

**Arun Sharma**  
**Academic Resume**  
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**EDUCATION**

- University of Illinois at Urbana-Champaign, Ph.D. (Marketing), 1988.
- Indian Institute of Management, PGDM, Calcutta, India, 1980.
- Rajasthan University, India, Bachelor of Engineering (Metallurgy), 1978.

**EXPERIENCE**

**Academic**

- University of Miami, Professor of Marketing, Fall 2000 to present.
- University of Miami, Chair, Department of Marketing, Fall 2000 to Summer 2004; Fall 2006 to Summer 2009.
- University of Miami, Vice Dean of Strategic Initiatives, School of Business, Spring 2008 to Summer 2009.
- University of Miami, Associate Professor of Marketing, Fall 1994 to Summer 2000.
- University of Miami, Assistant Professor of Marketing, Fall 1987 to Summer 1994.
- Illinois State University, Department of Marketing, Visiting Lecturer, Fall 1986 to Spring 1987.
- University of Illinois at Urbana-Champaign, Department of Business Administration, Teaching Assistant, Fall 1983 to Spring 1986.

## Non-Academic

- Indian Communications Network Private Ltd., New Delhi, India, Product Manager, 1981-83; Area Sales Manager, 1980-81.

## ACADEMIC ACCOMPLISHMENTS

### PUBLICATIONS

#### Refereed Journal Articles

- Gurnani, Haresh, Arun Sharma and Dhruv Grewal, "Optimal Return Policy under Demand Uncertainty," forthcoming in *Journal of Retailing*.
- Sharma, Arun and Jagdish N. Sheth (2010), "A Framework of Technology Mediation in Consumer Selling: Implications for Firms and Sales Management," *Journal of Personal Selling and Sales Management*, 30, 2 (Spring), 121-29.
- Sharma, Arun, Gopalkrishnan R. Iyer, Anuj Mehrotra and R. Krishnan (2010), "Sustainability and Business-to-Business Marketing: A Framework and Implications," *Industrial Marketing Management*, 39, 2, 330-341.
- Arnold, Todd J., Robert W. Palmatier, Dhruv Grewal and Arun Sharma (2009), "Understanding Retail Managers' Role in the Sales of Products Versus Services," *Journal of Retailing*, 85, 2, 129-44.
- Grewal, Dhruv, Gopalkrishnan R. Iyer, Wagner A. Kamakura, Anuj Mehrotra and Arun Sharma (2009), "Evaluation of Subsidiary Marketing Performance: Combining Process and Outcome Performance Metrics," *Journal of the Academy of Marketing Science*, 37, 2, 117-129.
- Sheth, Jagdish N., Arun Sharma and Gopalkrishnan R. Iyer (2009), "Why Integrating Purchasing with Marketing is both Inevitable and Beneficial," *Industrial Marketing Management*. 33, 8, 865-71.
- Sharma, Arun, Gopalkrishnan R. Iyer and Nusser A. Raajpoot (2009), "A Framework for Offshoring Marketing Processes in Business-to-Business Marketing Relationships," *Industrial Marketing Management*, 38 (4), 419-25.
- Raajpoot, Nusser, Arun Sharma and Jean-Charles Chebat (2009), "What Generates Word-of-mouth in Retail Contexts," *Esic Market*, Vol. 133, pp. 27-58.

- Sharma, Arun (2008), "Improving Customer Service and Profitability through Customer Intervention in Service Relationships," *Journal of Relationship Marketing*, 7(4), 327-340.
- Sheth, Jagdish N. and Arun Sharma (2008), "The Impact of Transitioning from Products to Services in Business and Industrial Markets on the Evolution of the Sales Organization," *Industrial Marketing Management*, 37, 260–269.
- Sharma, Arun, Gopalkrishnan R. Iyer and Heiner Evanschitzky (2008), "Personal Selling of High-Technology Products: The Solution-Selling Imperative," *Journal of Relationship Marketing*, 7 (3), 287-308.
- Raajpoot, Nusser, Arun Sharma and Jean-Charles Chebat (2008), "The Role of Gender and Work Status in Shopping Center Patronage," *Journal of Business Research*, 61, 825–833.
- Sharma, Arun (2007), "The Shift in Sales Organizations in Business-to-Business Services Markets," *Journal of Services Marketing*, 21, 5, 326-33.
- Sheth, Jagdish N., and Arun Sharma (2007), "E-Services – A Framework for Growth," *Journal of Value Chain Management*, 1, 1/2, 7-12.
- Sharma, Arun (2007), "Opportunities of International E-Services: A Conceptual Model," *Journal of Value Chain Management*, 1, 1/2, 63-78.
- Sharma, Arun (2007), "The Metrics of Relationships: Measuring Satisfaction, Loyalty, and Profitability of Relational Customers," *Journal of Relationship Marketing*, 6, 2, 33-50.
- Sharma, Arun, Michael Levy and Heiner Evanschitzky (2007), "The Variance in Sales Performance Explained by the Knowledge Structures of Salespeople: A Research Note," *Journal of Personal Selling and Sales Management*, 27, 2 (Spring), 169-81. Abstract printed in SMM --  
[http://www.salesandmarketing.com/msg/search/article\\_display.jsp?vnu\\_content\\_id=1003973195](http://www.salesandmarketing.com/msg/search/article_display.jsp?vnu_content_id=1003973195). Winner of the James M. Comer Award.
- Sharma, Arun and Anuj Mehrotra (2007), "Choosing an Optimal Channel Mix in Multichannel Environments," *Industrial Marketing Management*, 36, 1 (January), 21-28.
- Sharma, Arun and Gopalkrishnan R. Iyer (2006), "Country Effects on CRM Success" *Journal of Relationship Marketing*, 5, 4, 63-78.

- Sheth, Jagdish N., and Arun Sharma (2006), "Surpluses and Shortages in B2B markets," *Journal of Business and Industrial Marketing*, 21, 7, 422-27.
- Raajpoot, Nusser A., and Arun Sharma (2006), "Perceptions of Incompatibility in Customer-to-Customer Interactions: Examining Individual Level Differences," *Journal of Services Marketing*, 20, 5, 324-32.
- Sheth, Jagdish N., and Arun Sharma (2006), "India as a Global Supplier of Products and Services: Expectations and Emerging Challenges," *Journal of Asia Pacific Business*, 7, 3, 5-22.
- Iyer, Gopalkrishnan R., Arun Sharma and Heiner Evanschitzky (2006), "Global Marketing of Industrial Products: Are Interpersonal Relationships Always Critical?" *Industrial Marketing Management*, 35, 5 (July), 611-20.
- Sharma, Arun (2006), "Success Factors in Key Accounts," *Journal of Business and Industrial Marketing*, 221, 3, 141-50. First Runner up for JBIM "Highly Commended Awards" for 2006.
- Iyer, Gopal, Peter LaPlaca and Arun Sharma (2006), "Innovation and New Product Introductions in Emerging Markets: Strategic Recommendations for the Indian Market," *Industrial Marketing Management*, 35, 3, 373-82.
- Iyer, Gopalkrishnan, Arun Sharma and David Bejou (2006), "Developing Relationship Equity in International Markets," *Journal of Relationship Marketing*, 5, 1, 3-23.
- Sharma, Arun (2006), "Strategies for Maximizing Customer Equity of Low Lifetime Value Customers," *Journal of Relationship Marketing*, 5, 1, 59-83.
- Sheth, Jagdish N., and Arun Sharma (2005), "International E-Marketing: Opportunities and Issues," *International Marketing Review*, 22, 6, 611-22.
- Sharma, Arun and Peter LaPlaca (2005), "Marketing in the Emerging Era of Build-to-Order Manufacturing," *Industrial Marketing Management*, 34, 5, 476-486.
- Iyer, Gopalkrishnan, Arun Sharma and David Bejou (2005), "Une Analyse du Processus Relationnel Sur Les Marchés Internationaux," *Revue Française du Marketing*, 202, 2/5 (May), 99-116.
- Sharma, Arun, Gregory A. Rich and Michael Levy (2004), "Starting to Solve the Method Puzzle in Salesperson Self-Report Evaluations," *Journal of Personal Selling and Sales*

*Management*, 14, 2 (Spring), 135–139.

- Sharma, Arun and Jagdish N. Sheth (2004), “Web-Based Marketing: The Coming Revolution in Marketing Thought and Strategy,” *Journal of Business Research*, 57, 696-702.
- Sharma, Arun and Kishore Gopalakrishna Pillai (2003), “The Impact of Transactional and Relationship Strategies in Business Markets: An Agenda for Inquiry,” *Industrial Marketing Management*, 32 (December), 623-26.
- Pillai, Kishore Gopalakrishna and Arun Sharma (2003), “Mature Relationships: Why Does Relational Orientation Turn into Transaction Orientation?” *Industrial Marketing Management*, 32 (December), 643-51.
- Sharma, Arun (2003), “Are You Selecting the Right Key Accounts? Examining the Relationship between Account Sales and Profitability” *The Journal of Selling and Major Account Management*, (October), 29-39.
- Grewal, Dhruv, Gopalakrishnan R. Iyer, R. Krishnan, and Arun Sharma, (2003) “The Internet And The Price-Value-Loyalty Chain,” *Journal of Business Research*, 56 (5), 391-98.
- Sharma, Arun and Michael Levy (2003), “Salespeople’s Affect toward Customers: Why should it be Important for Retailers?” *Journal of Business Research*, 56 (7), 523-28.
- Pillai, Kishore Gopalakrishna and Arun Sharma (2003), “The Survival of Internet-Based B2B Exchanges: The Critical Role of Relationships,” *Journal of Relationship Marketing*, 2 Issue 3/4, 53-67.
- Ulaga, Wolfgang, Arun Sharma and R. Krishnan (2002), “Plant Location and Place Marketing: Understanding the Process from the Business Customer's Perspective,” *Industrial Marketing Management*, 31 (4), 393-401.
- Sharma, Arun and R. Krishnan (2002), “Clicks Only, Clicks and Bricks, and Bricks Only: Are Retail Salespeople an Important Factor in Choice?” *Journal of Marketing Management*, 18, No. 3-4 (April), 317-336.
- Sharma, Arun and Nikolaos Tzokas (2002), “Personal Selling and Sales Management in the Internet Environment: Lessons Learned,” *Journal of Marketing Management*, 18, No. 3-4 (April), 249-258.

- Sharma, Arun (2002), "Trends in Internet Based Business-to-Business Marketing," *Industrial Marketing Management*, 31 (2), 77-84.
- Sharma, Arun (2001), "Consumer Decision-Making, Salespeople's Adaptive Selling and Retail Performance," *Journal of Business Research*, 54 (2), 125-29.
- Sheth, Jagdish N., and Arun Sharma (2001), "Efficacy of Financial Measures of Marketing: It Depends on Markets and Marketing Strategies" *Journal of Targeting Measurement and Analysis*, 9 (4), 341-56.
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- Sharma, Arun, R. Krishnan and Dhruv Grewal (2001), "Value Creation in Markets: A Critical Area of Focus for Business-to-Business Markets," *Industrial Marketing Management*, 30 (4), 391-402.
- Sharma, Arun, Michael Levy and Ajith Kumar (2000), "Knowledge Structures of Salespeople as Antecedents of Retail Sales Performance: An Empirical Examination," *Journal of Retailing*, 76 (1) Spring, 53-69.
- Sharma, Arun (2000), "Do Salespeople and Customers Understand Each Other? Surprising Results from Extant Research" *The Journal of Selling and Major Account Management*, (October), 29-39.
- Sharma, Arun and Thomas Stafford (2000), "The Effect of Retail Atmospherics on Customers' Perceptions of Salespeople and Customer Persuasion: An Empirical Investigation," *Journal of Business Research*, 49 (2) August, 183-92.
- Sheth, Jagdish N., Rajendra S. Sisodia, and Arun Sharma (2000), "The Antecedents and Consequences of Customer-Centric Marketing," *Journal of the Academy of Marketing Science*, 28 (1) Winter, 55-66.
- Grewal, Dhruv, Michael Levy, Anuj Mehrotra and Arun Sharma (1999), "Planning Merchandising Decisions to Account for Regional and Product Assortment Differences," *Journal of Retailing*, 75, 3, 405-24.
- Sharma, Arun, Nikolaos Tzokas, Michael Saren and Panagiotis Kyziridis (1999), "Antecedents and Consequences of Relationship Marketing: Insights from Business Service Salespeople," *Industrial Marketing Management*, 28 (6), 601-12.

- Sharma, Arun (1999), "Does the Salesperson Like Customers? A Conceptual and Empirical Examination of the Persuasive Effect of Perceptions of the Salesperson's Affect Toward Customers," *Psychology and Marketing*, 16, 2, 141-62.
- Sharma, Arun (1997), "Who Prefers Key Account Management Programs? An Investigation of Business Buying Behavior and Buying Firm Characteristics," *Journal of Personal Selling and Sales Management*, 17, 4, (Fall), 27-39.
- Sharma, Arun (1997), "Customer Satisfaction-Based Incentive Systems: Some Managerial and Salesperson Considerations," *Journal of Personal Selling and Sales Management*, 17, 2 (Spring), 61-70.
- Sharma, Arun (1997), "Salesperson Attributes and the Customer-Salesperson Interaction: Implications for Relationship Marketing," *Research in Marketing*, 13, 185-209.
- Sharma, Arun and Jagdish N. Sheth (1997), "Relationship Marketing: An Agenda for Inquiry," *Industrial Marketing Management*, 26, 2, 87-89.
- Sheth, Jagdish N., and Arun Sharma (1997), "Supplier Relationships: Emerging Issues and Challenges," *Industrial Marketing Management*, 26, 2, 91-100.
- Lambert, Douglas M., Arun Sharma, and Michael Levy (1997), "What Information Can Relationship Marketers Obtain from Customer Evaluations of Salespeople?," *Industrial Marketing Management*, 26, 2, 177-88.
- Sharma, Arun (1996), "The Effect of Priming Cues in Sales Interactions: Additional Perspectives," *Journal of Personal Selling and Sales Management*, 16, 2 (Spring), 49-52.
- Grewal, Dhruv, Howard Marmorstein and Arun Sharma (1996), "Communicating Price Information through Semantic Cues: The Moderating Effects of Situation and Discount Size," *Journal of Consumer Research*, 23 (September).
- Sharma, Arun and Rajnandini Pillai, (1996), "Customers' Decision-Making Styles and their Preference for Sales Strategies: Conceptual Examination and an Empirical Study," *Journal of Personal Selling and Sales Management*, 16, 1, 21-33.
- Sharma, Arun, and Michael Levy (1995), "Categorization of Customers by Retail Salespeople," *Journal of Retailing*, 71, 1, 71-81.

- Sharma, Arun, Dhruv Grewal and Michael Levy (1995), "The Customer Satisfaction -- Logistics Interface," *Journal of Business Logistics*, 16, 2, 1-22 -- Lead Article.
- Sharma, Arun and Dan Sarel (1995), "The Impact of Customer Satisfaction Based Incentive Systems on Salespeople's Customer Service Response: An Empirical Study," *Journal of Personal Selling and Sales Management*, 15, 3 (Summer), 1-12 -- Lead Article.
- Lassar, Walfried, Banwari Mittal and Arun Sharma (1995), "Measuring Customer Based Brand Equity," *Journal of Consumer Marketing*, 12, 4, 11-19.
- Sharma, Arun (1994), "Organizational Culture and Adoption of High-Technology Products," *Journal of Marketing Management*, Vol. 10, 513-26.
- Sharma, Arun, and Douglas M. Lambert (1994), "How Accurate Are Salespersons' Perceptions of Their Customers?," *Industrial Marketing Management*, 23, 357-65.
- Levy, Michael, and Arun Sharma (1994), "Adaptive Selling: The Role of Gender, Age, Sales Experience and Education," *Journal of Business Research*, Vol. 31, 1, 39-47.
- Levy, Michael, and Arun Sharma (1993), "Relationships Among Measures of Retail Salesperson Performance," *Journal of the Academy of Marketing Science*, Vol. 21, No. 3, 231-38.
- Sharma, Arun, and Luis V. Dominguez (1992), "Channel Evolution: A Framework for Analysis," *Journal of the Academy of Marketing Science*, Vol. 20, No. 1, 1-15. -- Lead Article, Finalist for Sheth Award for Best Paper.
- Sharma, Arun, and Douglas M. Lambert (1991), "Using Salespeople to Collect Customer Service Information," *International Journal of Physical Distribution and Logistics Management*, Vol. 21, No. 6, 27-31. -- Reprinted in a Compendium of Research in Customer Service, *International Journal of Physical Distribution and Logistics Management*, Vol. 24, No. 4, 1994, 50-58.
- Grewal, Dhruv, and Arun Sharma (1991), "The Effect of Salesforce Behavior on Customer Satisfaction: An Interactive Framework," *Journal of Personal Selling and Sales Management*, Vol. 11, No. 3, Summer, 13-22. -- Abstract published in *The Selling Advantage*, Volume 4, May 1992, Bryn Mawr, PA: Progressive Business Publications, 1-2.
- Sharma, Arun (1990), "The Persuasive Effect of Salesperson Credibility: Conceptual and Empirical Examination," *Journal of Personal Selling and Sales Management*, Vol. 10, No. 4, Fall, 71-80.

- Lambert, Douglas M., Howard Marmorstein, and Arun Sharma (1990), "Industrial Salespeople as a Source of Market Information," *Industrial Marketing Management*, Vol. 19, No. 2, May, 141-48. -- Abstract published in *Agri Marketing*, Volume 28, Number 10, November/December 1990, Niles, IL: Century Communications Inc., 10.
- Lambert, Douglas M., and Arun Sharma (1990), "A Customer-based Competitive Analysis for Logistics Decisions," *International Journal of Physical Distribution and Logistics Management*, Vol. 20, No. 1, 17-24.
- Sharma, Arun, and Douglas M. Lambert (1990), "Segmentation of Markets Based on Customer Service," *International Journal of Physical Distribution and Logistics Management*, Vol. 20, No. 7, 19-27.
- Lambert, Douglas M., Howard Marmorstein, and Arun Sharma (1990), "The Accuracy of Salespersons' Perceptions of their Customers: Conceptual Examination and an Empirical Study," *Journal of Personal Selling and Sales Management*, Vol. 10, No.1, Winter, 1-9 - Lead Article.

### **Book Chapters**

- Sharma, Arun (2008), "Seven Myths of Marketing," in *Cinquanta Lettere Dal Marketing*, Rone: La Societa del Marketing, 4.
- Sheth, Jagdish N. and Arun Sharma (2007), "Relationship Management," in John T. Mentzer, Matthew B. Meyers and Theodore P. Stank (eds), *Handbook of Global Supply Chain Management*, Sage, 361-70.
- Sheth, Jagdish N. and Arun Sharma (2007), "Evolution of the Sales Force in a Global Economy" in Olaf Plotner and Robert E. Spekman (eds.), *Bringing Technology to Market*, Wiley, 77-86.
- Iyer, Gopalkrishnan, Arun Sharma and David Bejou (2006), "Developing Relationship Equity in International Markets," in David Bejou and Gopalkrishnan R. Iyer (eds.), *Capturing Customer Equity: Moving from Products to Customers*, Best Business Book, Haworth Press, 3-20. This chapter published the article that appeared in *Journal of Relationship Marketing* (2006).
- Sharma, Arun (2006), "Strategies for Maximizing Customer Equity of Low Lifetime Value Customers," in David Bejou and Gopalkrishnan R. Iyer (eds.), *Capturing Customer Equity: Moving from Products to Customers*, Best Business Book, Haworth Press, 59-78. This chapter published the article that appeared in *Journal of Relationship Marketing* (2006).

- Sheth, Jagdish N. and Arun Sharma (2004), "Behavioral Approaches to Industrial Marketing: Extant and Emerging Research," *Handbuch Industriegütermarketing – Strategien – Instrumente – Anwendungen*, Volume 1 (editors Klaus Backhaus and Markus Voeth), 3-20, Gabler Verlag (Wiesbaden, Germany).
- Pillai, Kishore Gopalakrishna and Arun Sharma (2003), "The Survival of Internet-Based B2B Exchanges: The Critical Role of Relationships," in David Bejou and Gopalkrishnan R. Iyer (eds.), *Customer Relationship Management in Electronic Markets*, Best Business Book, Haworth Press, 53-67. This chapter published the article that appeared in *Journal of Relationship Marketing* (2003).

### Other Publication

- Sharma, Arun, "Book Review: Effective Human resource management in the Sales Force by Rene Y. Darmon," *Journal of the Academy of Marketing Science*, 22 (Winter), 86-88, 1994.
- Sharma, Arun, "Organizational Culture and Adoption of Innovative Products: Implications for High-Technology Marketers," The Institute of Management Sciences, College on Innovation Management and Entrepreneurship, Paper Series, Volume 1, 1989.
- Sharma, Arun, "Organizational Decision-Making as a Segmentation Base for Telecommunications Markets," Center for Telecommunications Management, University of Southern California: Los Angeles, Research Report No. 6, October 1988.
- Sharma, Arun, "Organizational Decision Styles and Effective Sales Strategy," *Sales Management*, Volume 2, American Marketing Association, Harrison, N.Y: MGI Management Institute, 1988.
- Sharma, Arun, "Book Review: Marketing High Technology by William H. Davidow," *High Technology Marketing Review*, Volume 1, 2, Summer 1987, 90-94.

### EDITORIAL RESPONSIBILITIES

- Editorial Review Board: *Journal of Personal Selling and Sales Management*, *Industrial Marketing Management*, *Journal of Relationship Marketing* and *The Journal of Value Chain Management*.

- Ad-hoc reviewer: *Journal of Marketing, Journal of Marketing Research, Journal of Retailing, Journal of the Academy of Marketing Science, Omega: The International Journal of Management Science, Psychology and Marketing, International Business Review, Journal of Retailing and Consumer Service.*
- Special issue co-editor (with Kishore Pillai), 2003, for *Industrial Marketing Management*. The special issue emphasized the area of “Transactions versus Relationships.”
- Special issue co-editor (with Nikolas Tzokas), 2001, for *Journal of Marketing Management*. The special issue emphasized the area of “Sales Management and the Internet.”
- Special issue co-editor (with Professor Jagdish N. Sheth), 1998, for *Industrial Marketing Management*. The special issue emphasized the area of “Relationship Marketing.”
- Track Co-chair, 2006 Summer AMA Conference.
- Co-editor (with Professor Anil Menon), for *Marketing Theory and Applications*, 1999 Winter Educators Conference, Chicago: American Marketing Association.

## **HONORS AND AWARDS**

- 2002 University of Miami Excellence in Teaching Award.
- 2006, 2002, 1998, 1994, 1990 Excellence in Teaching Award, School of Business Administration, University of Miami.
- Conference Co-chair, 2001 Sheth Foundation AMA Doctoral Consortium.
- Conference Co-chair, 1999 Winter AMA Conference.
- Track Co-Chair, Summer AMA Educators’ Conference, 2006.
- 2004, 1998, 1996 School of Business Research Excellence Award, University of Miami.
- 1998, 1995, 1994, 1992, 1991 and 1989 McLamore Award in Business and Social Sciences, University of Miami.
- 1995, 2009 Best reviewer Award, *Journal of Personal Selling and Sales Management*.