

Ivey Business School
BUS 9804a – THEORIES OF MARKETING
Syllabus
Fall 2017

CLASS TIME: Wednesdays from 2-5pm (please see p.3 for schedule changes, though)

LOCATION: 2348

PROFESSOR: Kersi D. Antia

Room: 2360

Office Hours: W after class, or by appointment

Tel: 519-661-4179

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Room: 2350-D

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SEMINAR OBJECTIVES

This seminar is designed to provide marketing doctoral students (and other interested individuals) with a broad exposure to the major theories in marketing and the marketing strategy literature. This exposure includes coverage of both classic and recent research in the field. 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

Thirteen 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 participation in 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 and readings 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 **October 25**. 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 **December 6, the last day of class. 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 December 6.**

Your seminar grade will be determined on the following basis:

Seminar participation:	40%
Term paper:	40%
Presentation of term paper:	20%

PLAGIARISM / 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 the following Web site: 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>).

HEALTH AND WELLNESS

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. For example, to support physical activity, all students, as part of their registration, receive membership in Western's Campus Recreation Centre. Numerous cultural events are offered throughout the year. Please check out the Faculty of Music web page <http://www.music.uwo.ca>, and our own McIntosh Gallery <http://www.mcintoshgallery.ca>. Information regarding health- and wellness-related services available to students may be found at <http://www.health.uwo.ca>.

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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 (graduate chair), or other relevant administrators in their unit. Campus mental health resources may be found at http://www.health.uwo.ca/mental_health/resources.html.

To help you learn more about mental health, Western has developed an interactive mental health learning module, found here: http://uwo.ca/health/mental_wellbeing/education/module.html. This module is 30 minutes in length and provides participants with a basic understanding of mental health issues and of available campus and community resources. Topics include stress, anxiety, depression, suicide and eating disorders. After successful completion of the module, participants receive a certificate confirming their participation.

SCHEDULE

Session	Date	Topic
1	September 6	Seminar Overview; Crafting research papers; the Review Process.
2	September 13	Foundations of Marketing Strategy
3	September 27	Methods in Strategy Research: Statistical Significance, Moderators, CMV.
4	September 28*	Market Orientation
5	October 18	Transaction Cost Analysis
6	October 25	Agency Theory Term Paper Abstract due
7	November 1	Inter- and Intra-organizational Networks
8	November 8	Resource-Capability Theory
9	November 15	Institutional View of Strategy
10	November 22	Interfirm Competition
11	November 29	Marketing Mix I: Products, Promotion
12	November 30*	Marketing Mix II: Price, Distribution
13	December 6	Term Paper Presentation

* Please note that this session will not meet on the regularly scheduled class day of Wednesday. Further such changes may be required.

Session 1: Crafting Research Papers; the Review Process

Required

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.

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.

Supplemental

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

Day, George S. (1992), "Marketing's Contribution to the Strategy Dialogue," *Journal of the Academy of Marketing Science*, 20 (Fall), 323-329. (Also see replies by Kerin and Varadarajan). **R**

Varadarajan, P. Rajan (2010), "Strategic Marketing and Marketing Strategy: Domain, Definition, Fundamental Issues and Foundational Premises," *Journal of the Academy of Marketing Science*, 38 (April), 119-140. **R**

Varadarajan, P. Rajan and Satish Jayachandran (1999), "Marketing Strategy: An Assessment and the State of the Field and Outlook," *Journal of the Academy of Marketing Science*, 27 (Spring), 120-143. **R**

Supplemental

Alderson, Wroe (1965), *Dynamic Marketing Behavior*. Homewood, IL: Richard D. Irwin, Chapter 1. **C**

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

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

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

Mintzberg, Henry (1987), "Crafting Strategy," *Harvard Business Review*, 65 (July-August), 66-75. **C**

Nag, Rajiv, Donald C. Hambrick, and Ming-Jer Chen (2007), "What is Strategic Management, Really? Inductive Derivation of a Consensus Definition of the Field," *Strategic Management Journal*, 28 (9), 935-955.

Porter, Michael E. (1996), "What is Strategy?" *Harvard Business Review*, 74 (November-December), 61-78.

Webster, Frederick E., Jr. (1992), "The Changing Role of Marketing in the Corporation," *Journal of Marketing*, 56 (October), 1-17. **A, C**

Wind, Yoram and Thomas S. Robertson (1983), "Marketing Strategy: New Directions for Theory and Research," *Journal of Marketing*, 47 (Spring), 12-25. **C**

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.

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.

Also see <http://retractionwatch.wordpress.com/> . We will discuss its implications in class.

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.

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.

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.

Required

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

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

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. **A**

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. **R**

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.

Holstrom, 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.

Kirman, 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 Stephen 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. **C**

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

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

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. **A**

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.

Required

Aboulnasr, Khaled, Om Narasimhan, Edward Blair, and Rajesh Chandy (2008), "Competitive Response to Radical Product Innovations," *Journal of Marketing*, 72 (May), 94-110.

Clark, Bruce H. and David B. Montgomery (1999), "Managerial Identification of Competitors," *Journal of Marketing*, 63 (July), 67-83.

Luo, Xueming, Rebecca J. Slotegraaf, and Xing Pan (2006), "Cross-Functional 'Coopetition': The Simultaneous Role of Cooperation and Competition," *Journal of Marketing*, 70 (April), 67-80.

Supplemental

Armstrong, J. Scott and Fred Collopy (1996), "Competitor Orientation: Effects of Objectives and Information on Managerial Decisions and Profitability," *Journal of Marketing Research*, 33 (May), 188-199.

Chen, Ming-Jer (1996), "Competitor Analysis and Interfirm Rivalry: Toward a Theoretical Integration," *Academy of Management Review*, 21 (1), 100-134.

Day, George S. and Prakash Nedungadi (1994), "Managerial Representations of Competitive Advantage," *Journal of Marketing*, 58 (April), 31-44.

Gatignon, Hubert, Erin Anderson, and Kristiaan Helsen (1989), "Competitive Reactions to Market Entry: Explaining Interfirm Differences," *Journal of Marketing Research*, 26 (February), 44-55.

Heil, Oliver P. and Arlen W. Langvardt (1994), "The Interface Between Competitive Market Signaling and Antitrust Law," *Journal of Marketing*, 58 (July), 81-96.

Homburg, Christian, Marko Grozdanovic, and Martin Klarmann (2007), "Responsiveness to Customers and Competitors: The Role of Affective and Cognitive Organizational Systems," *Journal of Marketing*, 71 (July), 18-38.

Jayachandran, Satish, Javier Gimeno, and P. Rajan Varadarajan (1999), "The Theory of Multimarket Competition: A Synthesis and Implications for Marketing Strategy," *Journal of Marketing*, 63 (July), 49-66.

R

Prahalad, C. K. (1995), "Weak Signals Versus Strong Paradigms," *Journal of Marketing Research*, 32 (August), iii-vi.

Ramaswamy, Venkatram, Hubert Gatignon, and David J. Reibstein (1994), "Competitive Marketing Behavior in Industrial Markets," *Journal of Marketing*, 58 (April), 45-54.

Required

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