

Seshan RAMASWAMI (as of May 18 2025)

Lee Kong Chian School of Business
Singapore Management University (SMU)
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Education

PhD, University of Florida, United States of America, 1992

Thesis: A Model of Consumer Price Inertia, supervised by Co-chairs J Wesley Hutchinson and John G Lynch Jr, and Murali Mantrala (committee member), External supervisor: Alan Agresti

Post Graduate Diploma in Management, Indian Institute of Management, Ahmedabad, India, 1987

Bachelor of Science (Mathematics), Mumbai University, India, India, 1985

Academic Appointments

Associate Professor of Marketing (Education), Lee Kong Chian School of Business, SMU, Aug 2011 – Present

Associate Professor of Marketing (Practice), Lee Kong Chian School of Business, SMU, Jul 2009 - Jul 2011

Practice Associate Professor of Marketing, Lee Kong Chian School of Business, SMU, Jul 2006 - Jun 2009

Visiting Professor of Marketing, Indian School of Business, July 2005-June 2006

Associate Professor of Marketing, Lee Kong Chian School of Business, SMU, Aug 2000 - Jun 2005

Visiting Professor of Marketing, Wharton School, University of Pennsylvania, USA, July 1999 – Jun 2000

Assistant Professor of Marketing, Hong Kong University of Science and Technology, Hong Kong, Aug 1992-Jul 1999

Other Work Experience

Research Executive, MARG Marketing and Research Group, Mumbai, 1987-88

Awards and Honors

Dean's Teaching Honour List, LKCSB, 2016-2024

Nominated for University Wide Excellent Teacher Award, LKCSB, 2015

Nominated for Excellent Teacher Award, LKCSB, 2013

RESEARCH

Research Interests

Consumer Decision Making

Context Effects in Judgment and Choice

Retailing

Sustainability

Publications

Journal Articles [Refereed]

Marou Faiseurs De Chocolat: Growing A Sustainability-Focused Bean-to-Bar Brand, by Michelle Lee and Seshan Ramaswami, (2024), *Case Research Journal*, 44(1-Winter), 59-76. <https://nacra.net/wp-content/uploads/2024/08/Case-Research-Journal-Abstracts-44-1.pdf>

Goldman, Arie, S. Ramaswami and Robert E Krider (2002), "Barriers to the Advancement of Modern Retail Formats: Theory and Measurement," *Journal of Retailing*, Vol 78 (4), 281-295. [https://doi.org/10.1016/S0022-4359\(02\)00098-2](https://doi.org/10.1016/S0022-4359(02)00098-2)

The persistent competitive advantage of traditional food retailers in Asia: Wet markets' continued dominance in Hong Kong, by Goldman, Arie; Krider, Robert E.; Ramaswami, Seshan. (1999). *Journal of Macromarketing*, 19 (2), 126-139. <https://doi.org/10.1177/0276146799192004> (Published)

Contextual effects on the revision of evaluative judgments: An extension of the omission-detection framework, by Muthukrishnan, A. V.; Ramaswami, Seshan. (1999). *Journal of Consumer Research*, 26 (1), 70-84. <https://doi.org/10.1086/209551> (Published)

Multiple category decision making: Review and synthesis, by Russell, Gary J.; Ratneshwar, S.; Shocker, Allan D.; Bell, David; Bodapati, Anand; Degeratu, Alex; Hildebrandt, Lutz; Kim, Namwoon; Ramaswami, Seshan; Shankar, Venkatesh H.. (1999). *Marketing Letters*, 10 (3), 319-332. <https://doi.org/10.1023/A:1008143526174> (Published)

Book Chapters

Outside the 'Big 4': Inception and growth of independent artistes and institutions, by RAMASWAMI, Seshan. (2015). In Seshan Ramaswami & Sarita Alurkar-Sriram (Ed.), *Kala Manjari: 50 Years of Indian classical music and dance in Singapore* (pp. 75-99) Singapore: Sun Media Pte Ltd for the Singapore Fine Arts Society. <https://worldcat.org/isbn/9789810944438> (Published)

Conclusion, by RAMASWAMI, Seshan. (2015). In Seshan Ramaswami & Sarita Alurkar-Sriram (Ed.), *Kala Manjari: 50 Years of Indian classical music and dance in Singapore* (pp. 186-190) Singapore: Sun Media Pte Ltd for the Singapore Indian Fine Arts Society. <https://worldcat.org/isbn/9789810944438> (Published)

The enablers of the Indian performing arts: Government, media, the Indian High Commission, donors and event managers, by VARAPRASAD, Chitra; RAJAN, Uma; RAJAN, Shankar; RAMASWAMI, Seshan. (2015). In Seshan Ramaswami & Sarita Alurkar-Sriram (Ed.), *Kala Manjari: 50 years of Indian classical music and dance in Singapore* (pp. 166-184) Singapore: Sun Media Pte Ltd for the Singapore Indian Fine Arts Society. <https://worldcat.org/isbn/9789810944438> (Published)

Edited Books

Kala Manjari: 50 years of Indian classical music and dance in Singapore, edited by RAMASWAMI, Seshan; ALURKAR-SRIRAM, Sarita. (2015). Singapore: Sun Media Pte Ltd. for the Singapore Indian Fine Arts Society. <http://worldcat.org/isbn/9789810944438> (Published)

Conference Proceedings

Class discussion management and analysis application, by SHANKARARAMAN, Venky; GOTTIPATI, Swapna; RAMASWAMI, Seshan; CHHABLAN, Chirag. (2018.0). *Proceedings of the 26th International Conference on Computers in Education (ICCE 2018): Manila, November 26-30*, (pp. 446-451) Manila: APSCE. (Published)

Consumer choice in price-free situations, by RAMASWAMI, Seshan. (2014.0). *INFORMS Marketing Science Society Conference 2014, June 11-14, Atlanta, GA*. (Presented)

The Attributes of Attributes, by RAMASWAMI, Seshan. (2012.0). *INFORMS Marketing Science Conference*, Boston. (Published)

The inferential effects of product line range on brand choice, by RAMASWAMI, Seshan; LEE, Michelle P.. (2008.0). *INFORMS Marketing Science Conference*, Vancouver, British Columbia. (Presented)

A Multi-Country Study of Food Retailing Modernization in Asia, by Goldman, Arie; Krider, Robert E.; RAMASWAMI, Seshan. (2004.0). *European Institute for Retailing and Services Studies (EIRASS) Conference, July 10-13, 2004, Prague, Czech Republic*, Prague, Czech Republic. (Published)

Retail Assortment Variety: How Focus on Assortment versus the Item can Affect Justification Strategies, by Kahn, Barbara; Luce, Mary France; RAMASWAMI, Seshan. (2004.0). *Society for Consumer Psychology Conference, San Francisco, February 2004*, San Francisco, CA. (Published)

The Framing Effects of Bundling, by Muthukrishnan, A. V.; RAMASWAMI, Seshan. (2000.0). *Society for Judgment and Decision Making Annual Meeting, 18-20 November 2000, New Orleans, New Orleans, LA, USA*. (Published)

Modelling Retail Format Competition in Asia, by Krider, Robert E.; Goldman, Arie; Ramaswami, Seshan. (1999.0). *INFORMS Marketing Science Conference*, Syracuse, NY, USA. (Published)

Food Retailing in Asia: Problems and Prospects, by Goldman, Arie; Krider, Robert E.; RAMASWAMI, Seshan. (1998.0). *Managing Economic Liberalization in South Asia Conference, Chennai, India, 1 August 1998*, Chennai, India. (Published)

The Impact of Information Format on Judgment Updating, by Muthukrishnan, A. V.; Ramaswami, Seshan. (1998.0). *Marketing Science Conference, July 10-13, 1998, Fontainebleau, France*, Fontainebleau, France. (Published)

Supermarket Shopping Adoption and the Modernization of Food Retailing, by Goldman, Arie; Krider, Robert E.; RAMASWAMI, Seshan. (1997.0). *INFORMS Marketing Science Conference, Berkeley, CA, 21-24 March 1997*, Berkeley, CA, USA. (Published)

Hong Kong Consumers Food Shopping Patterns: Supermarkets vs. Traditional Retail Stores, by Goldman, Arie; Krider, Robert E.; RAMASWAMI, Seshan. (1996.0). *Consumer Culture in Hong Kong: ConsumAsiaN Research Network Conference, Hong Kong, 18-20 April 1996*, Hong Kong. (Published)

The Price and Promotion Sensitivity of Supermarket Consumers: A Meta-Analysis of Models of Brand Choice, by Ramaswami, Seshan. (1996.0). *INFORMS Marketing Science Conference, Gainesville, 7-10 March 1996*, Gainesville, FL, USA. (Published)

Contextual Effects of Product Line Pricing, by Ramaswami, Seshan. (1995.0). *TIMS Marketing Science Conference, Sydney, July 1995*, Sydney, Australia. <http://biblioteca.universia.net/ficha.do?id=5664807> (Published)

Grocery Shopping Dynamics in the USA and Hong Kong, by Robert, E. Krider; Ramaswami, Seshan. (1995.0). *European Institute of Retailing and Services Studies/CIRASS Conference, Surfers Beach, Australia*, Surfers Beach, Australia. (Published)

The Impact of Data Cleaning Procedures on the Generalizability of Scanner Panel Research, by Ramaswami, Seshan. (1994.0). *TIMS Marketing Science Conference, Tucson, March 1994*, Tucson, AZ, USA. (Published)

An Experimental Investigation into the Effects of a Price Tiered Market on Consumer Price Sensitivity, by Hutchinson, J.W.; Lynch, John G.; Ramaswami, Seshan. (1993.0). *TIMS Marketing Science Conference, St Louis, March 1993*, St. Louis, MO, USA. (Published)

A Model of Consumer Price Inertia, by Ramaswami, Seshan. (1993.0). *TIMS Marketing Science Conference, St Louis, March 1993*, St Louis, MI, USA. (Published)

Working Papers

Context Effects in Product Line Launches, by Ramaswami, Seshan and Michelle LEE (2025),

Reading the Voice of the Customer: A Content Analysis of Consumer Reviews, by Ramaswami, Seshan; VARGHESE, Susheela Abraham. (2003)

Other Outputs and Contributions

Posters

How Direct Experience Affects Causal Inference: theory and implications by RAMASWAMI, Seshan (2024.0), *Society for Judgment and Decision Making Annual Meeting*, 2024 November 22-25, New York (presented)

Consumer Lay Beliefs about the Marketplace: Antecedents and Consequences (2023.0), *Society for Judgment and Decision Making Annual Conference 2023, November 17-20*, San Francisco (Presented) by RAMASWAMI, Seshan;

Framing Effects on Consumer Price Processing by RAMASWAMI, Seshan; (11 Nov 2022). *Society for Judgment and Decision Making Annual Conference 2022, November 10-13*, (Presented)

On the design of marketing interventions that encourage eco-friendly behaviour: A conceptual review, by RAMASWAMI, Seshan; LEE, Michelle. (18 Nov 2019). *Society for Judgment and Decision Making Annual Conference 2019, November 15-18*, (Presented)

Designing interventions that encourage micro-savings: A conceptual review, by RAMASWAMI, Seshan. (19 Nov 2018). *Society for Judgment and Decision Making Annual Conference, 2018 November 16-19*, (Presented)

When is time like money? A conceptual framework, by RAMASWAMI, Seshan. (2017.0). *Society for Judgment and Decision Making Annual Meeting, Vancouver, BC, 2017 November 10-13*, Vancouver. (Presented)

Moral Dimensions of Consumer Decision Making, by RAMASWAMI, Seshan (2015.0). *Society for Judgment and Decision Making Annual Meeting, Chicago, IL, 2015 Nov 20-23*. (Presented)

Consumer Choice in Price-Free Situations, by RAMASWAMI, Seshan. (2013.0). *Society for Judgment and Decision Making Annual Meeting, Toronto, 15-18 November 2013*, Toronto, Canada. (Published)

The Attributes of Attributes, by RAMASWAMI, Seshan. (2012.0). *Society for Judgment and Decision Making conference, Minneapolis*. (Published)

Research Grants

Singapore Management University

The impact of curriculum design and communication practices on student stress: faculty and student perspectives, Educational Research Fellowship (2023), S\$12,000

LiveClass: Live Class Discussion Management and Analysis Tool, SMU Internal Grant, Ministry of Education (MOE) Tier 1 , PI (Project Level): Venky SHANKARARAMAN , Co-PI (Project Level): Swapna GOTTIPATI, Seshan RAMASWAMI, 2017, S\$80,484

The impact of textual structure in print advertising on advertising response: review & extensions from reading research, SMU Internal Grant, Ministry of Education (MOE) Tier 1 , PI (Project Level): Susheela VARGHESE, 2001, S\$28,342

Collaboration with Mary Luce, Jagmohan Raju and Jehoshua Eliashberg, SMU Internal Grant, Ministry of Education (MOE) Tier 1 , PI (Project Level): Seshan RAMASWAMI, 2001, S\$20,114

TEACHING

Courses Taught

Singapore Management University

Undergraduate Programmes :

- Business Statistics
- Consumer Behaviour
- Marketing
- Business Study Mission: Mumbai

Postgraduate Professional Programmes :

- Consumer Behaviour: Theory, Research Methods and Applications
- Marketing Research
- Marketing for a Sustainable World (co-taught)

PhD Programmes

- Consumer Behaviour (co-taught)
- Behavioural Decision Research for Marketing Practice (co-taught)

Executive Education

- Sustainability Strategies and Green Economy. Video module on “Marketing of Green Products” and live webinar on “Marketing for a Sustainable World”

Teaching Publications

Cases

PHS Hair Science: Delivering Holistic Haircare services in Singapore, by RAMASWAMI, Seshan, TAN; Josephine and CHAN, Chi Wei (2025)

Gong Cha's Return to Singapore: Rebuilding a Popular Bubble Tea Franchise, by RAMASWAMI, Seshan; TAN, Josephine; LIM, Thomas (2023), SMU-23-0007 (Published)

Amara Hotels & Resorts, Singapore: Building competitive advantage through sustainability and CSR initiatives, by RAMASWAMI, Seshan; TAN, Josephine; LIM, Thomas. (2022). SMU-22-0014. <https://cmp.smu.edu.sg/case/5506> (Published)

From franchisee to startup: The birth of LiHO bubble tea, by RAMASWAMI, Seshan; WONG, Adina. (2020). SMU-20-0003. <https://cmp.smu.edu.sg/case/4616> (Published)

Carousell: Growing a peer-to-peer mobile app business by building a community, by RAMASWAMI, Seshan; CHEANG, Bonny Mei Qi; LIU, Yuxi; FOO, Nicole Quan Fang; CHEAH, Sin Mei. (2020). SMU-20-0009. <https://cmp.smu.edu.sg/case/4346> (Published)

Marico Bangladesh: Meeting the Value-Added Hair Oil (VAHO) challenge, by RAMASWAMI, Seshan; VENKAT, S. N.; CHAN, Chi Wei. (2019). SMU-19-0039. <https://cmp.smu.edu.sg/case/4246> (Published)

Airport retailing at Mondelez: The launch of Toblerone crunchy almond in Asia, by RAMASWAMI, Seshan; MALHOTRA, Rajiv. (2019). SMU-19-0028. <https://cmp.smu.edu.sg/case/4196> (Published)

Singapore Management University: Marketing a Master of Business Administration Programme, by RAMASWAMI, Seshan; LEE, Michelle; CHAN, Chi Wei. (2019). SMU-19-0002. (Published)

Teaching Notes

PHS Hair Science: Delivering Holistic Haircare services in Singapore, by RAMASWAMI, Seshan, TAN; Josephine and CHAN, Chi Wei (2025)

Gong Cha's Return to Singapore: Rebuilding a Popular Bubble Tea Franchise, by RAMASWAMI, Seshan; TAN, Josephine; LIM, Thomas (2023), SMU-23-0007TN

Amara Hotels & Resorts, Singapore: Building competitive advantage through sustainability and CSR Initiatives, by RAMASWAMI, Seshan; TAN, Josephine; LIM, Thomas. (2022). SMU-22-0014TN. <https://cmp.smu.edu.sg/case/5506> (Published)

From franchisee to startup: The birth of LiHO bubble tea, by RAMASWAMI, Seshan; WONG, Adina. (2020). SMU-20-0003. <https://cmp.smu.edu.sg/case/4616> (Published)

Carousell: Growing a peer-to-peer mobile app business by building a community, by RAMASWAMI, Seshan; CHEANG, Bonny Mei Qi; LIU, Yuxi; FOO, Nicole Quan Fang; CHEAH, Sin Mei. (2020). SMU-20-0009. <https://cmp.smu.edu.sg/case/4346> (Published)

Marico Bangladesh: Meeting the Value-Added Hair Oil (VAHO) challenge, by RAMASWAMI, Seshan;

VENKAT, S. N.; CHAN, Chi Wei. (2019). SMU-19-0039. <https://cmp.smu.edu.sg/case/4246> (Published)

Airport retailing at Mondelez: The launch of Toblerone crunchy almond in Asia, by RAMASWAMI, Seshan; MALHOTRA, Rajiv. (2019). SMU-19-0028. <https://cmp.smu.edu.sg/case/4196> (Published)

Singapore Management University: Marketing a Master of Business Administration Programme, by RAMASWAMI, Seshan; LEE, Michelle; CHAN, Chi Wei. (2019). SMU-19-0002. (Published)

OTHER ACADEMIC AND PROFESSIONAL ACTIVITIES

Media Contributions and Citations

Commentary: The disappearing convenience of convenience stores, Channel News Asia Online, October 10 2022.

https://news.smu.edu.sg/sites/news.smu.edu.sg/files/wwwsmu/news_room/smu_in_the_news/2022/Oct2022/Oct10/20221010-CNAOnline-Commentary-The.pdf

Commentary: Distressing for people's lives when lights go off during Facebook outage, Channel News Asia Online, 13 Oct 2021

https://www.smu.edu.sg/sites/default/files/smu/news_room/smu_in_the_news/2021/Oct2021/Oct13/20211013-CNAOnline-Commentary-Distressing.pdf

Commentary: Does Singapore just have too many F&B outlets?, Channel News Asia Online, 11 Jun 2021

https://www.smu.edu.sg/sites/default/files/smu/news_room/smu_in_the_news/2021/Jun2021/Jun11/20210611-CNA-Commentary-Does.pdf

Commentary: Why many retailers are calling for a circuit breaker, Channel News Asia Online, 22 May 2021

https://www.smu.edu.sg/sites/default/files/smu/news_room/smu_in_the_news/2021/May2021/May24/20210522-CNAOnline-Commentary-Why.pdf

Commentary: Does market research have a role in innovation? By RAMASWAMI, Seshan (2019, June 7), Tabla (Published)

https://news.smu.edu.sg/sites/news.smu.edu.sg/files/wwwsmu/news_room/smu_in_the_news/2019/Jun2019/Jun11/20190607-Tabla-Singapore-07-25x16.pdf

Commentary: Open your eyes to hidden marketing innovations around us, Tabla, (2018, March 2)

https://news.smu.edu.sg/sites/news.smu.edu.sg/files/wwwsmu/news_room/smu_in_the_news/2018/Mar2018/Mar2/20180302-Tabla-News-09-24x32.pdf

UNIVERSITY SERVICE

Singapore Management University

University Faculty Senate, Member (2024- Present)

Faculty advisor, Smarketing Advisor, Jan 2013 – Present

Committee Member, Shirin Fozdar Community Service Project Grants Committee, Jan 2018 – Present

Marketing Advisor, Area Advisor, Apr 2011 - Present

Committee Member, CTE Micro Teaching Forum, Aug 2021
LKCSB Behavioural Laboratory Co-ordinator (2021-2024)
Graduate Student Teaching Mentor, Mentor, Jun 2021 - Dec 2021
Survey Co-ordinator, Campus Transformation Group, Apr 2021 - Dec 2021
Committee Member, Campus Transformation Group, 2020 - 2021
Secretary, Faculty Senate, Apr 2020 - Mar 2022
Executive committee member, Faculty Senate, Apr 2018 - Mar 2020
Committee Member, CTE Micro Teaching Feedback Forum, Aug 2017
Member, Teaching Awards Committee, Jun 2017 – 2020
University Senate Service, Faculty Senate, Apr 2017 - Mar 2018
Committee Member, Blue Ribbon Commission, Mar 2017 - Mar 2018
Course Co-ordinator for Consumer Behaviour, Course Co-ordination, Jan 2012 – 2024
Course Co-ordinator for Marketing, 2021-22

EXTERNAL SERVICE – PROFESSIONAL

Reviewer Ad Hoc Reviewer, Editorial Review Panel, Vikalpa, Academic Journal of IIM Ahmedabad, 2020 - Present
Member Board of Advisors, Academic and Examination Boards, Marketing Institute of Singapore Training Centre, 2017 - Present
Guest Speaker, Discussion Panel - Arts Research in Singapore: New Priorities, Opportunities and Directions, National Arts Council, 2017
Member, Editorial Review Panel, Editorial Review Panel, IIMB Management Review, 2010 - Present
Judge, SMU Internal Review Panel, L'Oreal Branding Competition (2010,2011,2012), 2010 - 2012
Reviewer Journal Article, Journal of Marketing, 2009 - 2013

EXTERNAL SERVICE – PUBLIC SECTOR AND COMMUNITY SERVICE

Member, Examination and Academic Boards, Marketing Institute of Singapore Business School, 2015 - Present
Discussant, Singapore Submissions for UNESCO Intangible Heritage Award , National Heritage Board, 2021
Board Member, Advisory board, Indian Heritage Centre, 2018 – 2019
Officer: Secretary, Management Committee, Singapore Indian Fine Arts Society, 2017 – 2019
Member, Research Advisory Panel, National Arts Council, 2016 – 2018
Member, Publicity Committee, Singapore Indian Fine Arts Society, 2013 – 2015
Member, Examination Board, Marketing Institute of Singapore, 2013 – 2014
Member, Arts Research Panel, National Arts Council, 2012 - 20213
Officer: Vice President, Singapore Indian Fine Arts Society, 2007 – 2009