

**MKT 88200**  
**PhD Seminar**  
**Marketing Strategy: Theory and Empirics**

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### Objectives

Marketing Strategy concerns itself with the study of substantive problems in both B2B and B2C markets. It is inherently a multi-disciplinary domain of research, and thus its' theoretical and empirical foundations are rather broad. This course is designed to expose PhD students to the dominant theoretical perspectives (arising from economics, sociology, and management) and the multiple methods (qualitative interviews, experiments, event studies, structural models) that form the bedrock of marketing strategy research.

### Pedagogical Approach

There are many interesting levels of analysis in marketing strategy research: individual, dyadic, group, firm, interorganizational, and industry level. I have attempted to structure the course and the literature along these units of analysis with the firm as the focus: the firm, the dyad, beyond the dyad and emerging topics. The substantive sessions are mixed with the theoretical sessions. Several sessions also have assigned "toolkit readings" (from the required text) to ensure that PhD students are exposed to a wide range of empirical methods.

### Course Materials

Each week's readings are available in the Newman library databases.

**Required text:** *Assessing Marketing Strategy Performance*, eds. Christine Moorman and Donald R. Lehmann, Cambridge, MA: Marketing Science Institute.



### Grading

Class Discussion	20%
Concept Maps (4 at 5% each)	20%
Reviewing a Paper	15%
Research Project	
Idea Page	15%
Final paper and presentation	30%

Please note that attendance in all class sessions is a course requirement. As is reading all papers and being prepared for in-depth discussion on all of them.

## **Course Format / Requirements**

Each week we will discuss a few papers (please refer to the attached weekly list), typically oriented around a particular topic, or a theoretical perspective. Students are expected to be fully prepared to discuss these papers. As a rule of thumb, read the older papers first, or a paper whose title includes “review”. To prepare, as you read, ask yourself the following:

- a. What grabbed my attention? Where is the tension in the paper?
- b. What else might also explain these results?
- c. What is missing?
- d. How might changes in the level of analysis further inform research?
- e. What further questions does this paper open up?

## **Concept Maps** (*adapted from Prof. Sandy Jap’s PhD class*)

Students will be asked to create a concept map for four sessions in the semester. In the first class, based on interest, I will assign the sessions for the concept maps.

A concept map is a one-page, visual tool that brings together a set of key concepts, insights, and interrelationships to reflect your core learning from that session. This is an organizing exercise that should help to give you a deeper understanding of the material and readily see interrelationships, gaps, and implications. Sample concept maps are given at the end of this syllabus.

## **Reviewing a Paper**

Reviewing for journals is one of the important tasks that a scholar must perform. It is good for the discipline; if we did not have careful, thoughtful, willing reviewers, then the value of our work that is published would be much lower, and the error level in that work would be much higher. It is good for you intellectually in that it keeps you up to date with what other scholars in your area are doing.

I will assign each of you an article to review (see course calendar). Your task will be to review the article. Assignment will consist of: 1) a completed reviewing form, 2) a one-page letter to the editor detailing and justifying your recommendation for the article, and 3) a note to the authors. This note should be no more than three pages long and should *politely and constructively* note issues that they should consider in revising their paper (either for the current journal or for submission to another journal) and make suggestions for improving the paper.

## **Research Project**

Each student has to complete a research paper on a market-strategy related topic – which broadly means that your project must be *substantively* motivated. You will be expected to offer predictions and design a marketing strategy study. This could involve an experiment, quasi-experiment, a survey, a content analysis, a meta-analysis, a field study, or an empirical analysis of secondary brand and/or firm data.

Your research project will consist of two parts (deadlines given in the schedule):

## **Idea Page** (*adapted from Prof. Sandy Jap’s PhD class*)

The “idea page” is a sketch of your final research paper, its positioning, and a very rough sense of at least one way you might go about testing it. Be sure to define your constructs and present

the explanatory mechanism(s). Think of an idea page as a "pitch sheet," an abstract of the critical elements necessary to launch a new project. Hence, the idea page should contain 5 elements:

1. Problem statement: substantive context and problem
2. Research questions: specific research question(s)
3. Theory: theoretical perspective to be adopted, constructs, brief sketch of hypotheses
4. Potential contribution - how does answering these questions create incremental value and what would the research be cited for?
5. Methodological approach - what method(s) you want to use and why

Feedback on the idea page will inform your final research paper.

### ***Final Paper and Presentation***

Your final paper should be as complete as possible (~15 pages, double-spaced). Paper should also include (on top of the idea page), a concise, relevant literature review, and a method section. The method section should also be “complete”, in the following manner:

For a proposed experiment/survey the section must include:

- Experimental/survey design, manipulations/measures, and stimuli/entire survey
- Analysis to be used
- A Results section with an empty results table

For proposed secondary data:

- Data source
- Measures of independent and dependent variables
- Analysis method to be used
- A results section with an empty results table

### **Course Calendar (subject to change)**

<b>Class</b>	<b>Date</b>	<b>Topic</b>
Class 1	Jan 29 <sup>th</sup>	Introduction to Marketing Strategy: A multi-theory and multi-method discipline
<b>Firm-focused Perspective</b>		
Class 2	Feb 5 <sup>th</sup>	Marketing Strategy and its Impact
Class 3	Feb 19 <sup>th</sup>	Innovation
Class 4	Feb 26 <sup>th</sup>	Signaling and Equity Theory in Marketing
<b>Dyadic Perspective</b>		
Class 5	Mar 5 <sup>th</sup>	Transaction Cost Economics in Marketing; <b>Reviews Assigned</b>
Class 6	Mar 12 <sup>th</sup>	Agency Theory in Marketing; <b>Submit Idea Page</b>
Class 7	Mar 19 <sup>th</sup>	Governance Theory; <i>Prof. Alok Kumar</i>
Class 8	Mar 26 <sup>th</sup>	Relational Marketing; <i>Prof. Ljubomir Potovac</i> ; <b>Submit Reviews</b>
<b>Beyond the Dyad: Triadic and Social Networks</b>		
Class 9	Apr 9 <sup>th</sup>	Triadic Perspective, and <b>Reviews' Discussion</b>
Class 10	Apr 16 <sup>th</sup>	Social Networks
<b>Emerging Topics and Tools</b>		
Class 11	Apr 23 <sup>rd</sup>	Text analysis and Machine learning in Marketing
Class 12	Apr 30 <sup>th</sup>	Design of Experiments: Beyond 2x2s
<b>Student Presentations</b>		
Class 13	May 7 <sup>th</sup>	Student Presentations; <b>Submit papers before class</b>
Class 14	May 14 <sup>th</sup>	Feedback on Papers (one-on-one) and Wrap Up

## Detailed Readings

### 1. Introduction to Marketing Strategy: A multi-theory and multi-method discipline

Day, George S. and Robin Wensley (1983), "Marketing Theory with a Strategic Orientation," *Journal of Marketing*, 47(4), 79-89.

Hunt, Shelby D. and Robert M. Morgan (1995), "The Comparative Advantage Theory of Competition," *Journal of Marketing*, 59 (April), 1-15.

Vargo, Stephen L. and Robert F. Lusch (2004), "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing*, 68(1), 1-17.

Watson IV, George F., Stefan Worm, Robert W. Palmatier, and Shankar Ganesan (2015). "The evolution of marketing channels: Trends and research directions." *Journal of Retailing* 91, no. 4: 546-568.

Anderson, Eugene W. and Mary W. Sullivan, "The Antecedents and Consequences of Customer Satisfaction for Firms," *Marketing Science*, 12(2) 125-43.

*Book Introduction:* Christine Moorman and Donald R. Lehmann, Assessing Marketing Strategy Performance: How do we get there? in *Assessing Marketing Strategy Performance*

## FIRM-FOCUSED PERSPECTIVE

### 2. Marketing Strategy and its Impact

Geyskens, Inge, Katrijn Gielens, and Marnik G. Dekimpe (2002). "The market valuation of internet channel additions." *Journal of Marketing* 66.2 (2002): 102-119.

Mizik, Natalie and Robert Jacobson (2008), "The Financial Value Impact of Perceptual Brand Attributes," *Journal of Marketing Research*, 45 (1), 15-32.

Saboo, Alok R., Anindita Chakravarty, and Rajdeep Grewal. "Organizational debut on the public stage: Marketing myopia and initial public offerings." *Marketing Science* 35.4 (2016): 656-675.

Srinivasan, Shuba and Dominique M. Hanssens (2009), "Marketing and Firm Value: Metrics, Methods, Findings and Future Directions," *Journal of Marketing Research*, 46(3), 293-312.

Germann, Frank, Peter Ebbes, and Rajdeep Grewal (2015). "The Chief Marketing Officer matters!." *Journal of Marketing* 79.3: 1-22.

#### *Toolkit Reading:*

Chapter 1: Srinivasan, Raji and Sundar Bharadwaj (2004), "Event Studies in Marketing Strategy Research," in *Assessing Marketing Strategy Performance*.

Chapter 2: Mizik, Natalie and Robert Jacobson (2004) "Stock Return Response Modeling," in *Assessing Marketing Strategy Performance*,

### 3. Innovation

Bayus, Barry L., Gary Erickson and Robert Jacobson (2003), "The Financial Rewards of

New Product Introductions in the Personal Computer Industry," *Management Science*, 49(2), 197-210.

Chandy, Rajesh K. and Gerard J. Tellis (2000), "The Incumbent's Curse? Incumbency, Size, and Radical Product Innovation," *Journal of Marketing*, 64 (3), 1-17.

Kalaiganam, Kartik, Tarun Kushwaha, and Meike Eilert (2013), "The Impact of Product Recalls on Future Product Reliability and Future Accidents: Evidence from Automobile Industry," *Journal of Marketing*, 77(2), 41-57.

King, David R., Rebecca J. Slotegraaf, and Idalene Kesner (2008), "Performance Implications of Firm Resource Interaction in the Acquisition of R&D-Intensive Firms," *Organization Science*, 19(2), 327- 340.

Toolkit Reading:

Chapter 4: Dekimpe, Marnik and Dominique M. Hanssens (2004), "Persistence Modeling for Assessing Marketing Strategy Performance," in *Assessing Marketing Strategy Performance*

#### **4. Signaling and Equity Theory in Marketing**

Blanchard, Simon, Mahima Hada and Kurt Carlson (2018), "Specialist Competitor Referrals: Using Competitor Referrals for Nonfocal Products to Increase Focal Product Sales," *Journal of Marketing* 82(4), 127-145.

Basuroy, Suman, Kalpesh Kaushik Desai, and Debabrata Talukdar (2006). "An empirical investigation of signaling in the motion picture industry." *Journal of marketing research* 43, no. 2: 287-295.

Kirmani, A. and Rao, A.R., 2000. No pain, no gain: A Critical Review of the Literature on Signaling Unobservable Product Quality. *Journal of Marketing*, 64(2), 66-79

Oliver, Richard L., and John E. Swan (1989), "Consumer Perceptions of Interpersonal Equity and Satisfaction in Transactions: a Field Survey Approach," *Journal of Marketing*, 53 (2), 21-35.

Sawant, Rajeev, Mahima Hada and Simon Blanchard (2021), "Contractual Discrimination in Franchise Relationships", *Journal of Retailing*, *in-press*

### **DYADIC PERSPECTIVE**

#### **5. Transaction Cost Economics in Marketing**

Anderson, Erin and Bart A. Weitz, (1992), "The Use of Pledges to Build and Sustain Commitment in Distribution Channels," *Journal of Marketing Research*, 29 (1), 18-34.

Bergen, Mark, Shantanu Dutta, Jan B. Heide, and George John (1995), "Understanding Dual Distribution: The Case of Reps and House Accounts," *Journal of Law, Economics and Organization*, 11 (April), 189-204.

Grewal, Raj, Anindita Chakravarty and Amit Saini (2010). "Governance Mechanisms in Business-to- Business Electronic Markets," *Journal of Marketing*, 74(4), 45-62.

Robertson, Thomas and Hubert Gatignon (1998), "Technology Development Mode: A Transaction Cost Conceptualization," *Strategic Management Journal*, 19, (6), 515-532

Rindfleisch, Aric and Jan B. Heide (1997). "Transaction Cost Analysis: Past, Present, and Future Applications," *Journal of Marketing*, 61(4), 30-54.

## **6. Agency Theory in Marketing**

Bergen, Mark, Shantanu Dutta, and Orville C. Walker (1992), "Agency Relationships in Marketing: A Review of the Implications and Applications of Agency and Related Theories," *Journal of Marketing*, 56 (3), 1-24.

Grewal, Raj, Alok Kumar, Girish Mallapragada and Amit Saini (2013). "Marketing Channels in Foreign Markets: Control Mechanisms and the Moderating Role of Multinational Corporation Headquarters–Subsidiary Relationship," *Journal of Marketing Research*, 50(3), 378–398.

Heide, Jan B., Kenneth H. Wathne and A. I. Rokkan (2007). "Interfirm Monitoring, Social Contracts, and Relationship Outcomes," *Journal of Marketing Research*, 44(3), 425-433.

Joseph, K. and A. Thevaranjan (1998). "Monitoring and Incentives in Sales Organizations: An Agency-Theoretic Perspective," *Marketing Science*, 17(2), 107-123.

Mishra, Debi P., Jan B. Heide and Stanton G. Cort (1998). "Information Asymmetry and Levels of Agency Relationship," *Journal of Marketing Research*, 35(3), 277-295

## **7. Governance Theory (Prof. Alok Kumar)**

Brown, James R., Chekitan S. Dev and Dong-Jin Lee (2000), "Managing Marketing Channel Opportunism: The Efficacy of Alternative Governance Mechanisms," *Journal of Marketing*, 64 (April), 51-65.

Heide, Jan B. (1994), "Inter-Organizational Governance in Marketing Channels: Theoretical Perspectives on Forms and Antecedents," *Journal of Marketing*, 58 (January), 71-85.

Kumar, Alok, Jan B. Heide, and Kenneth H. Wathne (2011), "Performance Implications of Mismatched Governance Regimes across External and Internal Relationships," *Journal of Marketing*, 75 (2), 1-17.

Wathne, Kenneth H. and Jan B. Heide (2004), "Relationship Governance in a Supply Chain Network," *Journal of Marketing*, 68 (1), 73-89.

## **8. Relational Marketing**

Fournier, Susan (1998), "Consumers and Their Brands: Developing Relationship Theory in Consumer Research," *Journal of Consumer Research*, 24(4), 343-53.

Ganesan, Shankar (1994), "Determinants of Long-Term Orientation in the Buyer-Seller Relationships," *Journal of Marketing*, 58 (April), 1-19.

Hada, Mahima, Arnaud De Bruyn and Gary L Lilien (2018), "Horizontal Referrals in B2B Markets", *Working Paper*

Palmatier, Robert W., Rajiv P. Dant, Dhruv Grewal, and Kenneth R. Evans (2006), "Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis," *Journal of Marketing*, 70(Oct), 136-53.

Vosgerau, Joachim, Erin Anderson, and William T. Ross (2008), "Can Inaccurate Perceptions in B2B Relationships be Beneficial?" *Management Science*, 27(2), 205-224.

Toolkit Reading:

*Chapter 4:* Dekimpe, Marnik and Dominique M. Hanssens (2004), "Persistence Modeling for Assessing Marketing Strategy Performance," in *Assessing Marketing Strategy Performance*

## BEYOND THE DYAD

### 9. The Triadic Perspective

Hada, Mahima, Rajdeep Grewal and Gary L. Lilien (2014), "Supplier-Selected Referrals," *Journal of Marketing*. Vol. 78 (March), 34-51.

Wuyts, Stefan, Stefan Stremersch, Christophe Van den Bulte, and Philip Hans Franses. "Vertical marketing systems for complex products: A triadic perspective." *Journal of Marketing Research* 41, no. 4 (2004): 479-487.

Downing, S. T., Kang, J. S., & Markman, G. D. (2019). What You Don't See Can Hurt You: Awareness Cues to Profile Indirect Competitors. *Academy of Management Journal*, 62(6), 1872-1900.

**Discussion: Reviews**

### 10. Social Networks

Granovetter, Mark S. (1985), "Economic action and social structure: The problem of embeddedness", *American Journal of Sociology*, 91(3), 481-510

Ahearne Michael, Son Lam, Babak Hayati, and Florian Kraus (2013), "Intrafunctional Competitive Intelligence and Sales Performance: A Social Network Perspective" *Journal of Marketing*, 75 (5), 37-56.

Rindfleisch, Aric and Christine Moorman, "The Acquisition and Utilization of Information in New Product Alliances: A Strength-of-ties Perspective", *Journal of Marketing*, 65(2), 1- 18.

Mallapragada, Girish, Rajdeep Grewal and Gary L. Lilien (2012), "User-Generated Open Source Products: Founder's Social Capital and Time-to-Market," *Marketing Science*, 31(3), 474-492.

Tuli, Kapil R., Sundar G. Bharadwaj, and Ajay K. Kohli. (2010), "Ties That Bind: The Impact of Multiple Types of Ties with a Customer on Sales Growth and Sales Volatility," *Journal of Marketing Research*, 47 (1),36-50.

Toolkit Reading:

Chapter 12 : Houston et al (2004), "A Network Perspective on Marketing Strategy Performance," in *Assessing Marketing Strategy Performance*

## EMERGING TOPICS AND TOOLS

### 11. Text Analysis and Machine Learning in Marketing

Godes, David and Dina Mayzlin (2004), "Using Online Conversations to Study Word-of-Mouth Communication", *Marketing Science*, 23(4), 545 – 560

Tirunillai, Seshadri and Gerard J. Tellis (2012), "Does Chatter Really Matter? Dynamics of User-generated Content and Stock Performance," *Marketing Science*, 31 (2), 198-215.

Ryoo, Jun Hyun, Xin Wang, and Shijie Lu (2020). "Do Spoilers Really Spoil? Using Topic Modeling to Measure the Effect of Spoiler Reviews on Box Office Revenue." *Journal of Marketing*

Hada, Mahima, Andrea Pelaez Martinez, and Ujwal Kayande (2021), "What do People Talk About?" *Working paper*

### 12. Design of Experiments: Beyond 2x2s

Smith, Amy K., Ruth N. Bolton, and Janet Wagner (1999). "A model of customer satisfaction with service encounters involving failure and recovery". *Journal of Marketing Research*, 36(3), 356-372.

Hada Mahima (2021), "Establishing Causality in B2B Studies: Using Experiments with Respondents", *forthcoming in Handbook of B2B Marketing*

Wuyts, Stefan, Peter C. Verhoef, and Remco Prins (2009). Partner selection in B2B information service markets. *International Journal of Research in Marketing*, 26(1), 41-51.

### 13. Final Paper Presentations

### 14. Feedback for final papers and Wrap up



CONCEPT MAPS (from Prof. Sandy Jap)

