

# Cover Sheet: Request 10012

## MARKETING STRATEGY SEMINAR

### Info

Process	Course New Ugrad/Pro
Status	Denied
Submitter	Lee,Shawn F shawnlee@ufl.edu
Created	2/5/2015 2:01:39 PM
Updated	8/26/2015 4:57:10 PM
Description	This doctoral-level course will expose students to research on four key areas within Marketing Strategy (I) Philosophy and Methods (ii) Customer Strategy (iii) Brand Strategy and (iv) Strategy Performance. We will examine these topics through a seminar that will discuss, critique, and extend the literature. Course readings cover both classic and state-of-the-art articles in Marketing Strategy.

### Actions

Step	Status	Group	User	Comment	Updated
Department	Approved	CBA - Marketing 011708000	Alba, Joseph W		2/5/2015
Deleted 02-05-2015 - MITRA - MAR 7XXX - MARKETING STRATEGY SEMINAR - FALL 2015.docx					2/5/2015
Deleted 02-05-2015 - MITRA - MAR XXX - MARKETING STRATEGY SEMINAR - SYLLABUS - FALL 2015.pdf					2/5/2015
College	Approved	CBA - College of Business Administration, Warrington	Mathis, Renee C		2/5/2015
Added UCC - DBA - MAR 7XXX .docx					2/5/2015
Added SYLLABUS - DBA MAR XXX.pdf					2/5/2015
University Curriculum Committee	Denied	PV - University Curriculum Committee (UCC)	Baker, Brandi N	Please submit through the Graduate Curriculum Committee.	8/26/2015
No document changes					
Statewide Course Numbering System					
No document changes					
Office of the Registrar					
No document changes					
Student Academic Support System					
No document changes					
Catalog					
No document changes					
College Notified					
No document changes					

**Recommended SCNS Course Identification**

1. Prefix MAR      2. Level 7      3. Number XXX      4. Lab Code Select

5. Course Title MARKETING STRATEGY SEMINAR  
 6. Transcript Title (21 character maximum) MKTG STRATEGY

7. Effective Term Fall      8. Effective Year 2015      9. Rotating Topic? Yes  
 10. Amount of Credit 3      11. If variable, # minimum and # maximum credits per semester.  
 12. Repeatable credit? No      13. If yes, total repeatable credit allowed #  
 14. S/U Only? No      15. Contact Type Regularly Scheduled [base hr]  
 16. Degree Type Professional      17. If other, please specify: [Click here to enter text.](#)  
 18. Category of Instruction Advanced

**19. Course Description (50 words maximum)**

This doctoral-level course will expose students to research on four key areas within Marketing Strategy (i) Philosophy and Methods (ii) Customer Strategy (iii) Brand Strategy and (iv) Strategy Performance. We will examine these topics through a seminar that will discuss, critique, and extend the literature. Course readings cover both classic and state-of-the-art articles in Marketing Strategy.

**20. Prerequisites**

[Click here to enter text.](#)

**21. Co-requisites**

[Click here to enter text.](#)

**22. Rationale and Placement in Curriculum**

The course will offer a springboard for new research questions, ideas, and frameworks to enrich and extend understanding on Market Strategy by management practitioners and applied researchers. It emphasizes substantive (vs. conceptual) research questions, application (as opposed to development) of theory, and practical (as opposed to novel) empirical contribution.

23. Complete the syllabus checklist on the next page of this form.

## Syllabus Requirements Checklist

The University's complete Syllabus Policy can be found at:

[http://www.aa.ufl.edu/Data/Sites/18/media/policies/syllabi\\_policy.pdf](http://www.aa.ufl.edu/Data/Sites/18/media/policies/syllabi_policy.pdf)

The syllabus of the proposed course **must** include the following:

- Course title
- Instructor contact information (if applicable, TA information may be listed as TBA)
- Office hours during which students may meet with the instructor and TA (if applicable)
- Course objectives and/or goals
- A weekly course schedule of topics and assignments.
- Methods by which students will be evaluated and their grades determined
- Information on current UF grading policies for assigning grade points. This may be achieved by including a link to the appropriate undergraduate catalog web page:  
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.
- List of all required and recommended textbooks
- Materials and Supplies Fees, if any
- A statement related to class attendance, make-up exams and other work such as: *"Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online catalog at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>."*
- A statement related to accommodations for students with disabilities such as: *"Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation."*
- A statement informing students of the online course evaluation process such as: *"Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>."*

It is **recommended** that the syllabus contain the following:

- Critical dates for exams or other work
- Class demeanor expected by the professor (e.g. tardiness, cell phone usage)
- The university's honesty policy regarding cheating, plagiarism, etc.

*Suggested wording: UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.*

- Contact information for the Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc/>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies

**Spring 2015**  
**Seminar on Marketing Strategy (DBA)**

**COURSE SYLLABUS**

**Instructor:**

Debanjan Mitra  
City Furniture Professor of Marketing,  
Warrington College of Business Administration  
STZ 255D

**Seminar Schedule and Times:**

Jan 30 (1:30 pm to 6:00 pm)  
Philosophy and Methods of Marketing Strategy Research

Jan 31 (1:30 pm to 6:00 pm)  
Customer Strategy Research - Diffusion and Social Media  
Customer Strategy Research - Positioning and Customer Preference

Feb 1 (12 pm to 3:00 pm)  
Customer Strategy Research - Relationship Management

Mar 20 (1:30 pm to 6:00 pm)  
Brand Strategy Research – Market Entry  
Brand Strategy Research – Quality and Innovation

Mar 21 (1:30 pm to 6:00 pm)  
Brand Strategy Research – Other Marketing Mix  
Strategy Performance Research

Mar 22 (12 pm to 3:00 pm)  
Course Conclusions

**Office Hours**

By appointment  
Phone: 352-273-3284  
email: [dmitra@ufl.edu](mailto:dmitra@ufl.edu)

**Readings**

All Readings available from e-learning Canvas course page  
Recommended Text (not required): Handbook of Marketing Strategy, Edited by V. Shankar and G. Carpenter (ISBN 9781781951545)

## **Course Description**

This DBA seminar on marketing strategy is designed to help students understand the role of marketing within the organization, its business strategy, and its performance. It exposes students to the main issues in marketing strategy and marketing strategy research, and helps them critically evaluate both fundamental ideas and more recent developments.

One of the best ways for doctoral candidates to understand a research area is to critically review articles describing research in that area. While less efficient than following a textbook, the approach provides a deeper understanding of specific issues, a better appreciation of the research process, and stronger training in research skills than the textbook approach. So the seminar will consist of a discussion of key articles on each topic. Students will be challenged to present articles in terms of key takeaways, limitations, and potential extensions. The class will discuss and evaluate the presentations. The instructor will provide his overall perspective on the articles and summarize direction of research.

The schedule describes the topics and readings that will be covered in each session. Papers listed under “Required Readings” will be read by all students and give a sense of the literature on the topic. Papers listed under “Discussion Readings” will be read, critiqued, and presented by selected students. Some readings will contain analytical or econometric analysis. Prior knowledge of econometrics or statistics is not a prerequisite for this course. Students need to understand the spirit of the analysis even if they may sometimes skim read these technical sections. However, students should not skim read technical sections all the time – in particular, I expect them to deepen their technical knowledge in a specific method depending on their interests. Note, it is not necessary for a researcher to understand technical details of all types of analyses – but it is necessary that s/he develops expertise on some that are most related to his/ her own research.

Finally, papers listed under “Additional Readings” are optional and only meant for students specifically interested in additional contents related to a particular session. These readings will help students’ mini-term papers (described later). As such, the additional readings will be more appropriate after students complete the eight sessions. Therefore, I will upload the additional readings after the class sessions.

## **Course Structure**

The course will be structured under 4 broad content areas and 8 sessions.

### **A. Philosophy and Methods of Marketing Strategy Research**

### **B. Customer Strategy Research**

- i. Diffusion and Social Media
- ii. Positioning and Customer Preference
- iii. Customer Relationship Management

### **C. Brand Strategy Research**

- i. Market Entry
- ii. Quality and Innovation
- iii. Other Marketing Mix

### **D. Strategy Performance Research**

## Goals

The seminar seeks to:

- 1) Expose students to important problems in marketing strategy
- 2) Familiarize students with findings in the area.
- 3) Refine students' skills in reviewing articles and integrating literature.
- 4) Help students understand how various methodologies address these problems.

## Pedagogy

There are two types of readings – discussion readings (6) and required readings (2-3 for every session). The 8 class sessions will involve a presentation and discourse of the discussion readings. The actual reading will be done over the weeks prior to the face to face session. For example readings of the first 4 sessions during 1/30 to 2/1 will be done in the four previous weeks (i.e., weeks starting Jan 5, Jan 12, Jan 19, and Jan 26 respectively).

Each student will be assigned to read a specific discussion reading in each week. Following that, at the end of each week, each student will upload a powerpoint file (maximum 25 slides) describing the assigned discussion paper on the e-learning course page. This will include (i) agenda, research question(s) and literature, (ii) key takeaways, substantive and/ or methodological, (iii) critique and limitations (not applicable for Session 1 readings), and (iv) extensions and other research ideas related to the substantive and methodological domains. These weekly assignments need to be completed as per the set deadline (see schedule) and will be graded.

During each class session, all discussion readings (assigned to the class) will be presented and discussed. I will randomly ask a student to present his/ her powerpoint on a specific reading. The rest of the readers will contribute to the discussion of the class by debating the presenter's understanding and/ or proposing their own takes. Others (i.e., the non-readers) will absorb this knowledge and insights while participating through asking clarifications, proposing counterpoints, etc.

The objective is to give the students a broad exposure to the literature on marketing strategy. Each session will have an accompanying set of required readings. Though the required readings will not be summarized, critiqued, and presented, it should help formation of the two mini term paper (research proposals) that each student will produce during the course – one related to customer strategy and the other related to brand strategy. Each of these term papers can potentially be a dissertation topic in future.

## Research Proposals (Mini Term Papers)

Each research proposal will comprise a research question that is grounded in the relevant literature, motivation for studying the question, a method for investigating it, potential data sources, and a mock example of the data and analysis. The proposal may involve a survey, field experiment, a quasi or natural experiment, multivariate analysis of secondary data, or meta-analysis. The first research proposal is due by April 2 while the second is due by April 23.

## Attendance

Students need to complete all weekly assignments in time. There will be a penalty for late submissions. Students will also attend all class sessions punctually and should inform the instructor ahead of time for any absence. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

## **Grading**

The grading rubric will be as follows:

Class Participation	10%
Powerpoint Assignments (8 @ 5%)	40%
Research Proposals (2 @ 25%)	50%

Class participation grading will be based on the instructor's assessment of a student's contribution in the sessions. The powerpoint write-up grading will be relative to the best powerpoint among the cohort (such that the best gets the max grade). Research proposal grading will be based on the instructor's overall assessment of a student's learning and display of creativity.

## **Assignment Submission Deadlines**

Jan 8: Discussion Reading Assignment on Session I

Jan 15: Discussion Reading Assignment on Session II

Jan 22: Discussion Reading Assignment on Session III

Jan 29: Discussion Reading Assignment on Session IV

Feb 12: Discussion Reading Assignment on Session V

Feb 19: Discussion Reading Assignment on Session VI

Feb 26: Discussion Reading Assignment on Session VII

Mar 5: Discussion Reading Assignment on Session VIII

April 2: Research Proposal 1

April 23: Research Proposal 2

## **Accommodations for Students with Disabilities**

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

## **Academic Honesty Policy**

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, students are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with me.

## **Counseling and Wellness**

Please contact <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575 or the University Police Department: 392-1111 or 9-1-1 for emergencies.



## **SESSION I: Philosophy and Methods in Marketing Strategy Research**

### ***Required Readings***

1. Davis, Murray (1973), "That's Interesting! Towards a Phenomenology of Sociology and a Sociology of Phenomenology," *Philosophy of Social Science*, 1(4), 309-344.
2. Varian, Hal R. (1997), "How to Build an Economic Model in Your Spare Time," *The American Economist*, Vol. 41, No. 2 (Fall), 3-10.

### ***Discussion Readings***

1. Goeree, Jacob K. and Charles A. Holt (2001), "Ten Little Treasures of Game Theory and Ten Intuitive Contradictions," *The American Economic Review*, Vol. 91, No. 5, 1402-1422.
2. Peter N. Golder (2000), "Historical Method in Marketing Research with New Evidence on Long-Term Market Share Stability," *Journal of Marketing Research*, Vol. 37, No. 2, 156-172.
3. Levitta, Steven D. and John A. List (2009), "Field experiments in economics: The past, the present, and the future," *European Economic Review*, Volume 53, Issue 1, 1-18.
4. Glass, Gene V. (1977), "Integrating Findings: The Meta-Analysis of Research," *Review of Research in Education*, Vol. 5, 351-379.
5. Abadie, A., Diamond, A. and Hainmueller, J. (2010), "Synthetic Control Methods for Comparative Case Studies: Estimating the Effect of California's Tobacco Control Program." *Journal of the American Statistical Association*, 105(490), 493-505.

### ***Additional Readings (Optional)***

1. Metrics—When and Why Nonaveraging Statistics Work Steven M. Shugan and Debanjan Mitra *Management Science* 200955:1 , 4-15
2. From density to destiny: Using spatial dimension of sales data for early prediction of new product success T Garber, J Goldenberg, B Libai, E Muller *Marketing Science* 23 (3), 419-428
3. The Idea Itself and the Circumstances of Its Emergence as Predictors of New Product Success Jacob Goldenberg, Donald R. Lehmann, and David Mazursky *Management Science* 200147:1 , 69-84
3. How Advertising Affects Sales: Meta-Analysis of Econometric Results Gert Assmus, John U. Farley and Donald R. Lehmann *Journal of Marketing Research* Vol. 21, No. 1 (Feb., 1984) , pp. 65-74
5. The Price Elasticity of Selective Demand: A Meta-Analysis of Econometric Models of Sales Gerard J. Tellis *Journal of Marketing Research* Vol. 25, No. 4 (Nov., 1988) , pp. 331-341

## **SESSION II: Customer Strategy Research – Diffusion and Social Media**

### ***Required Readings***

1. Chandrasekaran, D. and Tellis, G. J. (2007), "A Critical Review of Marketing Research on Diffusion of New Products." Review of Marketing Research, vol. 3, Malhotra, N. K. (ed.). Armonk, NY: M. E. Sharp
2. Muchnik, L., S. Aral, & S. Taylor (2013), "Social Influence Bias: A Randomized Experiment." *Science*, 341(6146): 647-651.

### ***Discussion Readings***

1. Tellis, G. J., Stremersch, S. and Yin, E. (2003), "The International Takeoff of New Products: Economics, Culture and Country Innovativeness," *Marketing Science*, 22(2): pp. 188-208
2. Peter N. Golder, Gerard J. Tellis, (2004), "Growing, Growing, Gone: Cascades, Diffusion, and Turning Points in the Product Life Cycle," *Marketing Science* 23(2):207-218.
3. Godes, David and Dina Mayzlin (2004), "Using Online Conversation to Study Word-of-Mouth Communication," *Marketing Science*, 23 (Fall), 545-560.
4. Jonah Berger, Eric M. Schwartz (2011), "What Drives Immediate and Ongoing Word of Mouth?," *Journal of Marketing Research*: October 2011, Vol. 48, No. 5, pp. 869-880.
5. Eliashberg, Jehoshua and Steven M. Shugan (1997), "Film Critics: Influencers or Predictors?" *Journal of Marketing*, Vol. 61, No. 2 (Apr., 1997), 68-78.

### ***Additional Readings (Optional)***

1. Bass, Frank M. (1969), "A New Product Growth Model for Consumer Durables," *Management Science* 15:5, 215-227.
2. Golder, Peter N. and Gerard J. Tellis (1997), "Will It Ever Fly? Modeling The Takeoff of New Consumer Durables," *Marketing Science*, 16, 3, 256-270.
3. Judith A. Chevalier and Dina Mayzlin (2006) The Effect of Word of Mouth on Sales: Online Book Reviews. *Journal of Marketing Research*: August 2006, Vol. 43, No. 3, pp. 345-354.
4. Tanya (Ya) Tang, Eric (Er) Fang, and Feng Wang (2014), "Is Neutral Really Neutral? The Effects of Neutral User-Generated Content on Product Sales," *Journal of Marketing*: July 2014, Vol. 78, No. 4, pp. 41-58.
5. Oliver Hinz, Bernd Skiera, Christian Barrot, Jan U. Becker (2011) Seeding Strategies for Viral Marketing: An Empirical Comparison. *Journal of Marketing*: November 2011, Vol. 75, No. 6, pp. 55-71.
6. A Meta-Analysis of Applications of Diffusion Models Fareena Sultan, John U. Farley and Donald R. Lehmann *Journal of Marketing Research* Vol. 27, No. 1 (Feb., 1990) , pp. 70-77
7. How Critical Are Critical Reviews? The Box Office Effects of Film Critics, Star Power, and Budgets by: Suman Basuroy, Subimal Chatterjee, Abraham S. Ravid *Journal of Marketing*, Vol. 67, No. 4. (October 2003), pp. 103-117
8. Gabriel R. Gonzalez, Danny P. Claro, and Robert W. Palmatier (2014) Synergistic Effects of Relationship Managers' Social Networks on Sales Performance. *Journal of Marketing*: January 2014, Vol. 78, No. 1, pp. 76-94.
9. Shibin Sheng, Kevin Zheng Zhou, Julie Juan Li (2011) The Effects of Business and Political Ties on Firm Performance: Evidence from China. *Journal of Marketing*: January 2011, Vol. 75, No. 1, 1-15.

## **SESSION III: Customer Strategy Research – Preference and Perceptions**

### ***Required Readings***

1. Boulding, William, Ajay Kalra, Richard Staelin and Valarie A. Zeithaml (1993), "A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions," *Journal of Marketing Research*, Vol. 30, No. 1, 7-27.
3. Green, Paul E., Abba M. Krieger, and Yoram Wind (2001), "Thirty Years of Conjoint Analysis: Reflections and Prospects," *Interfaces*, 31:3 \_supplement, S56-S73.

### ***Discussion Readings***

1. Carpenter, Gregory S., Rashi Glazer and Kent Nakamoto (1994), "Meaningful Brands from Meaningless Differentiation: The Dependence on Irrelevant Attributes," *Journal of Marketing Research*, Vol. 31, No. 3, 339-350.
2. Thomas, Manoj, Daniel H. Simon, and Vrinda Kadiyali (2010), "The Price Precision Effect: Evidence from Laboratory and Market Data," *Marketing Science*, 29(1), 175-190.
3. Anderson, Eric and Duncan Simester (2010), "Price Stickiness and Customer Antagonism," *Quarterly Journal of Economics*, 125.2: 729-65.
4. Lilien, Gary L., Pamela D. Morrison, Kathleen Searls, Mary Sonnack, and Eric von Hippel (2002), "Performance Assessment of the Lead User Idea-Generation Process for New Product Development," *Management Science*, 48(8), 1042-1059.
5. Roland T. Rust, J. Jeffrey Inman, Jianmin Jia and Anthony Zahorik (1999), "What You Don't Know about Customer-Perceived Quality: The Role of Customer Expectation Distributions," *Marketing Science*, Vol. 18, No. 1, 77-92.

### ***Additional Readings (Optional)***

1. Jan-Benedict E.M. Steenkamp, Harald J. Van Heerde, Inge Geyskens (2010) What Makes Consumers Willing to Pay a Price Premium for National Brands over Private Labels?. *Journal of Marketing Research*: December 2010, Vol. 47, No. 6, pp. 1011-1024.
2. Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry (1988), "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality," *Journal of Retailing*, 64(1), 12-40.
3. Hoch, Stephen J. (1988), "Who Do We Know: Predicting the Interests and Opinions of the American Consumer," *Journal of Consumer Research*, 15(3), 315-324.
4. What's Advertising Content Worth? Evidence From A Consumer Credit Marketing Field Experiment\* Marianne Bertrand Dean Karlan Sendhil Mullainathan Eldar Shafir Jonathan Zinman
5. Managing Service Expectations in Online Markets: A Signaling Theory of E-tailer Pricing and Empirical Tests Debanjan Mitra, Scott Fay *Journal of Retailing* June 2010
6. A Conceptual Model of Service Quality and Its Implications for Future Research A. Parasuraman, Valarie A. Zeithaml and Leonard L. Berry *Journal of Marketing* Vol. 49, No. 4 (Autumn, 1985) , pp. 41-50

## **SESSION IV: Customer Strategy Research – Relationship Management**

### ***Required Readings***

1. Reinartz, Werner, Manfred Krafft, and Wayne D. Hoyer (2004), "The Customer Relationship Management Process: Its Measurement and Impact on Performance," *Journal of Marketing Research*, Vol. 41, No. 3 (Aug., 2004), pp. 293-305.
2. Gupta, Sunil, Donald R. Lehmann and Jennifer Ames Stuart (2004), "Valuing Customers," *Journal of Marketing Research*, Vol. 41, No. 1 (Feb., 2004), pp. 7-18.

### ***Discussion Readings***

1. Jaishankar Ganesh, Mark J. Arnold and Kristy E. Reynolds (2000), "Understanding the customer base of service providers: an examination of the differences between switchers and stayers," *Journal of Marketing*, Vol. 64, No. 3, 65-87.
2. Wübben, Markus and Florian v. Wangenheim (2008), "Instant Customer Base Analysis: Managerial Heuristics Often "Get It Right"," *Journal of Marketing*, Vol. 72, No. 3, 82-93.
3. Verhoef, Peter C. (2003), "Understanding the Effect of Customer Relationship Management Efforts on Customer Retention and Customer Share Development," *Journal of Marketing*: October 2003, Vol. 67, No. 4, 30-45.
4. Crina O. Tarasi, Ruth N. Bolton, Michael D. Hutt, Beth A. Walker (2011), "Balancing Risk and Return in a Customer Portfolio," *Journal of Marketing*, Vol. 75, No. 3, 1-17.
5. Roland T. Rust, Katherine N. Lemon, Valarie A. Zeithaml (2004), "Return on Marketing: Using Customer Equity to Focus Marketing Strategy," *Journal of Marketing*, Vol. 68, No. 1, 109-127.

### ***Additional Readings (Optional)***

1. Customer metrics and their impact on financial performance S Gupta, V Zeithaml - Marketing Science, 2006 - pubsonline.informs.org
2. Eric T. Anderson and Duncan I. Simester (2014) Reviews Without a Purchase: Low Ratings, Loyal Customers, and Deception. *Journal of Marketing Research*: June 2014, Vol. 51, No. 3, pp. 249-269.
3. Godes, David and Dina Mayzlin (2009), "Firm-Created Word-of-Mouth Communication: Evidence from a Field Test," *Marketing Science*, 28(4), 721-739.
4. The Impact of Customer Relationship Characteristics on Profitable Lifetime Duration Werner J. Reinartz and V. Kumar *Journal of Marketing* Vol. 67, No. 1 (Jan., 2003) , pp. 77-99
5. Mithas, Sunil, M. S. Krishnan, and Claes Fornell (2005), "Why Do Customer Relationship Management Applications Affect Customer Satisfaction?" *Journal of Marketing*, Vol. 69, No. 4 (Oct., 2005), pp. 201-209
6. The Antecedents and Consequences of Customer Satisfaction for Firms Eugene W. Anderson and Mary W. Sullivan *Marketing Science* 199312:2 , 125-143
7. Philipp Schmitt, Bernd Skiera, Christophe Van den Bulte (2011) Referral Programs and Customer Value. *Journal of Marketing*: January 2011, Vol. 75, No. 1, pp. 46-59.

## **SESSION V: Brand Strategy Research – Market Entry**

### ***Required Readings***

1. Golder Peter N. and Gerard J. Tellis (1993) “Pioneering Advantage: Marketing Logic or Marketing Legend,” *Journal of Marketing Research*.
2. Liebowitz S. J. and Stephen E. Margolis (1990), “The Fable of the Keys,” *Journal of Law and Economics*, Vol. 33, No. 1 (Apr., 1990), pp. 1-25
3. Order of Market Entry: Established Empirical Generalizations, Emerging Empirical Generalizations, and Future Research Gurumurthy Kalyanaram, William T. Robinson and Glen L. Urban *Marketing Science* Vol. 14, No. 3, Part 2 of 2: Special Issue on Empirical Generalizations in Marketing (1995) , pp. G212-G221

### ***Discussion Readings***

1. Debanjan Mitra and Peter N. Golder (2002), “Whose Culture Matters? Near-Market Knowledge and Its Impact on Foreign Market Entry Timing,” *Journal of Marketing Research*, Vol. 39, No. 3 (Aug., 2002), pp. 350-365
2. Jonathan D. Bohlmann, Peter N. Golder, and Debanjan Mitra (2002), “Deconstructing the Pioneer’s Advantage: Examining Vintage Effects and Consumer Valuations of Quality and Variety,” *Management Science*,48:9, 1175-1195.
3. Johnson, Joseph and Gerard J. Tellis (2008), “Drivers of Success for Market Entry Into China and India,” *Journal of Marketing*, 72 (May) 1-13.
4. Kusum L. Ailawadi, Jie Zhang, Aradhna Krishna, Michael W. Kruger (2010) When Wal-Mart Enters: How Incumbent Retailers React and How This Affects Their Sales Outcomes. *Journal of Marketing Research*: August 2010, Vol. 47, No. 4, pp. 577-593.
5. Uri Simonsohn (2010), “eBay’s Crowded Evenings: Competition Neglect in Market Entry Decisions,” *Management Science*, 56(7), 1060-1073.

### ***Additional Readings (Optional)***

1. Gerard J. Tellis, Eden Yin, Rakesh Niraj (2009), “Does Quality Win? Network Effects Versus Quality in High-Tech Markets,” *Journal of Marketing Research* 2009 46:2, 135-149.
2. Competitive Reactions to Market Entry: Explaining Interfirm Differences Hubert Gatignon, Erin Anderson and Kristiaan Helsen *Journal of Marketing Research* Vol. 26, No. 1 (Feb., 1989) , pp. 44-55
3. Competitor See, Competitor Do: Incumbent Entry in New Market Niches Marion Debruyne and David J. Reibstein *Marketing Science* 200524:1 , 55-66
4. Sustainable Pioneering Advantage? Profit Implications of Market Entry Order William Boulding and Markus Christen *Marketing Science* 200322:3 , 371-392
5. Marketing Mix Reactions to Entry William T. Robinson *Marketing Science* Vol. 7, No. 4, Special Issue on Competitive Marketing Strategy (Autumn, 1988) , pp. 368-385

## **SESSION VI: Brand Strategy Research – Quality and Innovation**

### ***Required Readings***

1. Golder, Peter N., Debanjan Mitra, and Christine Moorman (2012) What Is Quality? An Integrative Framework of Processes and States. *Journal of Marketing*: July 2012, Vol. 76, No. 4, pp. 1-23.
2. Hauser John, Gerard J. Tellis and Abbie Griffin (2007) “Research on Innovation and New Products: A Review and Agenda for Marketing Science,” *Marketing Science*, 25, 6, 687-717.
3. Griffin, Abbie and John R. Hauser (1993), “The Voice of the Customer,” *Marketing Science*, 12(1), 1-27.

### ***Discussion Readings***

1. Golder, Peter N. Rachel Shacham, and Debanjan Mitra (2009), “Innovations' Origins: When, By Whom, and How Are Radical Innovations Developed?” *Marketing Science* 28:1 , 166-179.
2. Organizing for Radical Product Innovation: The Overlooked Role of Willingness to Cannibalize Rajesh K. Chandy and Gerard J. Tellis *Journal of Marketing Research* Vol. 35, No. 4 (Nov., 1998) , pp. 474-487
3. How Does Objective Quality Affect Perceived Quality? Short-Term Effects, Long-Term Effects, and Asymmetries Debanjan Mitra and Peter N. Golder *Marketing Science*, Vol. 25, No. 3 (May - Jun., 2006), pp. 230-247
4. Srinivasan, R., Lilien, G. L. and Rangaswamy, A. (2006) “The Emergence of Dominant Designs.” *Journal of Marketing*, 70(2): pp. 1-17
5. Shugan, Steven M. and Debanjan Mitra (2014), “A Theory for Market Growth or Decline,” *Marketing Science*, 33:1 , 47-65.

### ***Additional Readings (Optional)***

1. Ashwin W. Joshi, (2010) Salesperson Influence on Product Development: Insights from a Study of Small Manufacturing Organizations. *Journal of Marketing*: January 2010, Vol. 74, No. 1, pp. 94-107.
2. Sood, A. and Tellis, G. J. (2011) “Demystifying Disruptions: A New Model for Understanding and Predicting Disruptive Technologies.” *Marketing Science*, 30(2): pp. 339-354
3. Debanjan Mitra & Peter N. Golder (2008), “Does Academic Research Help or Hurt MBA Programs? *Journal of Marketing*, Vol. 72, No. 5, 31-49.
4. Hauser, John R. and Don Clausing (1988), “The House of Quality,” *Harvard Business Review*, 66 (May-June), 63-73.
5. Chandy, Rajesh and Gerard J. Tellis (2000), “The Incumbent's Curse? Incumbency, Size and Radical Product Innovation,” *Journal of Marketing*, 64, 3 (July), 1 to 17.
6. Bayus Barry L. (2013), “Crowdsourcing New Product Ideas Over Time: An Analysis of the Dell IdeaStorm Community,” *Management Science* 9:1, 226-244.

## **SESSION VII: Brand Strategy Research – Other Marketing Mix**

### ***Required Readings***

1. Frictionless Commerce? A Comparison of Internet and Conventional Retailers Erik Brynjolfsson and Michael D. Smith *Management Science* 200046:4 , 563-585
2. Tellis, G. J., Chandy, R. and Thaivanich, P. (2000) "Which Ad Works, When, Where, and How Often? Modeling the Effects of Direct Television Advertising." *Journal of Marketing Research*, 37 (1): pp. 32-46

### ***Discussion Readings***

1. Branded Variants: A Retail Perspective Mark Bergen, Shantanu Dutta and Steven M. Shugan *Journal of Marketing Research* Vol. 33, No. 1 (Feb., 1996) , pp. 9-19
2. Kusum L. Ailawadi, Donald R. Lehmann, & Scott A. Neslin Market Response to a Major Policy Change in the Marketing Mix: Learning from Procter & Gamble's Value Pricing Strategy
3. Wine Online: Search Costs Affect Competition on Price, Quality, and Distribution John G. Lynch, Jr. and Dan Ariely *Marketing Science* 200019:1 , 83-103
4. Yakov Bart, Andrew T. Stephen, and Miklos Sarvary (2014) Which Products Are Best Suited to Mobile Advertising? A Field Study of Mobile Display Advertising Effects on Consumer Attitudes and Intentions. *Journal of Marketing Research*: June 2014, Vol. 51, No. 3, pp. 270-285.
5. The digital provide: Information (technology), market performance, and welfare in the South Indian fisheries sector R Jensen - *The quarterly journal of economics*, 2007

### ***Additional Readings (Optional)***

1. Decomposing the Impact of Advertising: Augmenting Sales with Online Search Data Ye Hu Rex Yuxing Du
2. Sina Damangir Ju-Young Kim, Martin Natter, Martin Spann (2009) Pay What You Want: A New Participative Pricing Mechanism. *Journal of Marketing*: January 2009, Vol. 73, No. 1, pp. 44-58.
3. Cost of Being Poor: Retail Price and Consumer Price Search Differences across Inner-City and Suburban Neighborhoods Debabrata Talukdar *Journal of Consumer Research*, Vol. 35, No. 3 (October 2008), pp. 457-471
4. Eric T. Anderson, Nathan M. Fong, Duncan I. Simester, Catherine E. Tucker (2010) How Sales Taxes Affect Customer and Firm Behavior: The Role of Search on the Internet. *Journal of Marketing Research*: April 2010, Vol. 47, No. 2, pp. 229-239.
5. Christine Moorman, Rosellina Ferraro, and Joel Huber (2012), "Unintended Nutrition Consequences: Firm Responses to the Nutrition Labeling and Education Act," *Marketing Science* 2012, 31:5, 717-737.
6. Sarthak Gaurav, Shawn Cole, Jeremy Tobacman (2011) Marketing Complex Financial Products in Emerging Markets: Evidence from Rainfall Insurance in India. *Journal of Marketing Research*: November 2011, Vol. 48, No. SPL, pp. S150-S162.
7. Catherine Tucker and Juanjuan Zhang (2010), "Growing Two-Sided Networks by Advertising the User Base: A Field Experiment," *Marketing Science* 29:5, 805-814.
8. Kishore, Sunil, Rao, Raghunath Singh, Narasimhan, Om and John, George (2013) Bonuses versus commissions: a field study. *Journal of Marketing Research*, 50 (3). pp. 317-333.

## **SESSION VIII: Strategy Performance Research**

### ***Required Readings***

1. The American Customer Satisfaction Index: Nature, Purpose, and Findings Claes Fornell, Michael D. Johnson, Eugene W. Anderson, Jaesung Cha and Barbara Everitt Bryant *Journal of Marketing*, Vol. 60, No. 4 (Oct., 1996), pp. 7-18
2. Reichheld, Frederick F. "The One Number You Need to Grow." *Harvard Business Review* (2003): 1-9.
3. Srinivasan, S. and Hanssens, D. M. (2009) "Marketing and Firm Value: Metrics, Methods, Findings, and Future Directions." *Journal of Marketing Research*, 46(3): pp. 293-312

### ***Discussion Readings***

1. Revenue Premium as an Outcome Measure of Brand Equity Kusum L. Ailawadi, Donald R. Lehmann and Scott A. Neslin *Journal of Marketing*, Vol. 67, No. 4 (Oct., 2003), pp. 1-17
2. Yakov Bart, Venkatesh Shankar, Fareena Sultan, Glen L. Urban (2005) Are the Drivers and Role of Online Trust the Same for All Web Sites and Consumers? A Large-Scale Exploratory Empirical Study. *Journal of Marketing*: October 2005, Vol. 69, No. 4, pp. 133-152.
3. The Use of Pledges to Build and Sustain Commitment in Distribution Channels Erin Anderson and Barton Weitz *Journal of Marketing Research*, Vol. 29, No. 1 (Feb., 1992), pp. 18-34
4. The Value of Different Customer Satisfaction and Loyalty Metrics in Predicting Business Performance Neil A. Morgan and Lopo Leotte Rego *Marketing Science* Vol. 25, No. 5 (Sep. - Oct., 2006) , pp. 426-439
5. Natalie Mizik, Robert Jacobson (2003) Trading Off Between Value Creation and Value Appropriation: The Financial Implications of Shifts in Strategic Emphasis. *Journal of Marketing*: January 2003, Vol. 67, No. 1, pp. 63-76.

### ***Additional Readings (Optional)***

1. Customer Satisfaction, Productivity, and Profitability: Differences between Goods and Services Eugene W. Anderson, Claes Fornell and Roland T. Rust *Marketing Science*, Vol. 16, No. 2 (1997), pp. 129-145
2. The Measurement and Determinants of Brand Equity: A Financial Approach Carol J. Simon and Mary W. Sullivan *Marketing Science*, Vol. 12, No. 1 (Winter, 1993), pp. 28-52
3. Customer Satisfaction and Shareholder Value Eugene W. Anderson, Claes Fornell and Sanal K. Mazvancheryl *Journal of Marketing* Vol. 68, No. 4 (Oct., 2004) , pp. 172-185
4. Conceptualizing, Measuring, and Managing Customer-Based Brand Equity Kevin Lane Keller *Journal of Marketing*, Vol. 57, No. 1 (Jan., 1993), pp. 1-22
5. Sood, A. and Tellis, G. J. (2009) "Do Innovations Really Payoff? Total Stock Market Returns to Innovation." *Marketing Science*, 28(3): pp. 442-456
6. The Impact of Product Recalls on the Wealth of Sellers Gregg Jarrell and Sam Peltzman *Journal of Political Economy* Vol. 93, No. 3 (Jun., 1985) , pp. 512-536



## Discussion Reading Assignment Allotment

The following table specifies the discussion readings assigned to each student.

First Name	Last Name	Discussion Reading # for Session							
		I	II	III	IV	V	VI	VII	VIII
Tom	Arnold	1	2	3	4	3	1	5	4
Brent	Berthy	2	4	5	5	5	2	2	5
Jennifer	Cainas	3	5	4	2	1	4	3	1
Jamey	Darnell	5	2	3	2	3	4	4	3
Shalini	Gopalkrishnan	1	3	4	3	4	5	1	4
Brian	Hasson	2	4	1	4	5	1	2	5
James	Hoover	3	5	5	1	1	2	3	1
Jose Luis	Iglesias	4	1	2	5	2	3	4	2
Kurt	Jacobs	5	2	4	3	3	4	5	3
Enrique	Lacayo	1	3	3	2	4	5	2	5
Abu Hasan	Nur	3	5	2	1	1	2	3	1
Jared	Pressell	4	1	1	5	2	3	4	2
Anthony	Sanor	5	2	3	2	3	4	5	3
David	Spohn	1	3	5	4	4	5	1	4
Jason	Thogmartin	2	4	4	3	1	2	2	5
Steven	Tufts	3	5	1	5	5	1	3	1

For example, Mr. Hoover's discussion reading assignments for the first 4 sessions as per the above allotment are:

Session #	Reading #	Discussion Reading
I	3	Levitta, Steven D. and John A. List (2009), "Field experiments in economics: The past, the present, and the future," <i>European Economic Review</i> , Volume 53, Issue 1, 1-18.
II	5	Berger, Jonah, Eric M. Schwartz (2011), "What Drives Immediate and Ongoing Word of Mouth?," <i>Journal of Marketing Research</i> , Vol. 48, No. 5, 869-880.
III	5	Roland T. Rust, J. Jeffrey Inman, Jianmin Jia and Anthony Zahorik (1999), "What You Don't Know about Customer-Perceived Quality: The Role of Customer Expectation Distributions," <i>Marketing Science</i> , Vol. 18, No. 1, 77-92.
IV	1	Ganesh, Jaishankar, Mark J. Arnold and Kristy E. Reynolds (2000), "Understanding the customer base of service providers: an examination of the differences between switchers and stayers," <i>Journal of Marketing</i> , Vol. 64, No. 3, 65-87.