



Spring 2017

29:630:685 Special Topics in Marketing

Seminar in Marketing Strategy

Thursday 10:00 am – 12:50 pm @ 1 WP Room 202

Facilitator: Dr. Can Usly

Email: can.uslay@business.rutgers.edu

Office: 100 Rockefeller Road, Room 3131

Phone 848-445-5274

Office Hours: Tuesday 2-5 pm; before/after class or by appointment

COURSE DESCRIPTION AND OBJECTIVES

The purpose of this seminar is to provide you with an overview of research in the marketing strategy domain including its theoretical foundations, methods, and future research directions. My goal is for you to develop a deep understanding of the field and identify a number of interesting research questions that can form the basis of your research programs. Marketing Strategy is interdisciplinary by definition, thus you will be exposed to theories from a variety of fields.

Textbook: There is no required textbook however you might want to consider the following compilations as useful resources to add to your library.

- Hanssens, Dominique M. (2015), *Empirical Generalizations About Marketing Impact*. Cambridge, MA: Marketing Science Institute.
- Christine Moorman and Donald R. Lehmann, (2004), *Assessing Marketing Strategy Performance*. Cambridge, MA: Marketing Science Institute.
- Sheth, Jagdish N., David M. Gardner, Dennis E. Garrett (1988), *Marketing Theory: Evolution and Evaluation*, Hoboken, NJ: Wiley.

Learning Goals

1. To understand foundational constructs, concepts, frameworks and paradigms for conducting research in marketing strategy.
2. To develop the ability to critically evaluate research articles in the field of marketing strategy and assess their relative contribution.
3. Assess if measurement methods are appropriate given the research problem.
4. Identify gaps in relevant literature and develop meaning research questions.
5. Discuss, present, and defend scholarly positions in a professional and collegial manner.

GRADING

The seminar grades will be assigned based on the components below. Explanation for each component follows.

Class Preparation and Participation:	20%
Reflection Memos:	10%
Class Discussion Leadership:	20%
Research Idea Presentation:	10%
Review of Classmate Paper:	10%
Research Paper or Proposal:	30%

Class Preparation and Participation: Attendance is mandatory but not sufficient to satisfy this component. Make sure to come to each class having read and thought about each assigned paper. You may utilize a laptop computer or e-reader during class discussion in order to have the readings on hand or take notes. Electronic devices should not be used for any other purpose except with my explicit permission.

Reflection Memos: Each student is going to suggest an original research idea based on the assigned readings of the week (and also conduct due diligence and check if the idea has already been examined by the literature). These will be emailed to the discussion leader of the week by midnight before class. The discussion leader will compile these and provide copies to everyone during class. Additional memo assignments may be given over the course of the seminar.

Class Discussion Leadership: Each week two or more students will be assigned to co-lead the class discussion of the assigned articles. They will facilitate our discussion, critically analyze the domain, and prepare to defend and critique the assigned articles. In addition, we will have a featured scholar based on the week's theme. One student will be responsible to review the featured scholar's work and present them to the rest of the class.

Research Idea Presentation: Each student is going to present an original and thoughtful research idea about half-way in the class that describes the essential outline of a dissertation or top journal research article. These may be (but are not required to be) based on the reflection memos submitted earlier. These will then be developed into a (nearly) complete research paper for the final assignment. The amount of time you will have to present and engage in Q&A during the presentations will be based on the number of students in the class.

Review of Classmate Paper: Each student will assume the role of a top journal reviewer and critically review the paper of a classmate through a single blind review process.

Research Paper or Proposal: The research idea will be developed to a (near complete) research paper that typically includes Introduction, Literature Review, Conceptual Framework and Hypotheses, Data and Methods, Results, Discussion, Managerial Implications, Future Research

and Limitations sections. If the research is empirical but the student has not had the time to collect and analyze data by the end of the semester, then the results section may be skipped and the remainder of the paper may be written as if the hypotheses were supported.

ACADEMIC INTEGRITY

Rutgers University has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described, in detail, in the RU Academic Integrity Policy: <http://policies.rutgers.edu/sites/policies/files/10.2.13%20-%20current.pdf>.

By enrolling in this class, you have agreed to observe all student responsibilities described in the RU Academic Integrity Policy. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. As scholastic dishonesty harms the individual, all students, and the integrity of the University, I will pursue violations of the RU Academic Integrity Policy. See business.rutgers.edu/ai for more details.

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. <http://rhscaps.rutgers.edu/>

If you are in need of *physical health* services, please use our readily available services. <http://health.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. <https://rlc.rutgers.edu/>

Tentative Outline and Readings¹

Topics we will focus on will include:

- Foundations of Marketing Strategy
- Digital, Mobile, and Social Media Marketing
- Market Orientation
- Brand Management
- Value of Marketing Leadership
- Innovation, Quality, and New Product Development
- Market Evolution, Structure, and Share
- Advertising, Sales, and Sales Promotions
- Service Quality and Customer Satisfaction
- Customer Relationship Management
- Pricing and Marketing-Finance Interface
- Global Marketing and Channels

1. Foundations of Marketing Strategy (Week 1)

Wedel, Michel and P.K. Kannan (2016), "Marketing Analytics for Data-Rich Environments," *Journal of Marketing*, 80(6), 97-121.

Quelch, John A. and Katherine Jocz (2008), "Milestones in Marketing," *Business History Review*, 82 (Winter), 827-838.

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

Biggadike, E. Ralph (1981), "The Contributions of Marketing to Strategic Management," *Academy of Management Review*, 6 (October), 621-632.

Yadav, Manjit S. (2010), "The Decline of Conceptual Articles and Implications for Knowledge Development," *Journal of Marketing*, 74 (1), 1-19.

Peter, J. Paul and Jerry C. Olson (1983), "Is Science Marketing?" *Journal of Marketing*, 47 (October), 111-125.

Background/optional reading:

Uslay, Can, Robert E. Morgan, and Jagdish N. Sheth (2009), "Peter Drucker on Marketing: An Exploration of Five Tenets," *Journal of the Academy of Marketing Science*, 37 (1), 47-60.

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.

Sheth, Jagdish N. and Rajendra S. Sisodia (1999), "Revisiting Marketing's Lawlike Generalizations," *Journal of the Academy of Marketing Science*, 27(1), 71-87.

¹ I reserve the right to change the assigned readings.

Day, George S. and David B. Montgomery (1999), "Charting New Directions for Marketing," *Journal of Marketing*, 63 (4), 3-13.

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

Bagozzi, Richard P. (1984), "A Prospectus for Theory Construction in Marketing," *Journal of Marketing*, 11-29.

Hunt, Shelby D. (1983), "General Theories and the Fundamental Explananda of Marketing," *Journal of Marketing*, 9-17.

Anderson, Paul F. (1982), "Marketing, Strategic Planning and the Theory of the Firm," *Journal of Marketing*, 46 (2), 15-26.

Philip Kotler and Sidney J. Levy (1969), "Broadening the Concept of Marketing," *Journal of Marketing*, 10-15.

Levitt, Theodore (1960), "Marketing Myopia," *Harvard Business Review*, 38 (4), 45-56.

2. Digital, Mobile, and Social Media Marketing (Week 2)

Lamberton, Cait and Andrew T. Stephen (2016), "A Thematic Exploration of Digital, Social Media, and Mobile Marketing: Research Evolution from 2000 to 2015 and an Agenda for Future Inquiry," *Journal of Marketing*, 80(6), 146-172.

Yadav, Manjit and Paul A. Pavlou (2014), "Marketing in Computer-Mediated Environments: Research Synthesis and New Directions," *Journal of Marketing*, 78 (January), 20-40.

Ho-Dac, Nga, Stephen J. Carson, and William L. Moore (2013), "The Effects of Positive and Negative Online Customer Reviews: Do Brand Strength and Category Maturity Matter," *Journal of Marketing*, 77 (November), 37-53.

You, Ya, Gautham G. Vadakkepatt, and Amit M. Joshi (2015), "A Meta-analysis of Electronic Word-Of-Mouth Elasticity," *Journal of Marketing*, 79 (2), 19-39.

Nam, Hyoryung and P. K. Kannan (2014), "The Informational Value of Social Tagging Networks," *Journal of Marketing*, 78 (4), 21-40.

Hui, Sam K., J. Jeffrey Inman, Yanliu Huang, and Jacob Suher (2013), "The Effect of In-Store Travel Distance on Unplanned Spending: Applications to Mobile Promotion Strategies," *Journal of Marketing*, 77 (2), 1-16.

Background/optional reading:

Luo, Xueming, Michelle Andrews, Yiping Song, and Jaakko Aspara (2014), "Group-Buying Deal Popularity," *Journal of Marketing*, 78 (2), 20-33.

Hinz, Oliver, Bernd Skiera, Christian Barrot, and Jan U. Becker (2011), "Seeding Strategies for Viral Marketing: An Empirical Comparison," *Journal of Marketing*, 75 (November), 55-71.

Stephen, Andrew T. and Olivier Toubia (2010), "Deriving Value from Social Commerce Networks," *Journal of Marketing Research*, XLVII (April), 215-228.

3. Market Orientation (Week 3)

Kohli, Ajay K. and Bernard J. Jaworski (1990), "Market Orientation: The Construct, Research Propositions, and Managerial Implications," *Journal of Marketing*, 54 (2), 1-18.

Narver, John C. and Stanley F. Slater (1990), "The Effect of a Market Orientation on Business Profitability," *Journal of Marketing*, 54 (October), 20-35.

Lam, Son K., Florian Kraus, and Michael Ahearne (2010), "The Diffusion of Market Orientation Throughout the Organization: A Social Learning Theory Perspective," *Journal of Marketing*, 74 (September), 61-79.

Gebhardt, Gary F., Gregory Carpenter R., John F. Sherry Jr. (2006), "Creating a Market Orientation: A Longitudinal, Multi-firm, Grounded Analysis of Cultural Transformation," *Journal of Marketing*, 70 (October), 37-55.

Deshpande, Rohit and John U. Farley (2004), "Organizational Culture, Market Orientation, Innovativeness, and Firm Performance: An International Research Odyssey," *International Journal of Research in Marketing*, 21 (1), 3-22.

Menguc Bulent, Seigyoung Auh, Constantine S. Katsikeas, and Yeon Sung Jung (2016), "When Does (Mis)Fit in Customer Orientation Matter for Frontline Employees' Job Satisfaction and Performance?" *Journal of Marketing*, 80 (1), 65-83.

Background/optional reading:

Uslay, Can and Jagdish N. Sheth (2011), "On the Consequences of Market Orientation," Academy of Marketing Science Annual Conference, Coral Gables, FL.

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.

Day, George S. (1994), "The Capabilities of Market-Driven Organizations," *Journal of Marketing*, 58 (October), 37-52.

4. Brand Management (Week 4)

Keller, Kevin Lane and Donald Lehmann (2006), "Brands and Branding: Research Findings and Future Priorities," *Marketing Science*, 25 (6), 740-59.

Erdem, Tulin, Joffre Swait, and Ana Valenzuela (2006), "Brands as Signals: A Cross-Country Validation Study," *Journal of Marketing*, 70 (1), 34-49.

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

Mizik, Natalie (2014), "Assessing the Total Financial Performance Impact of Brand Equity with Limited Time-series Data," *Journal of Marketing Research*, 51 (6), 691-706.

Stahl, Florian, Mark Heitmann, Donald R. Lehmann, and Scott A. Neslin (2012), "The Impact of Brand Equity on Customer Acquisition, Retention, and Profit Margin," *Journal of Marketing*, 76 (4), 44-63.

Morgan, Neil A. and Lopo L. Rego (2009), "Brand Portfolio Strategy and Firm Performance," *Journal of Marketing*, 73 (January), 59-74.

Background/optional reading:

Tavassoli, Nader, Alina Sorescu, and Rajesh Chandy (2014), "Employee-based Brand Equity: Why Firms with Strong Brands Pay Their Executives Less," *Journal of Marketing Research*, 51 (December), 676-690.

Wiles, Michael A., Neil A. Morgan, and Lopo L. Rego (2012), "The Effect of Brand Acquisition and Disposal on Stock Returns," *Journal of Marketing*, 76 (January), 38-58.

Choi, S.C. and A.T. Coughlan (2006), "Private Label Positioning: Quality Versus Feature Differentiation from The National Brand," *Journal of Retailing*, 82 (2), 79-93.

Ailawadi, Kusum L., Scott A. Neslin, and Donald R. Lehmann (2003), "Revenue Premium as an Outcome Measure of Brand Equity," *Journal of Marketing*, 67 (4), 1-17.

Keller, Kevin Lane (1993), "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity," *Journal of Marketing*, 57 (January), 1-22.

5. Value of Marketing Leadership (Week 5)

Moorman Christine, George S. Day (2016), "Organizing for Marketing Excellence," *Journal of Marketing*, 80(6), 6-35.

Challagalla, Goutam, Brian R. Murtha, and Bernard Jaworski (2014), "Marketing Doctrine: A Principles-based Approach to Guiding Marketing Decision Making in Firms," *Journal of Marketing*, 78 (4), 4-20.

Hanssens Dominique M. and Koen H. Pauwels (2016), "Demonstrating the Value of Marketing," *Journal of Marketing*, 80(6), 173-190.

Germann, Frank, Peter Ebbes, and Rajdeep Grewal (2015), "The Chief Marketing Officer Matters!" *Journal of Marketing*, 79 (May), 1-22.

Katsikeas, Constantine S., Neil A. Morgan, Leonidas C. Leonidou, and G. Tomas M. Hult (2016), "Assessing Performance Outcomes in Marketing," *Journal of Marketing*, 80 (2), 1-20.

Feng, Hui, Neil A. Morgan, and Lopo L. Rego (2015), "Marketing Department Power and Firm Performance," *Journal of Marketing*, 79 (5), 1-20.

Background/optional reading:

Homburg, Christian, Alexander Hahn, Torsten Bornemann, and Philipp Sandner (2014), "The Role of Chief Marketing Officers for Venture Capital Funding: Endowing New Ventures with Marketing Legitimacy," *Journal of Marketing Research*, 51 (October), 625-644.

Morgan, Neil (2012), "Marketing and Business Performance," *Journal of the Academy of Marketing Science*, 40 (1), 102-119.

Boyd, D. Eric, Rajesh Chandy, and Marcus Cunha Jr. (2010), "When Do Chief Marketing Officers Impact Firm Value? A Customer Power Explanation," *Journal of Marketing Research*, 47 (4), 1162-1176.

Mizik, Natalie (2010), "The Theory and Practice of Myopic Management," *Journal of Marketing Research*, 47 (4), 594-611.

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.

Verhoef, Peter C. and Peter SH Leeflang (2009), "Understanding the Marketing Department's Influence within the Firm," *Journal of Marketing*, 73 (2), 14-37.

Srivastava, Rajendra K., Tasadduq A. Shervani, and Liam Fahey (1998), "Market-based Assets and Shareholder Value: A Framework for Analysis," *Journal of Marketing*, 2-18.

6. Innovation, Quality, and New Product Development (Week 6)

Hauser, John Gerard Tellis, and Abbie Griffin (2005), "Research on Innovation: A Review and Agenda for Marketing Science," *Marketing Science*, 25 (November-December), 687-717.

Chang, Woojung and Steven A. Taylor, (2016), "The Effectiveness of Customer Participation in New Product Development: A Meta-Analysis," *Journal of Marketing*, 80(1), 47-64.

Homburg, Christian, Martin Schwemmler, and Christina Kuehnl. (2015), "New Product Design: Concept, Measurement, and Consequences," *Journal of Marketing*, 79 (3), 41-56.

Golder, Peter N., Debanjan Mitra, and Christine Moorman (2012), "What is Quality? An Integrative Framework of Processes and States," *Journal of Marketing*, 76 (4), 1-23.

Chandy, Rajesh, Brigitte Hopstaken, Om Narasimhan, and Jaideep Prabhu (2006), "From Invention to Innovation: Conversion Ability in Product Development," *Journal of Marketing Research*, 43 (August), 494-508.

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

Background/optional reading:

Till Haumann, Pascal Güntürkün, Laura Marie Schons and Jan Wieseke, (2015), Engaging Customers in Coproduction Processes: How Value-Enhancing and Intensity Reducing Communication Strategies Mitigate the Negative Effects of Coproduction Intensity," *Journal of Marketing*, 79(6), 17-33.

Rubera, Gaia and Ahmet Kirca (2012), "Firm Innovativeness and Its Performance Outcomes: A Meta-Analytic Review and Theoretical Integration," *Journal of Marketing*, 76 (3), 130-47.

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.

Yadav, Majit S., Jaideep C. Prabhu and Rajesh K. Chandy (2007), "Managing the Future: CEO Attention and Innovation Outcomes," *Journal of Marketing*, 71 (October), 84-101.

Biyalogorsky, Eyal, William Boulding, and Richard Staelin (2006), "Stuck in the Past: Why Managers Persist with New Product Failures," *Journal of Marketing*, 70 (2), 108-121.

Sood, Ashish and Gerard J. Tellis (2005), "Technological Evolution and Radical Innovation," *Journal of Marketing*, 69 (3), 152-168.

Rust, Roland T., Christine Moorman, and Peter R. Dickson (2002), "Return on Quality: Revenue Expansion, Cost Reduction, or Both?" *Journal of Marketing*, 66 (October), 7-24.

Henard, David. H. and David M. Szymanski (2001), "Why Some New Products Are More Successful than Others," *Journal of Marketing Research*, 38 (3), 362-375.

Cooper, Lee G. (2000), "Strategic Marketing Planning for Radically New Products," *Journal of Marketing*, 64 (1), 1-16.

Gatignon, Hubert and Jean-Marc Xuereb (1997), "Strategic Orientation of the Firm and New Product Performance," *Journal of Marketing Research*, 34 (February), 14-37.

7. Idea Presentations and catching-up (Week 7)

8. Market Evolution, Structure, and Share (Week 8)

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.

Golder, Peter N. (2000), "Historical Method in Marketing Research with New Evidence on Long-term Market Share Stability," *Journal of Marketing Research*, 37 (May), 156-172.

Vorhies, Douglas W. and Neil A. Morgan (2005), "Benchmarking Marketing Capabilities for Sustainable Competitive Advantage," *Journal of Marketing*, 69 (1), 80-94.

Golder, Peter N. and Gerard J. Tellis (1993), "Pioneer Advantage: Marketing Logic or Marketing Legend?" *Journal of Marketing Research*, 30 (2), 158-170.

Boulding, William and Markus Christen (2003), "Sustainable Pioneering Advantage? Profit Implications of Market Entry Order," *Marketing Science*, 22 (3), 371-392.

Debruyne, Marion and David J. Reibstein (2005), "Competitor See, Competitor Do: Incumbent Entry in New Market Niches," *Marketing Science*, 24 (1), 55-66.

Background/optional reading:

Buzzell, Robert D. (2004), "The PIMS Program of Strategy Research: A Retrospective Appraisal," *Journal of Business Research*, 57 (May), 478–83.

Agarwal, Rajshree and Barry L. Bayus (2002), "The Market Evolution and Sales Takeoff of Product Innovations," *Management Science*, 48 (8), 1024-1041.

Varadarajan, P. Rajan, Satish Jayachandran, and J. Chris White (2001), "Strategic Interdependence in Organizations: Deconglomeration and Marketing Strategy," *Journal of Marketing*, 65 (1), 15-28.

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

VanderWerf, Pieter A. and John F. Mahon (1997), "Meta-Analysis of the Impact of Research Methods on Findings of First-Mover Advantage," *Management Science*, 43 (November), 1510-1519.

Carpenter, Gregory S. and Kent Nakamoto (1989), "Consumer Preference Formation and Pioneering Advantage," *Journal of Marketing Research*, 26 (August), 285-298.

Carpenter, Gregory S. and Kent Nakamoto (1989), "Reflections on 'Consumer Preference Formation' and Pioneering Advantage," *Journal of Marketing Research*, 31 (November), 570-573.

Jacobson, Robert (1988), "Distinguishing Among Competing Theories of the Market Share Effect," *Journal of Marketing*, 52 (October), 68–80.

Buzzell, Robert D. (1981), "Are There 'Natural' Market Structures?" *Journal of Marketing*, 45 (Winter), 42–51.

Levitt, Theodore (1965), "Exploit the Product Life Cycle," *Harvard Business Review*, 43 (6), 81-94.

9. Advertising, Sales, and Sales Promotions (Week 9)

Batra, Rajeev and Kevin Lane Keller (2016), "Integrating Marketing Communications: New Findings, New Lessons, and New Ideas," *Journal of Marketing*, 80 (6), 122-145.

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.

Bolander, Willy, Cinthia B. Satorino, Douglas E. Hughes, and Gerald R. Ferris (2015), "Social Networks Within Sales Organizations: Their Development and Importance for Salesperson Performance," *Journal of Marketing*, 79(6), 1-16.

Joshi, Amit and Dominique M. Hanssens (2010), "The Direct and Indirect Effects of Advertising Spending on Firm Value," *Journal of Marketing*, 74 (1), 20-33.

Ataman, M. Berk, Harald J. van Heerde, and Carl F. Mela (2010), "The Long-Term Effect of Marketing Strategy on Brand Sales," *Journal of Marketing Research*, 47 (5), 866-82.

Albers, Sönke, Murali K. Mantrala, and Shrihari Sridhar (2010), "Personal Selling Elasticities: A Meta-Analysis," *Journal of Marketing Research*, 47 (5), 840-53.

Background/optional reading:

Hall, Zachary R., Michael Ahearne, and Harish Sujun (2015), "The Importance of Starting Right: The Influence of Accurate Intuition on Performance in Salesperson-Customer Interactions," *Journal of Marketing*, 79 (3), 91-109.

Kumar, V., Sarang Sunder, and Robert P. Leone (2014), "Measuring and Managing a Salesperson's Future Value to the Firm," *Journal of Marketing Research*, 51 (5), 591-608.

Mullins, Ryan R., Michael Ahearne, Son K. Lam, Zachary R. Hall, and Jeffrey P. Boichuk (2014), "Know Your Customer: How Salesperson Perceptions of Customer Relationship Quality Form and Influence Account Profitability," *Journal of Marketing*, 78 (6), 38-58.

Homburg, Christian, Halina Wilczek, and Alexander Hahn (2014), "Looking Beyond the Horizon: How to Approach the Customers' Customers in Business-to-Business Markets," *Journal of Marketing*, 78 (5), 58-77.

Kishore, Sunil, Raghunath Singh Rao, Om Narasimhan, and George John (2013), "Bonuses versus Commissions: A Field Study," *Journal of Marketing Research*, 50 (3), 317-333.

10. Service Quality and Customer Satisfaction (Week 10)

Fornell, Claes, Forrest V. Morgeson III, and G. Tomas M. Hult (2016), "Stock Returns on Customer Satisfaction Do Beat the Market: Gauging the Effect of a Marketing Intangible," *Journal of Marketing*, 80(5), 92-107.

Comments and Rejoinder to Fornell, Morgeson, and Hult (2016):

- Kumar, V. (2016), "Introduction: Is Customer Satisfaction (Ir)relevant as a Metric?" *Journal of Marketing*, 80 (5), 108-109.
- Sorescu, Alina and Sorin M. Sorescu (2016), "Customer Satisfaction and Long-Term Stock Returns," *Journal of Marketing*, 80 (5), 110-115.
- Bharadwaj, Sundar G., and Debanjan Mitra (2016), "Satisfaction (Mis) Pricing Revisited: Real? Really Big?" *Journal of Marketing*, 80 (5), 116-121.
- Fornell, Claes, Forrest V. Morgeson III, and G. Tomas M. Hult (2016), "An Abnormally Abnormal Intangible: Stock Returns on Customer Satisfaction," *Journal of Marketing*, 80 (5), 122-125.

Rust, Roland T., Anthony J. Zahorik, and Timothy L. Keiningham (1995), "Return on Quality (ROQ): Making Service Quality Financially Accountable," *Journal of Marketing*, 58-70.

Keiningham, Timothy L., Bruce Cooil, Tor Wallin Andreassen, and Lerzan Aksoy (2007), "A Longitudinal Examination of Net Promoter and Firm Revenue Growth," *Journal of Marketing*, 71 (July), 39-51.

Cooil, Bruce, Timothy L. Keiningham, Lerzan Aksoy, and Michael Hsu (2007), "A Longitudinal Analysis of Customer Satisfaction and Share of Wallet: Investigating the Moderating Effect of Customer Characteristics," *Journal of Marketing*, 71 (1), 67-83.

Keiningham, Timothy, Sunil Gupta, Lerzan Aksoy, and Alexander Buoye (2014), "The High Price of Customer Satisfaction," *MIT Sloan Management Review*, 55 (3), 37.

Background/optional reading:

Brady, Michael K. Clay M. Voorhees, and Michael J. Brusco (2012), "Service Sweethearting: Its Antecedents and Customer Consequences," *Journal of Marketing*, 76 (March), 81-98.

Garbarino, Ellen and Mark S. Johnson (1999), "The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships," *Journal of Marketing*, 70-87.

Parasuraman, Arun, Leonard L. Berry, and Valarie A. Zeithaml (1991), "Refinement and Reassessment of the SERVQUAL Scale," *Journal of Retailing*, 67 (4), 420

Parasuraman, A., V. A. Zeithaml, and Leonard L. Berry (1986), "SERVQUAL: A Multiple-item Scale for Measuring Customer Perceptions of Service Quality," *Marketing Science Institute*, 1-38.

11. Customer Relationship Management (Week 11)

V. Kumar and Werner Reinartz (2016), "Creating Enduring Customer Value," *Journal of Marketing*, 80(6), 36-68.

Katherine N. Lemon and Peter C. Verhoef (2016), "Understanding Customer Experience Throughout the Customer Journey," *Journal of Marketing*, 80(6), 69-96.

Kumar, V. and Denish Shah. (2004), "Building and Sustaining Profitable Customer Loyalty for the 21st Century," *Journal of Retailing*, 80 (4), 317-329.

Gupta, Sunil, Donald R. Lehmann, and Jennifer Ames Stuart (2004), "Valuing Customers," *Journal of Marketing Research*, 41 (1), 7-18.

Kumar, V., Rajkumar Venkatesan, Tim Bohling, and Denise Beckmann (2008), "The Power of CLV: Managing Customer Lifetime Value at IBM," *Marketing Science*, 27 (4), 585-599.

Kihyun Hannah Kim and V. Kumar (2016), "The Effects of Economic and Relational Direct Marketing Communications on Buying Behavior in B2B Markets," Working Paper.

Background/optional reading:

Zhang, Jonathan Z. George F. Watson IV, Robert W. Palmatier, Rajiv P. Dant, (2016), "Dynamic Relationship Marketing," *Journal of Marketing*, 80(5), 53-75.

Kumar, V., Yashoda Bhagwat, and Xi Zhang (2015), "Regaining "Lost" Customers: The Predictive Power of First-Lifetime Behavior, the Reason for Defection, and the Nature of the Win-Back Offer," *Journal of Marketing*, 79 (4), 34-55.

Tarasi, Crina O., Ruth N. Bolton, Michael D. Hutt, and Beth A. Walker (2011), "Balancing Risk and Return in a Customer Portfolio," *Journal of Marketing*, 75 (3), 1-17.

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.

Palmatier, Robert W. (2008), "Interfirm Relational Drivers of Customer Value," *Journal of Marketing*, 72 (4), 76-89.

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 (4), 136-153.

Reinartz, Werner, Jacquelyn S. Thomas, and Viswanathan Kumar (2005), "Balancing Acquisition and Retention Resources to Maximize Customer Profitability," *Journal of Marketing*, 69 (1), 63-79.

Payne, Adrian and Pennie Frow (2005), "A Strategic Framework for Customer Relationship Management," *Journal of Marketing*, 69 (4), 167-176.

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