

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

Srinivasaraghavan Sriram, assistant professor of marketing, Stephen M. Ross School of Business, is recommended for promotion to associate professor of marketing, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	2004	Purdue University, Krannert School of Management, W. Lafayette, IN
B.Tech.	1995	Indian Institute of Technology, Madras, India

Professional Record:

2008-Present	Assistant Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2005-2008	Assistant Professor of Marketing, University of Connecticut
2004-2005	Assistant Professor of Marketing, State University of New York at Binghamton
1999-2003	Graduate Instructor, Krannert Graduate School of Management, Purdue University, W. Lafayette, IN

Summary of Evaluation:

Teaching: Professor Sriram came to the Ross School with a very strong teaching record at his previous school, the University of Connecticut, being voted "Teacher of the Year" in 2006 and 2008 (and having excelled as a teacher even during his doctoral student days at Purdue). At Ross, Professor Sriram started by teaching the New Products and Innovation Management course to our MBA (M625) and BBA (M325, now M425) students. The MBA course had not been taught for a while and Professor Sriram took on the challenge of resurrecting the course. In addition, he had to create the BBA version of the course (as it had never been taught at Ross). Thus, Professor Sriram faced the daunting task of developing content and building enrollment for both courses. Overall, he has done very well with these two courses, with his performance in the BBA course being really outstanding.

In terms of enrollment, the BBA course is at an average of 57 students per section over the last three years. His average ratings for this course (over the same period) are at 4.8 (Q8), thus attesting to the fact that, in steady state, he has been able to deliver a high quality course with high enrollments. Recently, he changed this course to a 400 level course and adjusted the content (in response to a request from the Master's in management program director). Preliminary evidence from enrollments for Winter 2015 suggests that his elective is likely to be the most popular MM elective this year.

The enrollment per section in the MBA course for the last three years has been 65, an excellent number (in the first three years that he taught the class, the enrollment per section was at 32). The increase in enrollment can be partially attributed to Sriram acting on student feedback to change his course from a semester long three credit course to a half semester 2.25 credit course (a change supported by the area as well). While his ratings have averaged 4.4 (Q8) over the same period, the

high demand suggests that Professor Sriram has built his “franchise” among the MBA students and could potentially add another section of the same course going forward.

In the fall of 2012, Professor Sriram volunteered to take on the marketing core for the Masters in Entrepreneurship program. He developed an entirely new course, while coordinating with other faculty members teaching in the program, the Zell Lurie Institute and the faculty director of the program. He has done very well at this course, with an average rating of 4.8 (Q8).

Professor Sriram’s commitment to teaching is of the highest order. He devotes a tremendous amount of effort to making his classes as informative and enjoyable as possible. He responds to student feedback with great alacrity and continuously updates his courses to keep them fresh and relevant, while not compromising on the learning objectives. His openness to considering and taking on new teaching assignments bodes well for the future.

Research: Professor Sriram is part of a new generation of marketing academics in quantitative marketing. About 15 years ago, there began a movement to go beyond so called “correlational” models popular in quantitative marketing, becoming an established part of quantitative marketing about eight or nine years ago. The approach here was to understand the data generating process by focusing on institutional features and the context and then imposing some structure on the revealed data. The structure generally was derived from theoretical primitives in economics and industrial organization. The focus of such “structural” models was not on prediction but on measurement, rationalization of consumer and firm behavior as well as to carry counterfactual (or “what-if”) simulations. Professor Sriram’s research falls squarely into this movement/paradigm. While staying in this paradigm, it is important to note that his research program attempts to answer managerially relevant questions as well as to make important methodological contributions to the marketing discipline. His work so far can be divided into two major streams - brand and quality management and measurement and product portfolio management.

Professor Sriram’s work is important, rigorous, methodologically sound and managerially relevant. The most heartening aspect of his research output is that it clearly reflects his growth as a scholar leading to a very positive trajectory on both quality and quantity dimensions. Professor Sriram was awarded the 2010 Arnold M. and Linda T. Jacob Faculty Development Award.

Recent and Significant Publications:

“Is Online Newspaper Advertising Cannibalizing Print Advertising?” with Shrihari Sridhar (Second round of review (*Minor Revision*) at *Quantitative Marketing and Economics*).

Sriram, S., Pradeep Chintagunta, and Puneet Manchanda (2014), “Service Quality Variability and Termination Behavior,” *Management Science*, Forthcoming.

Pancras, Joseph, S Sriram, and V Kumar (2012), “Empirical Investigation of Retail Expansion and Cannibalization in a Dynamic Environment,” *Management Science*, Vol. 58, No. 11, 2001-2018.

Sriram, S., Pradeep Chintagunta, and Manoj Agarwal (2010) “Investigating Consumer Purchase Behavior in Related Technology Product Categories,” *Marketing Science*, Vol. 29, 2, 291-314.

Sriram, S., and Manohar Kalwani (2007), “Optimal Advertising and Promotion Budgets in Dynamic Markets with Brand Equity as a Mediating Variable,” *Management Science*, Vol. 53 (1), 46-60.

Service: Professor Sriram is an excellent area citizen and a conscientious member of the Ross community. His formal service roles have included coordinating the Marketing Seminar Series from 2009-2013, serving on the faculty recruiting committee for the 2010-11 and 2011-12 academic years and serving as the informal ambassador to student organizations (judging multiple judging case competitions and serving as a speaker for a Marketing Symposium panel on more than one occasion). Since last year, he is the faculty liaison for the MBA student initiated Marketing Lab project, and this year, he served on the area sub-committee for the Marketing Area Internal Assessment and Review.

Professor Sriram has also been heavily invested in doctoral education at Ross, helping rationalize the quantitative marketing Ph.D. curriculum, serving on dissertation committees (including being the solo chair for one student), helping with admissions and generally being a strong mentor to students. In recognition for his efforts, he has been nominated for the Ph.D. Teaching Award at Ross multiple times.

At the field level, Professor Sriram has been the co-chair for the American Marketing Association's Doctoral Consortium (the top annual conference for doctoral education in the field) hosted by Ross in 2013 (he has also represented Ross at this event multiple times, in 2005, 2009, 2012 and 2013 and at the INFORMS Doctoral Consortium in 2013). In addition, he has served as a referee for all the top quantitative marketing journals and his contribution has been noted in the most positive terms. In recognition for his contributions, he was appointed an associate editor for *Quantitative Marketing and Economics* (commented on by multiple letter writers and specifically noted as an unusual appointment for an untenured professor) and to the Editorial Board of the *Journal of Marketing*.

Overall, Professor Sriram's service contributions are at a level higher than that typically expected from an assistant professor. His positive attitude, interest in taking different roles and mentorship of doctoral students make him an asset to the area and to Ross.

External Reviewers:

Reviewer A: "Sriram's rise through academia reveals an important personality trait: he is intrinsically motivated, intellectually curious and strives to constantly improve. As a result of this determination, his research productivity is also on an upward trajectory. ...Sriram is a rising, productive, [junior] scholar in the field of marketing. I would have no reservations about promoting Sriram to the rank of tenured associate professor of marketing at University of Michigan, Ross School of Business."

Reviewer B: "...Professor Sriram is a productive researcher and I expect that he will continue being productive. His work is solid. I believe Professor Sriram does deserve this promotion to associate professor with tenure at the Ross School and I would strongly support his promotion."

Reviewer C: "...Sriram is motivated by big and important substantive problems in his choice of research topics. The papers that I read had a distinct flavor of being problem-driven, a characteristic that I appreciated given my own tastes. At the same time, the econometric methods that he uses are state-of-the-art and sophisticated. Publication in top journals...is tough, and Sriram appears to be able to do this repeatedly. ...I would support Sriram's case for tenure at..."

Reviewer D: "He studies interesting questions in substantively interesting contexts using a thoughtful empirical approach. I therefore have no hesitation in recommending Sriram for tenure at the position of Associate Professor. Sriram is also a good citizen to the field. I do not doubt that

makes for a great colleague at Michigan where I suspect you'll be very happy to have him on board for the long-run."

Reviewer E: "...I came away with a very positive view of Sriram's research and I believe his work has made some important contributions to the marketing literature. ...Sriram's work addresses a set of diverse and important marketing topics. There are many creative ideas in his papers, and what impressed me most is the quality of the execution. It is also worth noting that Sriram seems to have...been on an upward trajectory throughout his career, with his work gradually getting stronger over time. I personally take this as a very strong signal of his abilities and of the expected future quality of his work. I unequivocally recommend that you promote Sriram to Associate Professor with tenure."

Summary of Recommendation:

Professor Sriram's research program achieves excellence in quality and is more than sufficient in quantity for him for promotion. Moreover, he is a consistently strong teacher and a committed and reliable faculty member in terms of service to the department and school. With this in mind, I strongly recommend Srinivasaraghavan Sriram for promotion to associate professor of marketing, with tenure, Stephen M. Ross School of Business.



Alison Davis-Blake

Edward J. Frey Dean of Business

Stephen M. Ross School of Business

May 2015