations of Supplier Performance," *Journal of International Marketing*. 18 (1).

Steward, Michelle D., Beth A. Walker, Michael D. Hutt, and Ajith Kumar (2010), "The Coordination Strategies of High-Performing Account Managers: Internal Working Relationships That Drive Success," *Journal of the Academy of Marketing Science*, 38 (5), 550 - 566.

Journal Articles (Contd.)

Falbe, Cecilia M., Ajith Kumar, and Dianne H. B. Welsh (2011), "Franchisee Use of Bootstrapping: An Exploratory Study of Financing Decisions," *Small Business Institute Journal*, 7 (2), 63 - 70.

Marketing Science Institute Working Paper

Maltz, Elliot, William E. Souder, and Ajith Kumar (1999), "Interfunctional Rivalry and the Use of Market Information by R&D Managers: The Effects of Managerial Actions," Report No. 99-123.

Chapters in Books

Kumar, Ajith and William R. Dillon (1989), "Analyzing Sequential Categorical Data on Dyadic Interaction," in *Dyadic Decision Making*, D. Brinberg and J. Jaccard, eds. New York: Springer-Verlag.

Dillon, William R. and Ajith Kumar (1994), "Latent Structure and Other Mixture Models in Marketing," in *Advanced Methods of Marketing Research*, Richard Bagozzi (ed.), Cambridge, MA: Basil Blackwell Ltd.

Sharma, Subhash and Ajith Kumar (2006), "Cluster Analysis and Factor Analysis," in *The Handbook of Marketing Research: Uses, Misuses, and Future Advances*, Rajiv Grover and Marco Vriens (Eds.), Sage.

Conference Proceedings

Falbe, Cecilia M., Thomas C. Dandridge, and Ajith Kumar (1992), "The Context of Entrepreneurship in Franchising," in *Proceedings of Annual Conference of Society of Franchising*.

CONFERENCE PRESENTATIONS

Sashi, C. M. and Ajith Kumar (1990), "Risk, Market Structure, and Performance in Industrial Markets," Business Marketing Conference, Fort Lauderdale.

Sashi, C. M. and Ajith Kumar (1991), "Risk and Competition in Industrial Markets," Marketing Science Conference, Wilmington, DE.

Sashi, C. M. and Ajith Kumar (1991), "Entrepreneurship and Competitive Strategy," TIMS XXX - SOBRAPO XXIII Joint International Meeting, Rio de Janeiro.

CONFERENCE PRESENTATIONS (Contd.)

Kumar, Ajith and Subhash Sharma (1992), "A Metric Index and an Enhanced Framework for Model Comparisons in Covariance Structure Analysis," Third National Symposium on Methodological Issues in Advanced Causal Modeling, Atlanta, GA.

Kumar, Ajith and Subhash Sharma (1992), "A New Metric for Comparing Competing Models in Covariance Structure Analysis," AMA Winter Educators' Conference, San Antonio, TX.

Falbe, Cecilia M., Thomas C. Dandridge, and Ajith Kumar (1992), "The Context of Entrepreneurship in Franchising," Annual Conference of Society of Franchising, Palm Desert, CA.

Dillon, William R., Ajith Kumar, and C. M. Sashi (1992), "Segmentation Model for Paired Comparisons with Covariates," EURO XII/TIMS XXXI Joint International Conference, Helsinki.

Dillon, William R., Ajith Kumar, and C. M. Sashi (1992), "Performance of Newton and Quasi-Newton Methods in the Estimation of Finite Mixture Probabilistic Choice Models," EURO XII/TIMS XXXI Joint International Conference, Helsinki.

Dillon, William R., Ajith Kumar, Beth Walker, and John White (1996), "What's in a Brand-Attribute Rating: Halo or Equity or ...?," The Seventh Annual Advanced Research Techniques Forum, Beaver Creek, CO.

Peloso, Antony and Ajith Kumar (2006), "Leadership Drivers of Employee and Customer Outcomes in Service Organizations," Frontiers in Service Conference, Brisbane.

SERVICE

Professional Service

Reviewer, 1986 AMA Summer Marketing Educators' Conference

Discussant, 1986 AMA Summer Marketing Educators' Conference

Reviewer, 1987 AMA Summer Marketing Educators' Conference

Reviewer, 1987 DSI National Conference

Ad-hoc reviewer, *Journal of Marketing Research* (1989, 90, 93-96)

Ad-hoc reviewer, *Psychological Bulletin* (1990)

Professional Service (Contd.)

Co-chair and Co-organizer of Special Session on Recent Developments in Covariance Structure Analysis, AMA 1992 Winter Marketing Educators' Conference, San Antonio, TX.

Reviewer, 1993 AMA Summer Marketing Educators' Conference

Session Chair, session on "Measuring Marketing Performance Outcomes," 1993 AMA Summer Marketing Educators' Conference

Invited Participant, Duke Invitational Symposium on Choice Modeling and Behavior (1993)

Ad-hoc reviewer, *Journal of Consumer Research*, 1993

Program Committee Member, 1994 Advanced Research Techniques Forum

Reviewer, 1995 AMA Winter Marketing Educators' Conference

Discussant, 1995 AMA Winter Marketing Educators' Conference

Ad-hoc Reviewer, *Journal of Management* (1994-95)

Reviewer, Special Issue on Services Marketing, *Journal of Retailing* (1995-96)

Reviewer, 1996 AMA Summer Marketing Educators' Conference

Session Chair, "Marketing Models - I" session, 1996 AMA Summer Marketing Educators' Conference

Discussant, 1996 AMA Summer Marketing Educators' Conference

Ad-Hoc Reviewer, *Journal of Retailing* (2003)

Ad Hoc Reviewer, *Journal of Marketing* (2003)

Ad Hoc Reviewer, *Journal of Marketing Research* (2004)

Ad Hoc Reviewer, *Decision Sciences* (2005)

Ad Hoc Reviewer, *Marketing Science* (2007)

Ad Hoc Reviewer, *Psychometrika* (2008)

Ad Hoc Reviewer, *Journal of Marketing* (2008)

Professional Service (Contd.)

Ad Hoc Reviewer, AMA Winter Educators' Conference (2010)

Institutional Service

Member, College of Business Diversity Committee (1991-92)

Member, Marketing Department Computing Task Force (1992-93)

Member, Marketing Department Doctoral Studies Committee (1992-94)

Member, First Interstate Center for Services Marketing Advisory Council  
(1992)

Member, Marketing Department Performance Review Committee (1992-93)

Member, Marketing Department Faculty and Department Development Committee  
(1994)

Member, Marketing Department Personnel Committee (1994 - Continuing)

Member, Marketing Department Undergraduate Curriculum Team - "Strategy and  
Sales" (1994-95)

Member, College of Business Faculty Council (1995-Continuing)

Member, Marketing Department Undergraduate Curriculum Team - "Research,  
Information Management, and Strategy" (1996)

Member, Marketing Department "Fundamentals" Team (1999 – 2003)

Member, Marketing Department Doctoral Studies Committee (2000 – 2003)

Vice Chair, College of Business Faculty Council (2006)

Chair, College of Business Faculty Council (2007)

Editorial Board Memberships

Member, Editorial Board, Journal of Marketing Research (1996 – 2003)

Member, Editorial Board, Journal of Business Research (1996 – Continuing)



## UNIVERSITY COURSES TAUGHT

### Undergraduate

Fundamentals of Marketing  
Marketing Research  
Sales Management  
Advanced Marketing Research  
Market Planning and Decision-Making  
Strategic Marketing  
International Marketing

### Graduate

Marketing Management  
Marketing Strategy  
Structural Equation Modeling (Ph.D. seminar)

### Graduate (Doctoral Dissertations)

Member, Doctoral Dissertation Committee  
Stephen Tax (1992 - 1993)  
Ajay Sirsi (1992 - 1994)  
Melinda Smith de Borrero, University of South Carolina (1992 - 1993)  
Annette Garcia-Sehorn (1993 - 1995)  
Amy Hubbert (1993 - 1995)  
Dwayne Gremler (1993 - 95)  
Kym Court (1993 -1994)  
William G. Wolfe (1995 - 1998)  
Craig Carter (1995 - 1996)  
Kevin Moore (1995 - 1996)  
Kevin Gwinner (1995-1997)  
Lance Bettencourt (1996 - 1998)  
Scott Widmier (1997 - 1999)  
Julie Huntley (1997 - 1999)  
Andrew Czaplewski (1998 - 2000)  
Wayne Neu (2000 - 2003)  
Gabriel Gonzalez (2000 - 2001)  
Susan Cadwallader (2001 – 2003)  
Claudia Bridges (2002 – 2003)  
Dimitri Kapelianis (2002 – 2003)  
Michelle Steward (2002 – 2003)  
Carolyn Massiah (2004 – 2007)  
Lawrence Joseph – School of Geographical Sciences (2006-Continuing)  
Colin Sellman (2008 – 2011)

Member, Doctoral Dissertation Committee (Contd.)

Steven Brownstein (2009 – Continuing)  
James Loveland (2009 – 2011)

### AWARDS

Best Paper, Journal of Service Research (2006)

S. Tamer Cavusgil award for article in Journal of International Marketing that made the most significant contribution to the advancement of the practice of international marketing management (calendar year 2010).

### PERSONAL DATA

Born: August 1, 1955, Trivandrum, India  
Marital Status: Married  
U. S. Citizen