

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.

Grading

Class Discussion	20%
Concept Maps and Data Tables (as noted)	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/duration studied (cross-sectional, longitudinal/dynamic) further inform research?
- e. What further questions does this paper open up?

For the entire session (i.e., on the one topic), prepare a **concept map**:

- 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 (adapted from Prof. Sandy Jap’s PhD class)

Note that almost every session has a “summary paper” assigned on that topic. Do NOT use that paper while building your concept map for that session.

For the *noted* paper (see schedule), have the following ready (**Data Table Assignment**):

- A table that maps the following: construct name, definition, measurement of construct
- A “Data Table” – an empty excel file which will recreate how the paper’s data table will have looked like for analysis. The key concept here will be your “unit of analysis” which will differ in each row of your table. For example, in a consumer behavior experiment/survey, each consumer’s response to the questionnaire is a separate row, and the variables are the columns. This combination of rows-and-columns gives you a data table.

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 (in addition to content in 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)

Class	Topic
Class 1	Introduction to Marketing Strategy: A multi-theory and multi-method discipline
Class 2	Marketing Strategy and its Impact; Introduction to WRDS datasets and portal
Class 3	Innovation
Class 4	Signaling and Equity Theory in Marketing
Class 5	Transaction Cost Economics in Marketing; Reviews Assigned
Class 6	Agency Theory in Marketing
Class 7	Governance Theory; Submit Idea Page
Class 8	Relational Marketing; Submit Reviews
Class 9	Triadic Perspective, and Reviews’ Discussion
Class 10	Social Networks
Class 11	Text analysis and Machine learning in Marketing
Class 12	Design of Experiments: Beyond 2x2s
Class 13	Student Presentations; Submit papers before class
Class 14	Feedback on Papers (one-on-one) and Wrap Up

Detailed Readings (subject to change)

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.

Anderson, Eugene W. and Mary W. Sullivan (1993), "The Antecedents and Consequences of Customer Satisfaction for Firms," *Marketing Science*, 12(2) 125-43.

FIRM-FOCUSED PERSPECTIVE

2. Marketing Strategy and its Impact

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.

Edeling, Alexander, and Marc Fischer (2016). "Marketing's impact on firm value: Generalizations from a meta-analysis." *Journal of Marketing Research* 53.4: 515-534. -> Kimia

Sorescu, Alina, Nooshin L. Warren, and Larisa Ertekin (2017). "Event study methodology in the marketing literature: an overview." *Journal of the Academy of Marketing Science* 45.2: 186-207.

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

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

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.

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.

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. (Data Table assignment)

Lilien, G. L., Morrison, P. D., Searls, K., Sonnack, M., & Hippel, E. V. (2002). Performance assessment of the lead user idea-generation process for new product development. *Management science*, 48(8), 1042-1059. -> **Joslyn**

4. Signaling and Equity Theory in Marketing

Signaling:

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

Basuroy, Suman, Kalpesh Kaushik Desai, and Debabrata Talukdar (2006). "An empirical investigation of signaling in the motion picture industry." *Journal of Marketing Research* 43(2): 287-95.

Equity Theory:

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.

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), 127-45. -> **Mengtian**

Sawant, Rajeev, Mahima Hada and Simon Blanchard (2021), "Contractual Discrimination in Franchise Relationships", *Journal of Retailing*, 97(3), 405-423. **(Data Table Assignment)**

DYADIC PERSPECTIVE

5. Transaction Cost Economics in Marketing

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

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.

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.

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

6. Agency Theory in Marketing -> **Mengtian**

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.

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

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.

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.

7. Governance Theory

Emerson, R. M. (1962). Power-dependence relations. *American Sociological Review*, 31-41.

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

Kumar, N., Scheer, L. K., & Steenkamp, J. B. E. (1995). The effects of perceived interdependence on dealer attitudes. *Journal of marketing research*, 32(3), 348-356.

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.

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. **(Data Table Assignment)**

Heide, J. B., Kumar, A., & Wathne, K. H. (2014). Concurrent sourcing, governance mechanisms, and performance outcomes in industrial value chains. *Strategic Management Journal*, 35(8), 1164-1185.

8. Relational Marketing

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

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

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.

Jung, W., Peck, J., Palmeira, M., & Kim, K. (2022). An Unintended Consequence of Product Upgrades: How Upgrades Can Make Current Consumers Feel Left Behind. *Journal of Marketing Research*, <https://journals.sagepub.com/doi/pdf/10.1177/00222437221078551>; (Data Table Assignment) → JOSLYN

BEYOND THE DYAD

9. The Triadic Perspective

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

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

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.

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. (Data Table Assignment)

Zubcsek, Peter Pal, Zsolt Katona, and Miklos Sarvary (2017). "Predicting mobile advertising response using consumer colocation networks." *Journal of Marketing* 81.4: 109-126.

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* (Data Table Assignment) → KIMIA

Hagen, Linda, Kosuke Uetake, Nathan Yang, Bryan Bollinger, Allison JB Chaney, Daria Dzyabura, Jordan Etkin et al (2020). "How can machine learning aid behavioral marketing research?" *Marketing Letters* 31, no. 4: 361-370.

Wei, Y. M., Hong, J., & Tellis, G. J. (2021). EXPRESS: Machine Learning for Creativity: Using Similarity Networks to Design Better Crowdfunding Projects. *Journal of Marketing*, 00222429211005481.

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.

Hada, Mahima, Arnaud De Bruyn, and Gary L. Lilien (2024). "Horizontal Referrals in B2B Markets." *Journal of Marketing Research* 61.1: 143-164.

13. Final Paper Presentations

14. Feedback for final papers and Wrap up

CONCEPT MAPS (from Prof. Sandy Jap)

