

COURSE 26:630:685: Special Topics--Pro-Seminar in Marketing and Supply Chain

Fall 2018; Wednesdays 10:00-12:50

Newark, 1 WP, Room 202

COURSE DESCRIPTION

Organizations are now recognizing the importance of demand-supply integration to their growth and success. While marketing and supply chain management are an essential part of any business qualification, it is becoming increasingly essential to understand the need for integration between synergize marketing and SCM.

This course acquaints students with the current research areas and specific research topics being conducted by RBS marketing and supply chain faculty. It has a pro-seminar format where different faculty members present their areas of research to students every week. Students need to come up with idea papers based on the different topics being presented in class.

COURSE OBJECTIVES

The aim of the course is to provide students in the early stage of their graduate work with an overview of different research areas in marketing and supply chain, as well as the current research topics that the RBS doctoral faculty are working on. The goal is for students to leave the course with a stronger sense of their own research path and to foster collaborations with the faculty and other students in the respective departments as well as inter-disciplinary research activities. Students should be able to articulate the area of research interests by the end of the semester.

COURSE FORMAT AND CONTENTS

The course will consist of readings, discussion, in-class exercises, idea papers, and short presentations.

The course will provide an overview of the following topics.

Marketing Department

Consumer Behavior
Marketing Models

Marketing Strategy

Supply Chain Management Department

Risk and Supply Chain Disruption
Supply Chain Relationship Management
Service and Healthcare Operations

GRADING CRITERIA

Each student must produce a research paper at the end of the semester. The paper should contain introduction and motivation, literature search, methodology and/or models, and expected outcomes in terms of hypotheses or propositions. The closer the paper is to a complete paper ready to submit to a journal, the higher grade will be. In the process, each student must select an advisor or two, who will supervise the research on a regular basis.

These papers will be presented at the end of the semester as part of the Marketing-SCM joint seminars.

TENTATIVE CLASS SCHEDULE

Week 1: Cross-Cultural Approaches and Experiential Consumption (Sonia Monga and Gabbie Tonietto)

a) Cross-cultural Research: A Dynamic View

During this portion of class, we will be focusing on cultural research within consumer behavior. While initial research on culture focused on countries as representations of cultures (e.g., US = individualistic, China = collectivistic), more recently the dynamic view of cultural influence looks at within culture variations. The first paper provides an overview of this approach, and the latter two papers focus on the effects on analytic-holistic thinking on branding, from the lens of cross-cultural and within cultural variations.

Required Reading:

- Briley, Donnel, Robert S. Wyer, and En Li. 2014. "A Dynamic View of Cultural Influence: A Review." *Journal of Consumer Psychology*, 24(4), 557-571.
- Monga, Alokparna Basu and Deborah Roedder John (2010), "What Makes Brands Elastic? The Influence of Brand Concept and Styles of Thinking on Brand Extension Evaluation," *Journal of Marketing*, 74 (May), 80-92.
- Monga, Alokparna Basu and Deborah Roedder John (2007), "Cultural Differences in Brand Extension Evaluation: The Influence of Analytic versus Holistic Thinking," *Journal of Consumer Research*, 33 (March), 529-536.

b) Experiential Consumption

While traditional marketing focused largely on how consumers spend their money, a growing interest lies in how consumers spend their time. In this section, we will focus on the consumption of experiences. We will discuss how this literature emerged and its implications for consumer happiness and well-being and for marketers of experiences and services.

Required Reading:

- Van Boven, L., & Gilovich, T. (2003). To do or to have? That is the question. *Journal of personality and social psychology*, 85(6), 1193.
- Nelson, L. D., & Meyvis, T. (2008). Interrupted consumption: Disrupting adaptation to hedonic experiences. *Journal of Marketing Research*, 45(6), 654-664.
- Keinan, A., & Kivetz, R. (2010). Productivity orientation and the consumption of collectable experiences. *Journal of Consumer Research*, 37(6), 935-950.
- Tonietto, G. N., & Malkoc, S. A. (2016). The Calendar Mindset: Scheduling Takes the Fun Out and Puts the Work In. *Journal of Marketing Research*, 53(6), 922-936.

Recommended readings:

- Barasch, A., Zauberan, G., & Diehl, K. (2017). How the intention to share can undermine enjoyment: Photo-taking goals and evaluation of experiences. *Journal of Consumer Research*, 44(6), 1220-1237.
- Etkin, J. (2016). The hidden cost of personal quantification. *Journal of Consumer Research*, 42(6), 967-984.
- Goodman, J. K., Malkoc, S. A., & Stephenson, B. L. (2016). Celebrate or commemorate? A material purchase advantage when honoring special life events. *Journal of the Association for Consumer Research*, 1(4), 497-508.
- Malkoc, S. A., & Tonietto, G. N. (2019). Activity versus Outcome Maximization in Time Management. *Current opinion in psychology*.
- Mogilner, C., Chance, Z., & Norton, M. I. (2012). Giving time gives you time. *Psychological Science*, 23(10), 1233-1238.
- Nicolao, L., Irwin, J. R., & Goodman, J. K. (2009). Happiness for sale: Do experiential purchases make consumers happier than material purchases?. *Journal of consumer research*, 36(2), 188-198.
- Tonietto, G. N., Malkoc, S. A., & Nowlis, S. M. (*in press*). When an Hour Feels Shorter: Future Boundary Tasks Alter Consumption by Contracting Time. *Journal of Consumer Research*.
- Zauberan, G., & Lynch Jr, J. G. (2005). Resource slack and propensity to discount delayed investments of time versus money. *Journal of Experimental Psychology: General*, 134(1), 23.

Week 2: Evolutionary and Social Psychological Approaches to Consumer Behavior (Kristina Durante)

Can understanding the evolution of the human brain help us understand markets? While it may seem like a bridge too far, the purpose of this section is to demonstrate the power and insight of using evolution and neuroscience to understand consumer choice. An evolutionary lens provides a powerful tool for understanding the private, often hidden, reasons that guide decision-making. This insight can give marketers an edge in CRM, predicting trends, and improving forecast models. Through readings and examples, we will become familiar with specific evolutionarily-informed theories applied to core areas of consumer research. We will discuss the strengths and limitations of an evolutionary-informed research program and, through this discussion, students will come up with one testable hypothesis that draws from evolutionary theory.

Reading Materials:

- Durante, Kristina M., and Vladas Griskevicius (2018), "Evolution and Consumer Psychology", *Consumer Psychology Review*, 1, 4-21.
- Durante, Kristina M. and Ashley Rae Arsena (2015), "Playing the Field: The Effect of Fertility on Women's Desire for Variety", *Journal of Consumer Research*, 41 (2), 1372- 1391.
- Durante, Kristina M., Vladas Griskevicius, Joseph P. Redden, and Andrew E. White (2015), "Spending on Daughters in Economic Recessions", *Journal of Consumer Research*, 42 (3), 435-457.
- Durante, Kristina M., Vladas Griskevicius, Stephanie M. Cantu, and Jeffrey A. Simpson (2014), "Money, Status, and the Ovulatory Cycle", *Journal of Marketing Research*, 51 (1), 27-39.
- Hill, Sarah E., Christopher D. Rodeheffer, Vladas Griskevicius, Kristina M. Durante, and Andrew E. White (2012), "Boosting Beauty in an Economic Decline: Mating, Spending, and the Lipstick Effect," *Journal of Personality and Social Psychology*, 103 (2), 275-291.
- Durante, Kristina M., Vladas Griskevicius, Sarah E. Hill, Carin Perilloux, and Norman P. Li (2011), "Ovulation, Female Competition, and Product Choice: Hormonal Influences on Consumer Behavior," *Journal of Consumer Research*, 37 (6), 921-934. **(skim)**
- Griskevicius, Vladas, and Douglas T. Kenrick (2013), "Fundamental Motives: How Evolutionary Needs Influence Consumer Behavior," *Journal of Consumer Psychology*, 23 (3), 372-386. **(skim)**

Week 3-4: Risk and Disruption in Supply Chain (Arash Azadegan)

Organizations face internal, inter-organizational and environmental risks. Such risks can lead to disruptions that cause damage to internal operations and broader supply chains.

Organizations can mitigate the effects of risks and limit the damages caused by disruptions by enhancing their resilience capabilities. In this module, we focus on better understanding of the established and more recent risk and disruption management literature in supply chain.

Reading Materials:

a) Supply Chain Risk

- Chopra, S. and M. S. Sodhi (2004). "Managing risk to avoid supply-chain breakdown." MIT Sloan Management Review 46(1): 53-+.
- Tomlin, B. (2006). "On the value of mitigation and contingency strategies for managing supply chain disruption risks." Management Science 52(5): 639-657.
- Narasimhan, R. and S. Talluri (2009). "Perspectives on risk management in supply chains." Journal of Operations Management 27(2): 114-118.

b) Supply Chain Disruption

- Bode, C., et al. (2011). "Understanding responses to supply chain disruptions: Insights from information processing and resource dependence perspectives." Academy of Management Journal 54(4): 833-856.
- Hendricks, K. B. and V. R. Singhal (2005). "An empirical analysis of the effect of supply chain disruptions on long-run stock price performance and equity risk of the firm." Production and Operations Management 14(1): 35-52.
- Craighead, C. W., et al. (2007). "The severity of supply chain disruptions: design characteristics and mitigation capabilities." Decision Sciences 38(1): 131-156.

c) Supply Chain Resilience

- Pettit, T. J., et al. (2010). "Ensuring supply chain resilience: development of a conceptual framework." Journal of Business Logistics 31(1): 1-21.
- Brandon-Jones, E., et al. (2014). "A contingent resource-based perspective of supply chain resilience and robustness." Journal of Supply Chain Management 50(3): 55-73.
- Sheffi, Y. and J. B. Rice Jr (2005). "A supply chain view of the resilient enterprise." MIT Sloan Management Review 47(1): 41.

Week 5-6: Marketing Strategy in a Global World (Can Usley and Shen Yenyurt)

The purpose of this section is to provide you with a summary overview of research in the marketing strategy domain including its theoretical foundations, methods, and potential future research directions. The goal is to expose the students to the fundamentals of marketing strategy in increasingly global markets and let them identify interesting research question(s).

Reading materials:

a) Fundamentals of Marketing Strategy

- Germann, Frank, Peter Ebbes, and Rajdeep Grewal (2015), "The Chief Marketing Officer Matters!" *Journal of Marketing*, 79 (May), 1-22.
- Karniouchina, Ekaterina V., Can Uslay, and Grigori Erenburg (2011), "Do Marketing Media Have Life Cycles? The Case of Product Placement in Movies," *Journal of Marketing*, 75 (May), 27-48. **(skim)**
- Keiningham, Timothy, Sunil Gupta, Lerzan Aksoy, and Alexander Buoye (2014), "The High Price of Customer Satisfaction," *MIT Sloan Management Review*, 55 (3), 37.
- Kirca, Ahmet H., Satish Jayachandran, and William O. Bearden (2005), "Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance," *Journal of Marketing*, 69 (2), 24-41.
- Morgan, Neil (2012), "Marketing and Business Performance," *Journal of the Academy of Marketing Science*, 40 (1), 102-119. **(skim)**
- Palmatier, Robert W., Rajiv P. Dant, and Dhruv Grewal (2007), "A Comparative Longitudinal Analysis of Theoretical Perspectives of Interorganizational Relationship Performance," *Journal of Marketing*, 71 (October), 172-194.
- Read, Stuart, Nicholas Dew, Saras Sarasvathy, Michael Song, and Robert Wiltbank (2009), "Marketing Under Uncertainty - The Logic of an Effectual Approach," *Journal of Marketing*, 2009, 73 (3), 1-18.
- Sheth, Jagdish N. and Can Uslay (2007), "Implications of the Revised Definition of Marketing: From Exchange to Value Creation," *Journal of Public Policy & Marketing*, 22 (2), 302-307. **(skim)**
- Sood, Ashish and Gerard J. Tellis (2009), "Do Innovations Really Pay Off? Total Stock Market Returns to Innovation," *Marketing Science*, 28 (May-June), 442-456.
- Uslay, Can, Z. Ayca Altintig, and Robert D. Winsor (2010), "An Empirical Examination of the "Rule of Three": Strategy Implications for Top Management, Marketers, and Investors," *Journal of Marketing*, 74 (March), 20-39.

b) Global Marketing Strategy

- Johanson, J. and Vahlne, J.-E. (1977). The Internationalization Process of the Firm: A Model of Knowledge Development and Increasing Foreign Market Commitments. *Journal of International Business Studies*, 8(Spring/Summer): 23-32.
- Levitt, T. (1983) The globalization of markets, *Harvard Business Review*, May-June, pp. 92- 102
- Samiee, S., and Roth, K. (1992) The Influence of Global Marketing Standardization on Performance, *Journal of Marketing*, 56(April), pp. 1-17.
- Dunning, J.H. (2001) The eclectic (OLI) paradigm of international production: past, present and future, *International journal of the economics of business*, 8(2), pp. 173-190

- Zou, S., and Cavusgil, S.T. (2002) The GMS: A Broad Conceptualization of Global Marketing Strategy and Its Effect on Firm Performance, *Journal of Marketing*, 66(4), pp. 40-56
- Knight, G.A. and Cavusgil, S.T. (2004) Innovation, organizational capabilities, and the born-global firm. *Journal of International Business Studies*, 35(2): 124-41.
- Townsend, J.D., Yenyurt, S. and Talay, M.B. (2009) Getting to Global: An Evolutionary Perspective of Brand Expansion in International Markets, *Journal of International Business Studies*, 40(4), pp. 539-558, lead article.
- Yenyurt, S., Townsend, J.D., Cavusgil, T.S. and Ghauri, P.N. (2009) Mimetic and Experiential Effects in International Marketing Alliance Formations of US Pharmaceuticals Firms: An Event History Analysis, *Journal of International Business Studies*, 40 (2), pp. 301-320.
- Yenyurt, S. and Carnovale, S. (2017) Global Supply Network Embeddedness and Power: An Analysis of International Joint Venture Formations, *International Business Review*, 26(2), 203-213.

Week 7-8:: Inter-Organizational Relationship Studies in Supply Chain Literature (Arash Azadegan)

Supply chain management literature has focused on explain when, how and why organizations develop relationships with their suppliers. Research in supplier relations attempts to identify the process and steps involved in developing supplier relations and differentiating relationships to be developed with various groups of suppliers. Research in supply chain integration explores the antecedents and benefits of integration (i.e. coordination and collaboration) with suppliers. Finally, research in supply networks moves beyond the dyadic (buyer-supplier) perspective and considers how broader structure of the supply chain affect relations and performance.

Reading Materials:

a) Supplier Relations

- Mudambi, R. and S. Helper (1998). "The 'close but adversarial' model of supplier relations in the US auto industry." *Strategic Management Journal* 19(8): 775-792.
- Heide, J. B. and A. S. Miner (1992). "The shadow of the future: Effects of anticipated interaction and frequency of contact on buyer-seller cooperation." *Academy of Management Journal* 35(2): 265-291.
- Kraljic, P. (1983). "Purchasing must become supply management." *Harvard Business Review* 61(5): 109-117.

b) Supply Chain Integration

- Frohlich, M. T. and R. Westbrook (2001). "Arcs of integration: an international study of supply chain strategies." *Journal of Operations Management* 19(2): 185-200.
- Srinivasan, R. and M. Swink (2015). "Leveraging Supply Chain Integration through Planning Comprehensiveness: An Organizational Information Processing Theory Perspective." *Decision Sciences* 46(5): 823-861.
- Zhao, X. D., et al. (2008). "The impact of power and relationship commitment on the integration between manufacturers and customers in a supply chain." *Journal of Operations Management* 26(3): 368-388.

c) Supply Networks

- Choi, T. Y., et al. (2001). "Supply networks and complex adaptive systems: control versus emergence." *Journal of Operations Management* 19(3): 351-366.
- Choi, T. Y. and Y. Hong (2002). "Unveiling the structure of supply networks: case studies in Honda, Acura, and DaimlerChrysler." *Journal of Operations Management* 20(5): 469-493.
- Pathak, S. D., et al. (2007). "Complexity and adaptivity in supply networks: Building supply network theory using a complex adaptive systems perspective." *Decision Sciences* 38(4): 547-580.

Week 9-10: Analytical Empirical Marketing Models (Richard Schaefer)

Reading materials:

a) Analytical Models

- Mayzlin, Dina and Jiwoong Shin (2011). "Uninformative Advertising as an Invitation to Search." *Marketing Science* 30(4): 666-685.
- Kuksov, Dmitri and J. Miguel Villas-Boas (2010). "When More Alternatives Lead to Less Choice." *Marketing Science*: 29(3): 507-524.
- Jain, Sanjay (2012). "Marketing of Vice Goods: A Strategic Analysis of the Package Size Decision." *Marketing Science* 31(1): 36-51.
- Schaefer, Richard, Raghunath Singh Rao, and Vijay Mahajan (2018). "Marketing Self-Improvement Programs for Self-Signaling Consumers." *Marketing Science, Articles in Advance*: 1-18.

b) Empirical Models

- Guadagni, Peter M. and John D. C. Little (1983). "A Logit Model of Brand Choice Calibrated on Scanner Data." *Marketing Science* 2(3): 203-238.
- Jain, Dipak C. and Naufel J. Vilcassim (1991). "Investigating Household Purchase Timing Decisions: A Conditional Hazard Function Approach." *Marketing Science* 10(1): 1-23.

- Gilbride, Timothy J. and Greg M. Allenby (2004). "A Choice Model with Conjunctive, Disjunctive, and Compensatory Screening Rules." *Marketing Science* 23(3): 391-406.
- Sudhir, K. (2001). "Structural Analysis of Manufacturer Pricing in the Presence of a Strategic Retailer." *Marketing Science* 20(3): 244-264.

Week 11-12: Service and Healthcare Operations (Xin Ding)

In this section, we will first review main research ideas and topics in service operations. Specifically, we will review how service ops researchers have been addressing management decisions pertaining to service strategy management, service operations design, process analysis, capacity management, and service quality management. Next, we will switch to professional services with a focus on healthcare industry by reviewing major topics underlying the value-based purchasing plan (VBP): cost, quality, experience, and safety. Relevant databases and research methodology will be discussed.

Reading materials:

a) Service Operations Management

- History & trends:
 - Roth, A. V. and Menor, L. J. (2003). "Insights into service operations management: A research agenda." *Production and Operations Management* 12(2):145-164.
 - Chase, R.B. and Apte, U. M. (2007). "A history of research in service operations: What's the big idea?" *Journal of Operations Management* 25: 375-386.
- Interaction with marketing and other business functions:
 - Heskett, J. L., et al. (1994), "Putting the Service-Profit Chain to Work," *Harvard Business Review* (March/April), 164-172
 - Tatikonda, M. V. and Montoya-Weiss, M. M. (2001). "Integrating operations and marketing perspectives of product innovation: The influence of organizational factors and capabilities on development performance." *Management Science* 47(1): 151-172.
 - Voss, C., et al. (2008). "Experience, service operations strategy, and services as destinations: foundations and exploratory investigation." *Production and Operations Management* 17(3): 247-266
- Professional service operations:
 - Lewis, M. A. and Brown, A. D. (2012). "How different is professional service operations management?" *Journal of Operations Management* 30:1-11.
 - Harvey, J. (2016). "Professional service supply chains." *Journal of Operations Management* 42-43: 52-61.

- Ding, X. (2015). "The impact of service design and process management on clinical quality: An exploration of synergetic effects." *Journal of Operations Management* 36: 103-114.

b) Healthcare Operations Management

- Cost:
 - Kaplan, R.S. and Porter, M.E. (2011). "How to solve the cost crisis in health care." *Harvard Business Review* 89(9):46-64.
 - Ding, X. (2014). "The effect of experience, ownership and focus on productive efficiency: A longitudinal study of U.S. hospitals." *Journal of Operations Management* 32(1-2): 1-14.
- Quality:
 - Claxton, G. et al. (2015). "Measuring the quality of healthcare in the U.S." Kaiser family foundation.
 - Agency for Healthcare Research and Quality (2016). "2016 national healthcare quality and disparities report."
 - Andritsos, D. A. and Tang, C. S. (2014). "Linking process quality and resource usage: An empirical analysis." *Production and Operations Management* 23(12): 2163-2177.
- Experience:
 - Bitner, M. J. et al. (2008). "Service blueprinting: A practical technique for service innovation." *California Management Review* 50(3): 66-94.
 - Senote, C. et al. (2016). "The impact of combining conformance and experiential quality on hospitals' readmission and cost performance." *Management Science* 62(3): 829-848.
- Safety:
 - Institute of Medicine: *To Err is Human*. 2009.
 - McFadden, K. L. et al. (2009). "The patient safety chain: Transformational leadership's effect on patient safety culture, initiatives, and outcomes." *Journal of Operations Management* 27: 390-404.

Week 13-14: Final Presentations (Dates change to Friday for Marketing/SCM Joint Seminar)

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SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. <https://ods.rutgers.edu>

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services. Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services. Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services:
<http://rusls.rutgers.edu/>

If you are in need of additional *academic assistance*, please use our readily available services.
Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>
Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]