

Ivey Business School
BUS 9804a – THEORIES OF MARKETING
Syllabus
Winter 2024

CLASS TIME: Mondays from 1-4pm (please see p.4 for schedule changes, though)

LOCATION: 2125

PROFESSOR: Kersi D. Antia
Room: 2360
Office Hours: M after class, or by appointment
Tel: 519-661-4179
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COURSE DESCRIPTION AND OBJECTIVES

This seminar is designed to provide doctoral students with a broad exposure to the major theories in marketing and the marketing strategy literature. This exposure emphasizes coverage of classic and research in the field, but some recent developments are also covered. This course will provide you with a working knowledge of the important substantive topics and conceptual ideas that underlie historic and contemporary marketing strategy research. Given marketing strategy's interdisciplinary roots, this course will also cover important works in related fields, including management, economics, and sociology. The major objectives are to help you (1) understand the methods and perspectives employed in the area, (2) become a more sophisticated consumer of marketing strategy-related research, and (3) identify areas for future research activity.

SCOPE OF SEMINAR

Marketing is a broad field of study, and it is impossible to cover every topic and perspective in a single seminar. This breadth of disciplinary coverage represents the conceptual and empirical breadth of the issues dealt with by marketing strategy scholars. As this is a marketing seminar, marketing journals articles account for the largest portion of our readings. I have tried to include a mix of both historic and classic readings in order to provide you with some background into where these ideas started and where they are currently headed. For students who are pursuing the marketing strategy area as an avenue for research, and for future reference, an extensive list of recommended readings is provided.

FORMAT

Twelve seminar meetings have been scheduled. A set of required readings has been assigned for each meeting. You are expected to thoroughly read and analyze all of the required readings prior to each seminar meeting. Each of you may choose particular weeks when you would be the discussion leader. The discussion leader will be expected to prepare discussion questions for specific readings.¹ A maximum of five questions should be developed to address key issues discussed in each of the assigned readings. It would also be useful to attempt to contrast/integrate the assigned readings with other topics covered in prior meetings. **A copy of the questions should be distributed by e-mail to each of the seminar participants by noon of the day prior to the meeting.** The discussion leader(s) will have the

¹ Given the number of seminar participants, you will likely be asked to prepare discussion questions for two meetings.

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responsibilities of leading the discussion and summarizing and synthesizing the articles with some brief closing remarks.

To a large extent, the value of this seminar will depend on your level of preparation and contribution to the discussion. Course credit will be given based on quality of class participation and a term paper (see “Assignments” below).

PREREQUISITES

It is assumed that every student is familiar with the general principles of research design, measurement, and multivariate statistical analysis. I will provide additional references, readings, and sidebar discussions where necessary.

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ASSIGNMENTS

You will be required to write a term paper for the seminar. The paper should be original work, and be written **specifically for this seminar**. An overview of the paper idea/abstract (max 3 pages double-spaced) is due **February 26**. The abstract should focus on what you are proposing to do (versus what others have done, or a literature review).

The final paper is due on **April 8**. **No incompletes will be given**. The specific format for this paper must be consistent with AMA conference submission stipulations – a max of 20 double-spaced pages including all tables, references, etc., with 12 point Times Roman font and 1 inch margins. The idea here is to have a manuscript that could potentially be submitted for presentation at a conference with very little additional work. **You will also present your paper in class on April 1 or 8 (randomly assigned).**

Your seminar grade will be determined on the following basis:

Seminar participation:	40%
Term paper:	35%
Presentation of term paper:	25%

ENROLLMENT RESTRICTIONS

Enrollment in this course is restricted to graduate students in the Ivey PhD Program, as well as any student that has obtained special permission to enroll in this course from the course instructor as well as the Graduate Chair (or equivalent) from the student’s home program.

ACADEMIC OFFENCES: PLAGIARISM AND ACADEMIC INTEGRITY

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism-detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

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HEALTH AND WELLNESS SERVICES

As part of a successful graduate student experience at Western, we encourage students to make their health and wellness a priority. Western provides several on campus health-related services to help you achieve optimum health and engage in healthy living while pursuing your graduate degree. See <https://www.uwo.ca/health>.

Students who are in emotional/mental distress should refer to Mental Health Support at <https://www.uwo.ca/health/psych/index.html> for a complete list of options about how to obtain help. Additionally, students seeking help regarding mental health concerns are advised to speak to someone they feel comfortable confiding in, such as their faculty supervisor, their program director or program coordinator.

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ACCESSIBLE EDUCATION WESTERN

Western is committed to achieving barrier-free accessibility for all its members, including graduate students. As part of this commitment, Western provides a variety of services devoted to promoting, advocating, and accommodating persons with disabilities in their respective graduate program.

Graduate students with disabilities (for example, chronic illnesses, mental health conditions, mobility impairments) are strongly encouraged to register with [Accessible Education Western \(AEW\)](#), a confidential service designed to support graduate and undergraduate students through their academic program. With the appropriate documentation, the student will work with both AEW and their graduate programs (normally their Graduate Chair and/or Course instructor) to ensure that appropriate academic accommodations to program requirements are arranged. These accommodations include individual counselling, alternative formatted literature, accessible campus transportation, learning strategy instruction, writing exams and assistive technology instruction.

A FINAL WELCOME AND REQUEST OF STUDENTS

I welcome individuals of all ages, backgrounds, beliefs, ethnicities, genders, gender identities, gender expressions, national origins, religious affiliations, sexual orientations, ability, and other visible and nonvisible differences. I consider this classroom to be a place where you will be treated with respect. All members of this class are expected to contribute to a respectful, welcoming and inclusive environment for every other member of the class. If it is appropriate to our learning and you feel comfortable doing so, I ask that you share your unique point of view as we explore the course content.

TENTATIVE SCHEDULE

Session	Date	Topic
1	January 8	Seminar Overview; Role of Theory; Crafting research papers
2	January 15	A Primer on Academic Writing
3	January 22	Methods in Strategy Research: Statistical Significance, Moderators, CMV.
4	February 5	Market Orientation
5	February 12	Transaction Cost Analysis
6	February 26	Agency Theory Term Paper Abstract due
7	March 4	Inter- and Intra-organizational Networks
8	March 11	Resource-Capability Theory
9	March 18	Signaling Theory
10	March 25	Institutional View of Strategy
11	April 1	Term Paper Presentation
12	April 8	Term Paper Presentation

Required

Tellis, Gerard J. (2017), "Interesting and Impactful Research: On Phenomena, Theory, and Writing," *Journal of the Academy of Marketing Science*, 45, 1-6.

Corley, Kevin G. and Dennis A. Gioia (2011), "Building Theory about Theory Building: What Constitutes a Theoretical Contribution?" *Academy of Management Review*, 36 (1), 12-32.

Hambrick, Donald C. (2007), "The Field of Management's Devotion to Theory: Too Much of a Good Thing?" *The Academy of Management Journal*, 50(6), 1346-1352.

Byron, Kris and Sherry M. B. Thatcher (2016), "Editors' Comments: "What I Know Now that I Wish I Knew Then" – Teaching Theory and Theory Building," *Academy of Management Review*, 41(1), 1-8.

Supplemental

Ladik, Daniel and David W. Stewart (2008), "The Contribution Continuum," *Journal of the Academy of Marketing Science*, 36, 157-165. **R**

Sternberg, Robert J. (1992), "How to Win Acceptance by Psychological Journals: 21 Tips for Better Writing" *APS Observer*, September, 12-18.

Hammermesh, Daniel S. (1992), "The Young Economist's Guide to Professional Etiquette." *Journal of Economic Perspectives*, 6 (Winter), 1969-1979. **C**

Daft, Richard L. (1985), "Why I Recommend that Your Manuscript Be Rejected and What You Can Do About It," in *Publishing in the Organizational Sciences*, L L. Cummings and P. J. Frost, eds. Homewood, IL: Irwin, 193-209. **C**

Fisk, Donald W. and Louis Fogg (1990), "But the Reviewers are Making Different Criticisms of My Paper!" *American Psychologist*, 45 (May), 591-598. **C**

Gans, Joshua S. and George B. Shepherd (1994), "How Are the Mighty Fallen: Rejected Classic Articles by Leading Economists," *Journal of Economic Perspectives*, 8 (Winter), 165-179.

Huber, Joel (2008), "The Value of Sticky Articles," *Journal of Marketing Research*, 45 (June), 257-260.

Stewart, David W. (2002), "Getting Published: Reflections of an Old Editor," *Journal of Marketing*, 66 (October), 1-6.

Summers, John O. (2001), "Guidelines for Conducting Research and Publishing in Marketing: From Conceptualization Through the Review Process," *Journal of the Academy of Marketing Science*, 29 (4), 405-415.

Required

Silvia, Paul J. (2015), *Write It Up: Practical Strategies for Writing and Publishing Journal Articles, Electronic Edition*. Washington, DC: American Psychological Association.

Colquitt, Jason A. and Gerard George (2011), "Publishing in AMJ Part 1 – Topic Choice," *Academy of Management Journal*, 54(3), 432-435.

Grant, Adam M. and Timothy G. Pollock (2011), "Publishing in AMJ Part 3 – Setting the Hook," *Academy of Management Journal*, 54(5), 873-879.

Sparrow, Raymond T. and Kyle J. Mayer (2011), "Publishing in AMJ Part 4 – Grounding Hypotheses," *Academy of Management Journal*, 54(6), 1098-1102.

Supplemental

Huff, Anne Sigismund (1999), *Writing for Scholarly Publication*. Thousand Oaks, CA: Sage.

Strunk, Jr., William and Virginia Campbell (2018), *The Elements of Style: The Classic Grammar Guide, Simplified & Illustrated for Busy People, Kindle Edition*. Campbell & Co. Literary, LLC.

Zinsser, William (2012), *On Writing Well, 30th Anniversary Edition: The Classic Guide to Writing Nonfiction, EPub Edition*. New York: HarperCollins.

Required

Venkatraman, N. (1989), "The Concept of Fit in Strategy Research: Toward Verbal and Statistical Correspondence," *Academy of Management Review*, 14 (3), 423-444.

Bettis, Richard A. (2012), "The Search for Asterisks: Compromised Statistical Tests and Flawed Theories," *Strategic Management Journal*, 33, 108-113.

Rindfleisch, Aric, Alan Malter, Shankar Ganesan, and Christine Moorman (2008), "Cross-Sectional versus Longitudinal Survey Research: Concepts, Findings, and Guidelines," *Journal of Marketing Research*, 45 (3), 261-279.

Supplemental

Armstrong, J. Scott (2012), "Illusions in Regression Analysis," *International Journal of Forecasting*, forthcoming.

Boyd, Brian K., Katalin Takacs Haynes, Michael A. Hitt, Donald D. Bergh, David J. Ketchen, Jr. (2012), "Contingency Hypotheses in Strategic Management Research: Use, Disuse, or Misuse?" *Journal of Management*, 2012 Annual Review, forthcoming.

Crampton, Suzanne M. and John A. Wagner III (1994), "Percept-Percept Inflation in Microorganizational Research: An Investigation of Prevalence and Effect," *Journal of Applied Psychology*, 79 (1), 67-76.

Lindell, Michael K. and David J. Whitney (2001), "Accounting for Common Method Variance in Cross-Sectional Research Designs," *Journal of Applied Psychology*, 86 (1), 114-121.

Podsakoff, Philip M., Scott B. MacKenzie, Jeong-Yeon Lee, and Nathan P. Podsakoff (2003), "Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies," *Journal of Applied Psychology*, 88 (5), 879-903.

Malhotra, Naresh, Sung Kim, and Ashutosh Patil (2006), "Common Method Variance in IS Research: A Comparison of Alternative Approaches and a Reanalysis of Past Research," *Management Science*, 52 (12), 1865-1883.

Required

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

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

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 (April), 24-41.

Supplemental

Han, Jin K., Namwoon Kim, and Rajendra K. Srivastava (1998), "Market Orientation and Organizational Performance: Is Innovation the Missing Link?" *Journal of Marketing*, 62 (October), 30-45.

Im, Subin and John P. Workman, Jr. (2004), "Market Orientation, Creativity, and New Product Performance in High-Technology Firms," *Journal of Marketing*, 68 (April), 114-132.

Jaworski, Bernard J. and Ajay Kohli (1993), "Market Orientation: Antecedents and Consequences," *Journal of Marketing*, 57 (July), 53-70. **C**

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.

Moorman, Christine and Roland T. Rust (1999), "The Role of Marketing," *Journal of Marketing*, 63 (Special Issue), 180-197.

Rindfleisch, Aric and Christine Moorman (2003), "Interfirm Cooperation and Customer Orientation," *Journal of Marketing Research*, 40 (November), 421-436.

Slater, Stanley F. and John C. Narver (1995), "Market Orientation and the Learning Organization," *Journal of Marketing*, 59 (July), 63-74.

Zhou, Kevin Zheng, Chi Kin (Bennett) Yim, and David K Tse (2005), "The Effects of Strategic Orientations on Technology- and Market-Based Breakthrough Innovations," *Journal of Marketing*, 69 (April), 42-60.

Required

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

Anderson, Erin (1985), "The Salesperson as Outside Agent or Employee: A Transaction Cost Analysis," *Marketing Science*, 4 (3), 234-254.

Wang, Qiong, Ujwal Kayande, and Sandy Jap (2010), "The Seeds of Dissolution: Discrepancy and Incoherence in Buyer-Supplier Exchange," *Marketing Science*, 29 (6), 1109-1124.

Supplemental

Alchian, Armen and Harold Demsetz (1972), "Production, Information Costs, and Economic Organization," *American Economic Review*, 62 (5), 777-795.

Brown, James, Chetikan Dev, and Lee (2000), "Managing Marketing Channel Opportunism: The efficacy of Alternative Governance Mechanisms," *Journal of Marketing*, 64 (April), 51-65.

Coase, Ronald H. (1937), "The Nature of the Firm," *Economica*, 4, 386-405.

Ghosh, Mrinal and George John (2005), "Strategic Fit in Industrial Alliances: An Empirical Test of Governance Value Analysis," *Journal of Marketing Research*, 43 (3), 346-57.

John, George (1984), "An Empirical Investigation of Some Antecedents of Opportunism in a Marketing Channel," *Journal of Marketing Research*, 21 (August), 278-289.

John, George and Barton A. Weitz (1988), "Forward Integration Into Distribution: An Empirical Test of Transaction Cost Analysis," *Journal of Law, Economics and Organization*, 4 (Fall), 121-139.

Monteverde, Kirk and David J. Teece (1982), "Supplier Switching Costs and Vertical Integration in the Automobile Industry," *Bell Journal of Economics*, 13 (1), 206-213.

Walker, Gordon and David Weber (1984), "A Transaction Cost Approach to Make-or-Buy Decisions," *Administrative Science Quarterly*, 29 (3), 373-391.

Rubin, Paul H. (1990), *Managing Business Transactions: Controlling the Cost of Coordinating, Communicating, and Decision Making*. New York, NY: The Free Press.

Williamson, Oliver E. (1985), *The Economic Institutions of Capitalism*. New York, NY: The Free Press, Chapter 2.

Session 6: Agency Theory

Required

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

Stump, Rodney L. and Jan B. Heide (1996), "Controlling Supplier Opportunism in Industrial Relationships," *Journal of Marketing Research*, 33 (November), 431-441.

Kashyap, Vishal, Kersi D. Antia, and Gary L. Frazier (2012), "Contracts, Extra-Contractual Incentives, and Ex Post Behavior in Franchise Channel Relationships," *Journal of Marketing Research*, Vol. 49 (2), 260-76.

Supplemental

Jensen, William H. and Michael C. Meckling (1976), "Theory of the Firm: Managerial Behavior, Agency Costs, and Ownership Structure," *Journal of Financial Economics*, 3 (October), 305-360.

Holmstrom, Bengt (1978), "Moral Hazard and Observability," *Bell Journal of Economics*, 10 (Spring), 74-91.

Jacobides, Michael G. and David C. Croson (2001), "Information Policy: Shaping the Value of Agency Relationships," *Academy of Management Review*, 26 (2), 202-23.

Levinthal, Daniel A. (1988), "A Survey of Agency Models of Organizations," *Journal of Economic Behavior and Organization*, 9 (2), 153-185.

Eisenhardt, Kathleen M. (1989), "Agency Theory: An Assessment and Review," *Academy of Management Review*, 14 (1), 57-74.

Eisenhardt, Kathleen M. (1985), "Control: Organizational and Economic Approaches," *Management Science*, 31 (2), 134-149.

Lafontaine, Francine (1992), "Agency Theory and Franchising: Some Empirical Results," *The RAND Journal of Economics*, 23, 2 (Summer), 263-283.

Rubin, Paul H. (1990). *Managing Business Transactions: Controlling the Cost of Coordinating, Communicating, and Decision Making*. New York, NY: The Free Press, chapter 8.

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.

Mishra, Debi P., Jan B. Heide and Stanton G. Cort (1998), "Levels of Agency Relationships in Service Delivery: Theory and Empirical Evidence," *Journal of Marketing Research*, 35 (August), 277-295.

Rao, Akshay R. and Mark E. Bergen (1992), "Price Premiums as a Consequence of Buyers' Lack of Information," *Journal of Consumer Research*, 19 (December), 412-423.

Rao, Akshay R. and Kent B. Monroe (1996), "Causes and Consequences of Price Premiums," *Journal of Business*, 69 (4), 511-535.

Ghosh, Mrinal and George John (2000), "Experimental Evidence for Agency Models of Salesforce Compensation," *Marketing Science*, 19 (4), 348-65.

Klein, B. and K.M. Murphy (1988), "Vertical Restraints as Contract Enforcement Mechanisms," *Journal of Law and Economics*, 31, 265-297.

Lal, Rajiv (1990), "Improving Channel Coordination Through Franchising," *Marketing Science*, 10 (4), 299-318.

Required

Van Den Bulte, Christophe and Stefan Wuyts (2007), *Social Networks and Marketing*. Marketing Science Institute: Cambridge, MA. **Chapter 2, 3, and 6.**

Granovetter, Mark (1985), "Economic Action and Social Structure: The Problem of Embeddedness," *American Journal of Sociology*, 91 (November), 481-510.

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

Supplemental

Burt, Ronald S. (1987), "Social Contagion and Innovation: Cohesion versus Structural Equivalence," *American Journal of Sociology*, 92 (6), 1287-1335.

Contractor, Noshir S., Stanley Wasserman and Katherine Faust (2006), "Testing Multitheoretical, Multilevel Hypotheses About Organizational Networks: An Analytical Framework and Empirical Example," *Academy of Management Review*, 31 (3), 681-703.

Podolny, Joel M. and Karen L. Page (1999), "Network Forms of Organization," *Annual Review of Sociology*, 24, 57-76.

Tichy, Noel M., Michael L. Tushman and Charles Fombrun (1979), "Social Network Analysis for Organizations," *Academy of Management Review*, 4 (4), 507-519.

Jones, Candace, William S. Hesterly and Stephn P. Borgatti (1997), "A General Theory of Network Governance: Exchange Conditions and Social Mechanisms," *Academy of Management Review*, 22 (4), 911-45.

Dacin, Tina M., Marc J. Ventresca and Brent D. Beal (1999), "The Embeddedness of Organizations: Dialogue and Directions," *Journal of Management*, 25 (3), 317-56.

Rindfleisch, Aric and Christine Moorman (2001), "The Acquisition and Utilization of Information in New Product Alliances: A Strength-of-Ties Perspective," *Journal of Marketing*, 65 (April), 1-18.

Heide, Jan B. and Kenneth H. Wathne (2006), "Friends, Businesspeople, and Relationship Roles: A Conceptual Framework and Research Agenda," *Journal of Marketing*, 70 (3), 90-103.

Gulati, Ranjay (1995), "Does Familiarity Breed Trust? The Implications of Repeated Ties for Contractual Choices in Alliances," *Academy of Management Journal*, 38 (1), 85-112.

Seabright, Mark A., Daniel A. Levinthal and Mark Fichman (1992), "Role of Individual Attachments in the Dissolution of Interorganizational Relationships," *Academy of Management Journal*, 35 (1), 122-160.

Wathne, Kenneth H., Harald Biong and Jan B. Heide (2001), "Supplier Choice in Embedded Markets: Relationship and Marketing Program Effects," *Journal of Marketing*, 65 (April), 54-66.

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Supplemental (Continued)

Cook, Karen S. and Richard M. Emerson (1984), "Exchange Networks and the Analysis of Complex Organizations," in *Research in the Sociology of Organizations*, Samuel B. Bacharach and Edward J. Lawler. London, England: Jay Press Inc.

Klein, Katherine J., Shannon L. Palmer and Amy Buhl Conn (2000), "Interorganizational Relationships: A Multilevel Perspective," in *Multilevel Theory, Research, and Methods in Organizations: Foundations, Extensions, and New Directions*, Katherine J. Klein and Steve W. Kozlowski, eds. San Francisco, CA: Jossey-Bass, 267-307.

Yamagishi, Toshio, Mary R. Gillmore and Karen S. Cook (1988), "Network Connections and the Distribution of Power in Exchange Networks," *American Journal of Sociology*, 93 (4), 883-851.

Uzzi, Brian (1996), "The Sources and Consequences of Embeddedness for the Economic Performance of Organizations: The Network Effect," *American Sociological Review*, 61 (August), 674-698.

Anderson, James C., Håkan Håkansson and Jan Johanson (1994), "Dyadic Business Relationships Within a Business Network Context," *Journal of Marketing*, 58 (4), 1-15.

Required

Barney, Jay B. (1991), "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17 (1), 99-120.

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

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

Supplemental

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

Krasnikov, Alexander and Satish Jayachandran (2008), "The Relative Impact of Marketing, Research-and-Development, and Operations Capabilities on Firm Performance," *Journal of Marketing*, 72 (July), 1-11.

Moorman, Christine and Rebecca J. Slotegraaf (1999), "The Contingency Value of Complementary Capabilities in Product Development," *Journal of Marketing Research*, 36 (May), 239-257. **C**

Mowrey, David C., Joanne E. Oxley, and Brian S. Silverman (1998), "Technological Overlap and Interfirm Cooperation: Implications for the Resource-Based View of the Firm," *Research Policy*, 27, 507-523.

Prahalad, C. K. and Gary Hamel (1990), "The Core Competence of the Corporation," *Harvard Business Review*, 68 (May-June), 79-91. **C**

Priem, Richard L. and John E. Butler (2001), "Is the Resource-Based "View" a Useful Perspective for Strategic Management Research?" *Academy of Management Review*, 26, 22-40.

Srivastava, Rajendra K., Liam Fahey, and H. Kurt Christensen (2001), "The Resource-Based View of Marketing: The Role of Market-Based Assets in Gaining Competitive Advantage," *Journal of Management*, 27 (6), 777-802.

Teece, David, Gary Pisano, and Amy Shuen (1997), "Dynamic Capabilities and Strategic Management," *Strategic Management Journal*, 18 (7), 509-533. **C**

Williamson, Oliver E. (1999), "Strategy Research: Governance and Competence Perspectives," *Strategic Management Journal*, 20, 1087-1108.

Required

Connelly, Brian L., S. Trevis Certo, R. Duane Ireland, and Christopher R. Reutzel (2011), "Signaling Theory: A Review and Assessment," *Journal of Management Studies*, 37 (January), 39-67.

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 (April), 66-79.

Heide, Jan B. (2003), "Plural Governance in Industrial Purchasing," *Journal of Marketing*, 67 (October), 18-29.

Required

DiMaggio, Paul J. and Walter W. Powell (1983), "The Iron Cage Revisited: Institutional Isomorphism and Collective rationality in Organizational Fields," *American Sociological Review*, 48 (April), 147-160.

Scott, W. Richard (1987), "The Adolescence of Institutional Theory," *Administrative Science Quarterly*, 32, 493-511.

McFarland, Richard G., James M. Bloodgood, and Janice Payan (2008), "Supply Chain Contagion," *Journal of Marketing*, 72 (March), 63-79.

Supplemental

Grewal, Rajdeep and Ravi Dharwadkar (2002), "The Role of the Institutional Environment in Marketing Channels," *Journal of Marketing*, 66 (3), 82-97.

Caves, R. (1987), *American Industry: Structure, Conduct, Performance*, 6th ed. Englewood Cliffs, NJ: Prentice Hall, Chapters 1 & 2.

Dacin, Tina M., Christine Oliver, and Jean-Paul Roy (2007), "The Legitimacy of Strategic Alliances: An Institutional Perspective," *Strategic Management Journal*, 28(2), 169-187.

Mintzberg, Henry (1990), "The Design School: Reconsidering the Basic Premises of Strategic Management," *Strategic Management Journal*, 11, 171-195. **C**

North, Douglas C. (1990), *Institutions, Institutional Change, and Economic Performance*. Cambridge: University of Cambridge Press, Chapters 1, 2, 9 12 & 13.

Brinton, Mary C. and Victor Nee (1998), *The New Institutionalism in Sociology*. New York, NY: Russell Sage Foundation.

Dequech, David (2003), "Cognitive and Cultural embeddedness: Combining Institutional Economics and Economic Sociology," *Journal of Economic Issues*, 37 (June), 461-70.

Homburg, Christian, John P. Workman, Jr., and Harley Krohmer (1999), "Marketing's Influence Within the Firm," *Journal of Marketing*, 63 (April), 1-17.

Scott, W. Richard (2007), *Institutions and Organizations: Ideas and Interests*. Sage Publications: Thousand Oaks, CA.