

**MKTG 6106 (FALL 2024)**  
**ADVANCED TOPICS IN MARKETING**  
**(SEMINAR IN MARKETING STRATEGY AND MANAGEMENT)**

**A. GENERAL INFORMATION**

Instructor: Dipankar Chakravarti  
CRN: 91293\_202409  
E-mail/Office: [dchakra1@vt.edu](mailto:dchakra1@vt.edu); **NVC354**  
Phones: Cell: 720.938.7536; Home: 443.546.1042; **Office 703.538.8418 (Do not use)**  
Office Hours: Please set Zoom appointments by e-mail.  
Class Meetings: TH: (9.00 a.m. – 12 noon)  
Pre-requisites: Instructor consent  
**Classroom/Phone: All classes via Zoom for Blacksburg students**  
Zoom Link: <https://viriginiatech.zoom.us/j/4435461042>, Password:DCDCDC

**B. COURSE MATERIAL**

There is no formal text for this course. Readings for each day are listed in the syllabus and will be posted on the CANVAS website for the course along with background/supplemental material. They may also be downloaded via the links provided.

**C. COURSE OBJECTIVES**

This course is designed as a research seminar for Ph.D. students in marketing. The focus will be on substantive topics in marketing strategy and management research that draws on interdisciplinary perspectives grounded mainly in the economic and administrative sciences. Although the research discussed is generally informed by psychological principles, it does not focus on psychological perspectives to avoid overlap with seminars in consumer behavior and/or judgment and decision making. More specifically, the course will:

- provide a selective but intensive exposure to the historical evolution and contemporary growth points in marketing strategy and management research;
- enable students to critically evaluate existing research on marketing strategy and management and identify opportunities for substantive and methodological advances; and
- encourage students to conceptualize, design and implement original research on marketing strategy and management

**D. COURSE MECHANICS AND GRADING**

The course will meet as indicated. Specific class meetings may be adjusted to adapt to course progress, specific contingencies and unanticipated schedule conflicts. Class meetings will be devoted to a mix of lectures, discussion, critical analysis and synthesis of assigned readings. Each student should be prepared to participate in and contribute to these discussions and the quality of these daily contributions will be graded. Attachment 1 provides daily preparation guidelines. Also, each day designated students will be assigned in teams to lead the class discussion. These students will be responsible for preparing and circulating discussion questions prior to the class meetings. Following class discussion, these students will also summarize the class discussion. Attachment 2 provides guidelines for this assignment. Finally, each student will develop an original research proposal addressing a substantive marketing strategy or management question. The proposal will develop a relevant literature review, evolve a set of research questions, propositions or hypotheses, and design appropriate empirical work. This proposal will be evaluated in two parts: (1) an in-class presentation and (2) a written report that incorporates feedback received during the presentation. Attachment 3 provides relevant guidelines.

Course grades will be based on a weighted assessment of the quality of contributions as follows:

Daily class discussion:	10%	Discussion Leadership (Questions/Write-up):	30%
Research Proposal Class Presentation:	20%	Written Research Proposal:	40%

## E. CLASS SCHEDULE OVERVIEW

### MODULE 1: MACRO PERSPECTIVES

August 29: COURSE OVERVIEW  
September 5: MARKETING: ROLE IN CREATING FIRM & SOCIETAL VALUE  
September 12: MARKETING: ROLE WITHIN THE ORGANIZATION

### MODULE 2: THE FIRM AND ITS MARKETS

September 19: CUSTOMERS (VALUE & RELATIONSHIPS)  
September 26: COMPETITION (COMPETITIVE ADVANTAGE)  
October 3: INNOVATION, ADOPTION & DIFFUSION PROCESSES  
October 10: MARKET STRUCTURE AND SEGMENTATION

### MODULE 3: MANAGING THE MARKETING MIX

October 17: BRANDING & BRAND EQUITY  
October 24: Catch-up Day  
October 31: PRODUCT & SERVICE  
November 7: MARKETING COMMUNICATIONS  
November 14: PRICING & SALES PROMOTIONS  
November 21: SALESFORCE & PERSONAL SELLING  
November 28: Thanksgiving Break (No class)  
December 5: DISTRIBUTION CHANNELS

### MODULE 4: SUMMING UP & PROGNOSIS

December 12 COURSE SUMMARY & PRESENTATIONS (Class Timings TBA)  
December 16 Written Term projects due.

## F. READING LIST

Given the extensive literature on marketing strategy and management, it is possible to create a semester long doctoral seminar on each of the above topics. The researcher must choose a substantive problem as well as the (inter)disciplinary perspective for framing the problem. Topics are often difficult to study in isolation (e.g., brand equity and marketing communications or products and pricing issues are often interrelated). One must also choose the focal unit of analysis, (individuals, households, dyads, groups, the aggregate markets, etc.), the firm (as competitor or collaborator) or the firm-market interface. The choice of research method is no less complex and multi-method approaches (involving archival or primary data gathered using various methods) are increasingly common. Each of these choices influences the audience and the impact of the research product.

Researchers should play to their own substantive preferences and skills in making these choices. However, they also should keep an open mind about alternative paradigms within which to situate their own work in the field, be counted in its community of scholars, and to stay abreast of advances in knowledge and technology. To this end, I have usually selected six or seven core papers for each day's readings. Two of these are foundational papers that helped define the topic area. The next two are prominent contemporary papers reflecting the "state of the art." We will usually discuss these papers in class via student-led presentations and instructor-supported discussion. The final two papers are contemporary reviews, syntheses or meta-analyses of findings. The attachments outline the approach we will use to cover the topics each day.

The reading list is attached separately. Please note that the list **excludes** papers that focus on marketing strategy issues based on purely laboratory based experimental psychology perspectives. This is deliberate and is designed to avoid overlap with other departmental seminars on Consumer Behavior and Judgment & Decision Making that cover these perspectives in depth. The reading list is also biased toward papers which balance conceptual/analytical components with significant empirical work. Separate readings may be recommended as analytical toolkit material as needed.

## ATTACHMENT 1

### READING ACADEMIC RESEARCH PAPERS

The following are some useful hints for reading research papers. The primary goal here is to think about the meaning and implications of the readings and ultimately to relate them to formulate your own research interests. As you will see in implementing the suggestions below, many of your answers will depend on your own (evolving) personal tastes. However, the traction and impact of your opinions will depend on how well you can support them. Developing thoughtful and insightful answers is time and effort intensive and requires self-confidence and practice.

#### A. FORMING AN OVERALL APPRAISAL OF THE AREA.

1. Is this paper interesting to you? Why or why not?
2. What is (are) the key substantive question(s) being addressed?
3. How has the author positioned the issue?
4. What is it about the positioning that makes you want to read/not read the paper?
5. How important is the issue in context?

#### B. READING AND UNDERSTANDING THE PAPER

##### 1. Assess the conceptual aspects of the paper.

- What are the source disciplines tapped?
- Has the author reviewed the literature appropriately?
- Are the ideas and the propositions sensible?
- Do the examples relate to the concepts? Can you think of counterexamples?
- What are the paper's conceptual strengths/contributions?
- What are the paper's conceptual weaknesses/limitations?

##### 2. Assess the methodological aspects of the paper.

- What methodology is used?
- Is it appropriate to use this methodology to address the problem?
- What other approach would complement or improve the research?
- What inductive/deductive logic is implicit in the methodology?
- Are the math proofs/the study design/the statistical tests understandable?
- What do you need to know in order to understand them?
- Did the method aid or hinder your understanding of the substantive contribution?

##### 3. Assess the interpretive aspects of the paper.

- What does the paper show/find?
- Do the claims follow from what was shown or found in the study?
- Are the implications clear and interesting?
- Do they suggest new research? If yes' what issues?
- Does the author suggest future research questions? If yes, what are they?
- What are the study limitations (acknowledged and unacknowledged)?
- Do the study limitations suggest new research? If yes, what are they?
- Do you know of other ways to address this issue?

### **C. ASSESSING YOUR FUTURE INTEREST.**

#### **1. Are the substantive issues in this area interesting to you?**

- If yes, explicitly identify some of these issues.
- If no, why not?

#### **2. What do you need to know to do original work in this area?**

- Do the suggested future research issues provide a starting point?
- What source discipline(s) do you need to read in?
- What methodological skills do you need to develop?
- Who are likely to be useful resources/co-researchers on such a project?
  - \*your peers
  - \*the marketing faculty
  - \*faculty in other departments in Pamplin and VT
  - \*faculty at other schools

#### **3. How might you get this research supported/funded?**

- What materials/data/funding would you need?
- Which firm/agency might be worth tapping?
- Do you have contacts who might be helpful?
- Write a 2/3 page idea outline.
- Who might be a good critic/sponsor (see 2)?

### **D. TALK TO THE PERSON AND GET REACTIONS**

In developing your assessment of each paper, make an even-handed assessment of the strengths and limitations of the contribution. Avoid being dismissive on the basis of "generalizability to the real world." Rather, constructively assess how such limitations affect the findings and how these could be addressed in future research. In class discussions, avoid being a "free-rider" where you merely react to the ideas of others – offer your own ideas and develop them (in context and sometimes with the original proponent of the idea). Finally, do not shy away from things you do not know (technical details, methodology, assess what you would need to know given your own interests and how you might go about acquiring the capability via additional coursework, independent reading or finding a trained research partner.

## ATTACHMENT 2

### LEADING CLASS DISCUSSIONS

Attachment 1 describes the preparation process for a regular class. However, on days when you or your team is designated to lead the class discussion, you will have two specific assignments.

#### **Assignment 1: Class Discussion Questions**

Develop a written summary of your thoughts as you read the assigned “foundational” papers. For each paper identify at least two points of discussion related to its (i) conceptual, (ii) methodological, and (iii) interpretive aspects. Do not merely raise the questions but also provide a two or three sentence starting point for the discussion. These questions should be circulated by e-mail to the students in the class and the instructor by 5 p.m. on the Tuesday preceding the class. Your team will lead the discussion of these papers.

#### **Assignment 2: Class Discussion Summaries**

- A. Your team is responsible for writing a critical summary of the key points of the assigned **foundational papers** and the ideas that emerged in class discussion. This summary for each paper should not exceed 500 words.
- B. The instructor will lead the discussion of the **contemporary papers**. However, your team is responsible for developing a critical summary of the key points of these papers and the ideas that emerged in class discussion. This summary for each paper should not exceed 750 words.
- C. The **review/synthesis and/or meta-analytic papers** may or may not be discussed in class. However, your team is responsible for identifying at least two interesting questions (ideas) that may be addressed in future research on the topic. This summary of future research questions for each paper should not exceed 250 words.

The instructor will lead the discussion on August 29, September 5 and September 12. Discussion leadership assignments for students will start on September 19. The discussion teams will be announced separately.

**Although each team member may take primary responsibility for an assigned paper, the team as a whole is responsible for ensuring that all deliverables are submitted. Please e-mail Items A , B and C to the class and the instructor by midnight on the Thursday following the class. Please collate all items into a single 3-part document with a cover page that includes the team members’ names. The subject line on the e-mail should state the topic of the session.**

Feel free to consult the instructor in preparing for and completing these assignments. Consultation is optional, but feel free to reach out to the instructor to set up these consultations in advance of the assignment due dates.

## ATTACHMENT 3

### THE WRITTEN RESEARCH PROPOSAL ASSIGNMENT

The assignment is designed to provide hands-on experience on identifying or building on a concrete research idea. Get started on this assignment as early as possible. Students should set up individual meetings with the instructor during the week of October 5 to explore ideas and expectations regarding their proposal. You may build on prior work, but disclose what has been previously accomplished and how it will be extended in this proposal. Please prepare a one page *prospectus* regarding your planned work. Data collection is not expected for the proposal. The proposal specifics may vary, but the following outline provides a sense of what the finished product may look like.

#### **I. EXECUTIVE SUMMARY (1 page)**

- \* Statement of Research Thrust
- \* Intended Contribution(s)
- \* Positioning vis-a-vis sponsor's interests

#### **II. THE RESEARCH ISSUE(S) (4 pages)**

- \* Key questions/issues
- \* Relevant Literature Review
- \* Models/hypotheses/propositions to be explored
- \* Lead-in/justification for method

#### **III. RESEARCH DESIGN AND METHODOLOGY (4 pages)**

- \* Overview of method
- \* Study design
- \* Data sources, description
- \* Data collection plans (sample, method)
- \* Data analysis plans

#### **IV. EXPECTED FINDINGS (1 page)**

- \* Anticipated Results
- \* Expected contributions
  - Conceptual
  - Methodological
  - Applied (Practice)
- \* Future research agenda

#### **V. APPENDICES (5 pages)**

##### **1. Timetable (1 page)**

- \*Start date for key phases
- \*Completion date for key phases

##### **2. Funding/Support Needs (2 pages)**

- \*Formal budget
- \*Justification(s) for key budget elements
- \*Current and needed facilities

##### **3. Research Vita (2 pages)**

- \* General information
- \* Distinctive competence/skills

MKTG 6106 (Fall 2024)  
ADVANCED TOPICS IN MARKETING  
(SEMINAR IN MARKETING STRATEGY AND MANAGEMENT)  
Dr. Dipankar Chakravarti

DETAILED READING LIST

**MODULE 1: MACRO PERSPECTIVES**

**August 29: COURSE OVERVIEW: A FRAMEWORK FOR MARKETING STRATEGY & MANAGEMENT**

Foundational Reference Texts: (No purchases necessary).

1. Kotler, Philip, Kevin L. Keller and Alexander Chernev (2021), *Marketing Management*, (16<sup>th</sup> Ed.), Pearson.
2. Mizik, Natalie and Dominique M. Hanssens. eds. (2018), "*Handbook of Marketing Analytics: Methods and Applications in Marketing Management, Public Policy and Litigation Support.*" Edward Elgar.
3. Wierenga, Berend and Ralf van der Lans, Eds. (2017), *Handbook of Marketing Decision Models, Second Edition*, Springer
4. Winer, Russell and Scott A. Neslin (2014), "*The History of Marketing Science.*" World Scientific.
5. Lillien, Gary L, Philip Kotler and K. Sridhar Moorthy (1992), *Marketing Models*, Prentice Hall.

**Lecture: A Framework for Marketing Strategy and Management**

**Orientation Discussion:**

1. Van Heerde, Harald J, Christine Moorman, C. Page Moreau and Robert W. Palmatier (2021), "Reality Check: Infusing Ecological Value into Academic Marketing Research," *Journal of Marketing*, 85, 2, (March), 1-13. **READ**
2. Kinderman, Bastian, Daniel Wentzel, David Antons, and Torsten-Olliver Salge (2024), "Conceptual Contributions in Marketing Scholarship: Patterns, Mechanisms and Rebalancing Options." *Journal of Marketing*, 88, 3, (May), 29-49. **SKIM**
3. Gupta, Sachin, Peter Danaher and Maureen Morrin (2023), "A Manuscript's Journey Through Peer Review: Insights from Almost 3,000 Editorial Decisions at the *Journal of Marketing Research*," *Journal of Marketing Research*, 60, 5, (October), 835-846 **SAVE**

**September 5: MARKETING: ROLE IN CREATING FIRM & SOCIETAL VALUE**

**Foundational:**

1. Srinivasan, Shubha and Dominique M. Hanssens (2009), Marketing and Firm Value: Metrics, Methods, Findings and Future Directions," *Journal of Marketing Research*, 46, 3, 293-312.
2. Saboo, Alok, Anindita Chakravarty and Rajdeep Grewal (2016), "Organizational Debut on the Public Stage: Marketing Myopia and the Initial Public Offerings," *Marketing Science*, 35, 4, July-August, 656

**Contemporary:**

1. Homburg, Christian, Marcus Theel, and Sebastian Hohenberg (2020), "Marketing Excellence: Nature, Measurement and Investor Valuations." *Journal of Marketing*, 84, 4, July, 1-22.
2. Zhang, Wanqing, Pradeep K. Chintagunta and Manohar U. Kalwani (2021), "Social Media, Influencers and Adoption of an Eco-Friendly Product: Field Experiment Evidence from Rural China," *Journal of Marketing*, 85, 3, May, 10-27.
- 2A. Chandy, Rajesh, Gita V. Johar, Christine Moorman and John H. Roberts (2021), Better Marketing for a Better World." *Journal of Marketing*, 85, 3, May, 1-9.

**Review/Synthesis:**

1. Edeling, Alexander and Marc Fischer (2016), "Marketing's Impact on Firm Value: Generalizations from a Meta-Analysis," *Journal of Marketing Research*, 53, 4, August, 515-534.

2. Moorman, Christine, Harald J. Van Heerde, C. Page Moreau and Robert W. Palmatier (2024), "Marketing in the Healthcare Sector; Disrupted Exchanges and New Research Directions," *Journal of Marketing*, 88, 1 (January), 1-14

## September 12: **MARKETING: ROLE WITHIN THE ORGANIZATION**

### Foundational:

1. Kirca, Ahmet H., Satish Jaychandran and William O. Bearden (2005), "Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance," *Journal of Marketing*, 69, 2 (April), 24-41.
2. Germann, Frank, Peter Ebbes, and Rajdeep Grewal (2015), "[The Chief Marketing Officer Matters!](#)," *Journal of Marketing*, 79, 3, (May), 1-22.

### Contemporary:

1. Srivastava, Chandra, Saim Kashmiri and Vijay Mahajan (2023), "Customer Orientation and Financial Performance: Women in Top Management Teams Matter," *Journal of Marketing*, 87, 2 (March), 190-209.
2. Kalaigannam, Kartik, Kapil R. Tuli, Tarun Kushwaha, Leonard Lee and David Gal (2021), "Marketing Agility: The Concept, Antecedents and a Research Agenda," *Journal of Marketing*, 85, 1, (Jan), 35-58
- 2A. Hughes, Nick and Rajesh Chandy, (2021) Commentary: Trajectories and Twists: Perspectives on Marketing Agility from Emerging Markets *Journal of Marketing*, 85, 1, (January), 59-63
- 2B. Lewnes Ann (2021), "The Future of Marketing is Agile," *Journal of Marketing*, 85, 1, (January), 64-67

### Review/Synthesis:

1. Eckhardt, Giana M., Mark B. Houston, Baojun Jiang, Cait Lamberton, Aric Rindfleisch and Geogios Zervos (2019), "Marketing in the Sharing Economy," *Journal of Marketing*, 83, 5, 5-27.
- 1A. Chen, Y. and L. Wang (2020), "Commentary: Marketing in the Sharing Economy" *Journal of Marketing*, 83, 5, 28-31.
- 1B. Sundararajan, A. (2020), "Commentary: The Twilight of Brand and Consumerism? Digital Trust, Cultural Meaning, and the Quest for Connection in the Sharing Economy," *Journal of Marketing*, 83, 5, 32-35.
2. Du, Rex Y., Oded Netzer, David A. Schweidel and Debanjan Mitra (2021), "Capturing Marketing Information to Fuel Growth," *Journal of Marketing*, 85, 1, January, 163-183.
- 2A. Morgan, Neil A. and Robert S. Lurie (2021), "Commentary: A Strategic Perspective on Capturing Marketing Information to Fuel Growth," *Journal of Marketing*, 85, 1, January 184-189.
- 2B. Wild, J. (2021), "The Mindsets and Disciplines Needed to Fuel Growth," *Journal of Marketing*, 85, 1, January, 190-195.

## **MODULE 2: THE FIRM AND ITS MARKETS**

## September 19: **CUSTOMERS (VALUE & RELATIONSHIPS)**

### Foundational:

1. Verhoef, Peter C. (2003), "Understanding the Effects of Customer Relationship Management Efforts on Customer Retention and Customer Share Development," *Journal of Marketing*, 67, 4, (October), 30-45
2. Kumar, V. (2018), "A Theory of Customer Valuation: Concepts, Metrics, Strategy and Implementation," *Journal of Marketing*, 82, 1, (January), 1-19.

### Contemporary:

1. Nair, Harikesh, Sanjog Mishra, William Hornbuckle IV, Ranjan Mishra and Anand Acharya (2017), "Big Data and Marketing Analytics in Gaming: Combining Empirical Models and Field Experimentation," *Marketing Science*, 36, 5, (Sep-Oct), 683-698.



2. Kumar, Alok, Huanhuan Shi, Jenifer Skiba, Amit Saini and Zhi Lu (2023), "Impact of Buying Groups on Buyer-Supplier Relationships: Group-Dyad Interactions in Business-to-Business Markets," *Journal of Market Research*, 60, 6 (December), 1197-1220.

#### Review/Synthesis:

1. Palmatier, Robert W., Rajiv P. Dant, Dhruv Grewal and Kenneth Evans (2006), "Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis," *Journal of Marketing*, 70, 4, (October), 136-153.
2. Abhi Bhattacharyya, Neil A. Morgan and Lopo Rego (2020), Customer Satisfaction and Firm Profits in Monopolies," *Journal of Marketing Research*, 58, 2, September, 202-222.

September 26: **COMPETITION & COMPETITIVE ADVANTAGE**

#### Foundational:

1. Montgomery, David B., Marian Chapman Moore, and Joel E. Urbany (2005), "Reasoning About Competitive Reactions: Evidence from Executives," *Marketing Science*, 24, 1, (Winter), 138-149.
2. Boulding, William and Marcus Christen (2003), "Sustainable Pioneering Advantage? Profit Implications of Market Entry Order." *Marketing Science*, 22, 3, (Fall), 371-392.

#### Contemporary:

1. Jeziorski, Przemysław, Elena Krasnokutskaya, Olivia Ceccarini (2019), "Skimming from the Bottom: Empirical Evidence of Adverse Selection When Poaching Customers." *Marketing Science*, 38, 4, 543-566.
2. Yang, Guangxin, Yingjie Zhang and Hongju Liu (2024), "Pirating Foes or Creative Friends? Effects of user-Generated Condensed Clips on Demand for Streaming Services," *Marketing Science*, 43, 3, (May-June), 469-478.

#### Review/Synthesis

1. Chandrasekharan, Deepa, Gerard J. Tellis, Gareth M. James (2022), "Leapfrogging, Cannibalization, and Survival During Disruptive Technological Change: The Critical Role of Rate of Disengagement," *Journal of Marketing* 86, 1, (January), 149-166
2. Maciel, Andre F and Eileen Fischer (2020), "Collaborative Market Driving: How Peer Forms Can Develop Markets Through Collective Action," *Journal of Marketing*, 84, 5, September, 41-59.
3. Lauga, Dominique Olié, Elie Ofek, and Zsolt Katona (2022), "When and How Should Firms Differentiate? Quality and Advertising Decisions in a Duopoly," *Journal of Marketing Research*, 59, 6, (December), 1252-1265

October 3 **INNOVATION, ADOPTION & DIFFUSION PROCESSES**

#### Foundational:

1. Anderson, Eric, Song Lin, Duncan Simester and Catherine Tucker (2015), "Harbingers of Failure." *Journal of Marketing Research*, 52, 5, 580-592.
2. Kornish, Laura and Karl T. Ulrich (2014), "The Importance of the Raw Idea in Innovation: Testing the Sow's Ear Hypothesis," *Journal of Marketing Research*, 51, 1, (February), 14-26.

#### Contemporary:

1. Bollinger, Bryan, Kenneth Gillingham, A. Justin Kirkpatrick, Steven Sexton (2022), "Visibility and Peer Influence in Durable Good Adoption," *Marketing Science*, 41-3, May-June, 453-476.
2. Zijun Shi, Xiao Liu and Kannan Srinivasan (2023), "How Do Fast-Fashion Copycats Affect the Popularity of Premium Brands? Evidence from Social Media," *Journal of Marketing Research*, 60, 6, (December), 1027-1051.

#### Review/Synthesis:

1. Frias, Kellilynn M., Mrinal Ghosh and Robert F. Lusch (2023), "A Theory of Product Form Strategy: When to Market Know-How, Components or Systems? *Journal of Marketing*, 87, 5, (September), 679-697.
2. Lambrecht, Anja, Catherine Tucker and Caroline Wiertz (2018), "Advertising to Early Trend Propagators: Evidence from Twitter." *Marketing Science*, 37, 2, (March-April) 177-199.

3. Wei, Yanhao and Anthony Dukes (2022), "Cryptocurrency Adoption with Speculative Price Bubbles," *Marketing Science*, 40, 2, (March-April), 241-260.

**October 10: MARKET STRUCTURE AND SEGMENTATION**

**Foundational:**

1. Hauser, John R. and Steven M. Shugan (1983), "Defensive Marketing Strategies," *Marketing Science*, 2, 4, (Fall), 319-360.
2. Urban, Glen L, Philip L. Johnson, and John R. Hauser (1984), "Testing Competitive Market Structures," *Marketing Science*, 3, 2, (Spring), 83-112.

**Contemporary:**

1. Liu, Xiao, Alan Montgomery and Kannan Srinivasan (2018), "Analyzing Bank Overdraft Fees With Big Data." *Marketing Science*, 37, 6, 855-882.
2. Goli, Ali and Amandeep Singh (2024), "Can Large Language Models Capture Human Preferences? *Marketing Science*, 43, 4 (July -Aug), 709-722

**Review/Synthesis:**

1. Timoshenko, Artem and John R. Hauser (2019), "Identifying Customer Needs from User-Generated Content." *Marketing Science*, 38, 1, 1-20.
2. Arora, Neeraj, Ishita Chakraborty and Yotai Nishimura (2024), AI-Human Hybrids for Marketing Research: Leveraging LLMs as Collaborators, *Journal of Marketing*, in press.

### **MODULE 3: MANAGING THE MARKETING MIX**

**October 17: BRANDING AND BRAND EQUITY**

**Foundational:**

1. Erdem, Tulin, Joffre Swait and Ana Valenzuela (2006), "Brands as Signals: A Cross-Country Validation Study," *Journal of Marketing*, 70, 1, ( January), 34-49
2. Lovett Mitchell J, Renana Peres and Ron Sachar (2013) "On Brands and Word of Mouth," *Journal of Marketing Research*, 50, 4 , (August), 427-444.
- 2A. Lovett Mitchell J, Renana Peres and Ron Sachar (2014) "A Dataset of Brands and Their Characteristics," *Marketing Science*, 33, 4 , 609-617 ( Skim)

**Contemporary:**

1. Wichman, Julian, R.K., Nico Wiegand And Werner Reinhardt (2022), "The Platformization of Brands," *Journal of Marketing*, 86, 1, (September), 109-131.
2. Rajavi, Koushyar, Tarun Kushwaha and Jan-Beendict E. M.Steenkamp (2023), "Brand Equity in Good and Bad Times: What Distinguishes Winners from Losers in Consumer Packaged Goods Industries?" *Journal of Marketing*, 87, 3 (May), 472-489.

**Review/Synthesis:**

1. Swaminathan, Vanitha, Alina Sorescu, J-B Steinkamp, Thomas O'Guinn, and Bernd Schmitt (2020), "Branding in a Hyperconnected World: Refocusing Theory and Rethinking Boundaries." *Journal of Marketing*, 84, 2, 24-46.
2. Kong, Xinyao and Anita Rao (2021), "Do 'Made in USA' Claims Matter?" *Marketing Science*, 40, 4, (July-August), 731-764

**October 24 CATCH-UP DAY**

## October 31:

## PRODUCTS AND SERVICE

### Foundational:

1. Boulding, William, Ajay Kalra, Richard Staelin and Valarie Zeithaml (1993), "A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions," *Journal of Marketing Research* 30, 1, (February), 7-27.
2. Golder, Peter N., Debanjan Mitra and Christine Moorman (2012), "What Is Quality? An Integrative Framework of Processes and States," *Journal of Marketing*: 76, 4, (July), 1-23.

### Contemporary:

1. Jain, Sanjay (2019), "Time Inconsistency and Product Design: A Strategic Analysis of Feature Creep," *Marketing Science*, 38, 5, 835-851.
3. Simonov, Andrey, Raluca M. Ursu and Carolina Zheng (2023), "Suspense and Surprise in Media Product Design: Evidence from Twitch," *Journal of Marketing Research* 60, 1, (February), 1-24

### Review/Synthesis:

1. Homburg, Christian, Martin Schwemmie and Christina Kuehnl (2015), "New Product Design: Concept, Measurement and Consequences," *Journal of Marketing*, 79, 3, (May), 41-56.
2. Chu, Junhong and Pradeep K. Chintagunta (2009), "Quantifying the Economic Value of Warranties in the U.S. Server Market," *Marketing Science*, 28.1, 99-121.

## November 7

## MARKETING COMMUNICATIONS

### Foundational:

1. Little, John D.C. (1979), "Aggregate Advertising Models: The State of the Art," *Operations Research*, 27, 4, (July-August), 629-667.
2. Gong, Shiyang, Juanjuan Zhang, Ping Zhao and Xuping Jiang (2017), "Tweeting as a Marketing Tool," *Journal of Marketing Research*, 54, 6, (December), 833-850.

### Contemporary:

1. Tsai, Yi-Lin and Elisabeth Honka (2021), "Informational and Noninformational Advertising Content," *Marketing Science*, 40, 6, 1030-1058.
2. He, Sherry, Brett Hollenbeck, and David Proserpio (2023), "The Market for Fake Reviews," *Marketing Science*, 41, 5, 871-1027.
3. Liaukonytė, Jura Anna Tuchman, and Xinrong Zhu (2023), "Spilling the Beans on Political Consumerism: Do Social Media Boycotts and Buycotts Translate to Real Sales Impact?" *Marketing Science*, 42, 1, (Jan-Feb), 11-25.
- 3A. Leikea, Yphtach (2023), Comment: "Spilling the Beans on Political Consumerism?" *Marketing Science*, 42, 1, (Jan-Feb), 26-27
- 3B. Bronnenberg, Bart and Jean-Pierre Dube (2023), Comment: "Spilling the Beans on Political Consumerism" *Marketing Science*, 42, 1, (Jan-Feb), 28-31
- 3C. Liaukonytė, Jura Anna Tuchman, and Xinrong Zhu (2023), "Rejoinder: Spilling More Beans on Political Consumerism: It's More of the Same Tune," *Marketing Science*, 42, 1, (Jan-Feb), 32-36

### Review/Synthesis:

1. Kohler, Christine, Murali K. Mantrala, Sonke Albers, and Vamsi K. Kanuri (2017), "A Meta-Analysis of Marketing Communication Carryover Effects," *Journal of Marketing Research*, 54, 6, (December), 990-1008.
2. Lambrecht, Anja, Catherine Tucker and Xu Zhang (2024), "TV Advertising and Online Sales: A Case Study of Intertemporal Substitution Effects for an Online Travel Platform," *Journal of Marketing Research*, 61, 2, April, 248-270.
3. Gordon, Brett R., Kinshuk Jerath, Zsolt Katona, Sridhar Narayanan, Jiwoong Shin, and Kenneth C. Wilbur (2021), "Inefficiencies in Digital Advertising Markets," *Journal of Marketing*, 85, 1, January, 7-25.
- 3A. Pritchard, Marc (2021), Commentary: "Half My Digital Advertising is Wasted" *Journal of Marketing*, 85, 1 Jan, 26-29.

3B. Porter, Jonathan (2021), Commentary: "Inefficiencies in Digital Advertising Markets: Evidence from the Field," *Journal of Marketing*, 85, 1, (Jan), 30-34.

## **November 14                      PRICING & SALES PROMOTIONS**

### **Foundational:**

1. Pauwels, Koen, Dominique Hanssens, and S. Siddarth (2002), "The Long-Term Effects of Price Promotions on Category Incidence, Brand Choice, and Purchase Quantity," *Journal of Marketing Research*, 39, 4, November, 421-439.
2. Amaldoss, Wilfred and Sanjay Jain (2005), "Pricing of Conspicuous Goods: A Competitive Analysis of Social Effects," *Journal of Marketing Research*, 42, 1, (February), 30-42.

### **Contemporary:**

1. Orhun, A. Yesim and Mike Palazzolo (2019), "Frugality is Hard to Afford." *Journal of Marketing Research*, 56, 1, (February), 1-15.
2. Leung, Fine F., Flora Gu, and Robert W. Palmatier (2022), "Influencer Marketing Effectiveness," *Journal of Marketing*, 86, 6 (November), 93-115.

### **Review/Synthesis:**

1. Israeli, Ayelet, Eric Anderson and Anne T. Coughlan (2016), "Minimum Advertised Pricing: Patterns of Violation in Competitive Retail Markets," *Marketing Science*, 35, 4, (July-Aug), 539-564.
2. Jindal, Pranav and Peter Newberry (2018), "To Bargain or Not to Bargain: The Role of Fixed Costs in Price Negotiations." *Journal of Marketing Research*, 55, 6, 832-851

### **Optional Reading on Auctions and Negotiations:**

1. Cheema, Amar, Dipankar Chakravarti and Atanu Sinha (2012), "Bidding Behavior in Descending and Ascending Auctions" *Marketing Science*, 31, 5, (September-October), 779-800.
2. Srivastava, Joydeep, Dipankar Chakravarti and Amnon Rapoport (2000), "Price and Margin Negotiations in Marketing Channels: An Experimental Study of Sequential Bargaining Under One-Sided Uncertainty and Opportunity Cost of Delay," *Marketing Science*, 19, 2, Spring, 163-185.
3. Huang, Guofang (2023), "Selling Mechanism Design for Peer-to-Peer Lending and Related Markets: The Multi-Unit, Uniform-Price Open Auction Versus Fixed Price," *Journal of Marketing Research*, 60, 3, (June), 508-526.

## **November 21                      SALESFORCE & PERSONAL SELLING**

### **Foundational:**

1. Basu, Amiya K. Rajiv Lal, V. Srinivasan and Richard Staelin (1985), "Salesforce Compensation Plans: An Agency Theoretic Perspective," *Marketing Science*, 4, 4, Fall, 267-291.
2. Aric Rindfleisch and Jan B. Heide, (1997), "Transaction Cost Analysis: Past, Present, and Future Applications," *Journal of Marketing*, 61, 4, 30-54.

### **Contemporary:**

1. Kim, Minkyung, K. Sudhir, Kosuke Uetake, and Rodrigo Canales (2019), "When Salespeople Manage Customer Relationships: Multidimensional Incentives and Private Information." *Journal of Marketing Research*, 56, 5, 749-766.
2. Jia Li, Noah Lim and Hua Chen (2020), "Examining Salesforce Effort Allocation in Teams," *Marketing Science*, 39, 6, November-December, 1122-1141.
3. Santornino, Cinthia, Alexis Allen, Huanhuan Shi, and Willy Bolander (2023), "Understanding the Performance Effects of "Dark" Salesperson Traits: Machiavellianism, Narcissism, and Psychopathy," *Journal of Marketing*, 87, 2, 298-318.

### **Review/Synthesis:**

1. Hartmann, Nathaniel N., Heiko Weiland, and Stephen L. Vargo (2018), "Converging on a New Theoretical Foundation for Selling." *Journal of Marketing*, 82, 2, (March), 1-18.
2. Miao, Fred, Irina V. Kozlenskova, Haizhoing Wang, Tao Zie and Robert W. Palmatier (2020), "An Emerging Theory of Avatar Marketing," *Journal of Marketing*, 86, 1, January, 67-90

**November 28:                    THANKSGIVING DAY (NO CLASS)**

**December 5:                    DISTRIBUTION CHANNELS**

**Foundational:**

1. McGuire, Timothy W. and Richard Staelin (1983), "An Industry Equilibrium Analysis of Downstream Vertical Integration" *Marketing Science*, 2, 2, Spring, 161-191.
2. Jap, Sandy G. and Shankar Ganesan (2000), "Control Mechanisms and the Relationship Lifecycle: Implications for Safeguarding Specific Investments and Developing Commitment," *Journal of Marketing Research*, 37, 2, (April), 227-245

**Contemporary:**

1. Cui, Tony Haitao, Anindya Ghose, Hanna Halaburda, Raghuram Iyengar, Koen Pauwels, S. Sriram, Catherine Tucker and Sriraman Venkatraman (2021), Informational Challenges in Omnichannel Marketing: remedies and Future Research *Journal of Marketing*, 85, 1, January, 103-120.
- 1A. Ailawadi, Kusum (2021), Commentary: "Omnichannel form a Manufacturer's Perspective." *Journal of Marketing*, 85, 1, January, 121-125.
- 1B. John, George and Lisa K. Scheer (2021), Commentary: "Governing technology -Enabled Omnichannel Transactions," *Journal of Marketing*, 85, 1, January, 126-131.
2. Acka, Selin and Anita Rao (2020) , "Value of Aggregators." *Marketing Science*, 39, 5, September-October, 893-922

**Review/Synthesis:**

1. Grewal, Rajdeep, Amit Saini, Alok Kumar, F. Robert Dwyer and Robert Dahlstrom (2018), "Marketing Channel Management by Multinational Corporations in Foreign Markets." *Journal of Marketing*, 82, 4, (July), 49-69.
2. Homberg, Christian, Arnd Vomberg and Steohen Muehlhaeuser (2020), "Design and Governance of Multichannel Sales Systems: Financial Performance Consequences in Business-to-Business Markets," *Journal of Marketing Research*, 57, 6, December, 1135-1151.

**December 12:    Class Presentations (Time to be announced)**  
**Please e-mail your presentations to [dchakra1@vt.edu](mailto:dchakra1@vt.edu) at start of class**  
**Course Summary:**

**December 16    Revised Term Papers Due**  
**Please e-mail your final term paper to [dchakra1@vt.edu](mailto:dchakra1@vt.edu)**