

**Ph.D. M771
Foundations of Marketing
Fall 2025 Course Outline
Marketing Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

This seminar-based course provides an exposure to scholarly development of the marketing discipline. Course material will equip students with crucial skills to review and to critically evaluate theoretical and empirical literature in substantive domains within the marketing discipline. This course is designed in a seminar format.

INSTRUCTOR AND CONTACT INFORMATION

Dr. Ashish Pujari
Professor of Marketing
Meeting only by appointment
DSB 205, Email: pujarid@mcmaster.ca

COURSE OBJECTIVE

This seminar-based course will examine extant research in the area of marketing management, marketing decisions, marketing strategy and marketing/firm performance. The course will evaluate theoretical underpinnings of conceptual frameworks used in the marketing literature. As such, the course will cover among others issues such as evolution of marketing thought, theories, market structure, competitive strategy, market analysis, contracts, marketing communication, firm performance, innovation, digitalization and big data.

LEARNING OUTCOMES

Key learning outcomes of this course are:

- To understand, compare, contrast and appreciate various approaches to theory development.
- to understand and comprehend the marketing literature in substantive domains of marketing strategy, innovation and new product development, marketing channels, customer experience, marketing productivity, social media, sustainability, advertising, digitalization, AI/ML, etc.

- to be able to critically review the scholarly body of knowledge in the marketing discipline and extend the knowledge by proposing new directions,
- to be able to develop and make original contributions in the development of testable theoretical/conceptual framework, and
- to be able to present and articulate (both in written and verbal format) research ideas and reviews in an academic peer-reviewed and scholarly setting.

REQUIRED COURSE MATERIALS AND READINGS

Required readings for each week are listed in the course schedule section.

Further readings:

1. Marketing Classics by Enis, Cox and Mokwa.
2. Hunt, Shelby D. (2010), Marketing Theory: Foundations, Controversy, Strategy, Resource-Advantage Theory. Armonk, NY: M.E. Sharpe, Inc. 3.
3. Hunt, Shelby D. (2003), Controversy in Marketing Theory: For Reason, Realism, Truth, and Objectivity. Armonk, NY: M.E. Sharpe, Inc.

EVALUATION

	Coursework for each student	Grade
3	Presentations (3 x 10)	30%
1	Written Review (1 x 20)	20%
1	Written Term Paper	25%
1	Term Paper Presentation	15%
Weekly	Class Participation	10%
	Total	100%

COURSE DELIVERY

Activity	Delivery	Description	Tools
In-person Lectures	Synchronous	3 hours in-person lectures, main content for discussion	In-person class
Readings	Asynchronous	Tied to weekly discussion	Readings list, library
Presentations	Synchronous	Presentations by Students	In-person class

Grade Conversion

Instructors have the discretion of marking individual components of a course with either a letter or numerical grading scheme but final course grades taken at McMaster can only be reported as either Pass/Fail or letter grades. When numerical grading is used in a course, the final course average with decimal place of 0.5 or greater should be rounded up before conversion to a letter grade. The minimum passing grade for a graduate student in any course taken is a B-, including undergraduate courses or courses taken off campus:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or other TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Program Administrator.

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences,

e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

Students are responsible for being aware of and demonstrating behaviour that is honest and ethical in their academic work. Such behaviour includes:

- following the expectations articulated by instructors for referencing sources of information and for group work;
- asking for clarification of expectations as necessary;
- identifying testing situations that may allow copying;
- preventing their work from being used by others (e.g., protecting access to computer files); and
- adhering to the principles of academic integrity when conducting and reporting research.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ONLINE ELEMENT

All courses use some online elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

Students may be required to use the Respondus LockDown Browser and Respondus Monitor. The Respondus LockDown Browser is a downloadable program that allows a student to take an Avenue to Learn quiz in a secure environment. Quizzes can be set to use LockDown Browser or LockDown Browser.

For more details about McMaster's use of Respondus Lockdown Browser please go to <https://avenuehelp.mcmaster.ca/exec/respondus-lockdown-browser-and-respondus-monitor/>

The available information is dependent on the technology used. Continuation in a course that uses online elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx, Teams, or Zoom for delivery), will be taken very seriously and will

be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ATTENDANCE

Arriving late or missing class disrupts the learning experience for both you and your peers. Punctuality and attendance are crucial to maintaining a respectful, professional and productive environment for everyone, including our faculty.

MISSED ACADEMIC WORK

Missed Tests / Assignments/ Class Participation

Please do not use the online McMaster Student Absence Form (MSAF) as this is for Undergraduate students only. The PhD program will not accept an MSAF.

For scheduled courses where the end date is known and aligns to sessional dates, a grade must be supplied by the end of the course. Under exceptional circumstances a course instructor may approve an extension for the student for the completion of work in a course but must assign an Incomplete grade (INC) at the end of the course. Normally this extension is in the range of a few weeks. A student who receives an incomplete grade must complete the work as soon as possible, and in any case early enough to allow the instructor to report the grade by the sessional deadline noted as 'Final Date to Submit Results of Incomplete Grades'. If the INC grade is not cleared by the deadline, normally an F grade will be entered. If a student is approved for an extension, they and instructors should make arrangements and submit an Incomplete (INC) Grade Memo to busphd@mcmaster.ca. If the student is not able to complete their course requirements by the INC deadline, they should submit a [Request for Extension](#) and be specific regarding the new deadline.

Missing Grade Memo is required if instructors are unable to submit any grades via Mosaic. The instructor must submit a Missing Grade Memo to busphd@mcmaster.ca.

Reasons for Incomplete course work can include:

- Health-related or extenuating circumstances
- Representing the University at an academic or varsity event
- Religious obligations
- Conflicts between two (or more) overlapping scheduled assignments.

Failing a Course

Failure a course is reviewed by the appropriate Faculty Committee on Graduate Admissions and Study or the Associate Dean Graduate Studies in the Faculty. The Faculty Committee on Graduate Admissions and Study or the Associate Dean Graduate Studies requests a departmental recommendation regarding the student, and this recommendation is given considerable weight. In the absence of a departmental recommendation to allow the student to continue, the student will be required to withdraw. Those allowed to remain in the program

must either repeat or replace the failed course or milestone, per the decision of the Faculty Committee on Graduate Admissions and Study. A failing grade in a Certificate, Diploma, Master's or Doctoral course remains on the transcript. Students who fail a second course or milestone will not normally be allowed to continue in the program.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

Process for Students

- Students must activate their accommodation(s) (e.g., extra-time, memory aid, etc.) for each upcoming test, assignment, or exam, at least two weeks in advance. Students can do this by emailing their Instructor and the PhD Program Administrator (busphd@mcmaster.ca). If a student cannot meet this deadline, they should contact to discuss alternative arrangements. The program is committed to exploring flexibilities where possible to support students.
- Students will leverage the accommodation (e.g., extra-time, memory aid, etc.), in a designated testing room. Rooms will be booked according to the student's SAS accommodation. Unless the accommodation states otherwise, students should expect that they will be writing in a room with other students. One or more invigilators will always be in the room. Students may also take their tests/exams at the SAS test centre on main campus.
- Following the request to activate the accommodation(s), busphd@mcmaster.ca will reach out to the student with their test, assignment, or exam details, including the date, time, and room number.

All policies and procedures, including restroom access, how extra-time is allocated for assessments under Universal Design, and the submission of memory aids in advance, are consistent with those of SAS on Main Campus. The only variance in procedure is communication around, and physical location of, assessment. There is not a dedicated testing space at RJC or DSB. Existing classrooms and lecture halls will be used for most testing. All SAS-approved accommodations will be honoured by our staff; however, core testing elements are not eliminated in alternative testing formats. Students should expect and plan for invigilation, incidental noise, and other potential distractions.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to the SEAO (Student Experience Academic Office) **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

RESEARCH USING HUMAN SUBJECTS

ONLY IF APPLICABLE

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge, and understanding. As a research-intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy

Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://reo.mcmaster.ca/>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of PhD M771 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

ARTIFICIAL INTELLIGENCE

USE OF AI TOOLS AND APPLICATIONS IS PROHIBITED

Students are not permitted to use generative AI in this course. In alignment with McMaster academic integrity policy, it “shall be an offence knowingly to ... submit academic work for assessment that was purchased or acquired from another source”. This includes work created by generative AI tools. Also stated in the policy is the following, “Contract Cheating is the act of “outsourcing of student work to third parties” (Lancaster & Clarke, 2016, p. 639) with or without payment.” Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

COURSE SCHEDULE

M771 Foundations of Marketing Fall 2025 Course Schedule

Wk	DATE	CONTENT
1	Thursday, September 11	Introduction to the Course: • Content, learning outcomes and format • Expectations and responsibilities • Assignment and assessment • Reviewing scholarly articles in marketing Articles: • Robert W. Palmatier, Mark B. Houston, and John Hulland. 2018. Review Articles: Purpose, Process, and Structure. <i>Journal of The Academy of Marketing Science</i>, 46(1):1-5.
2	Thursday, September 18	Evolution of Marketing thought, concept, theory, logic, etc.: 1. Sidney J. Levy (1959), "Symbols for Sale" <i>Harvard Business Review</i> (July-August): 117-124. 2. Philip Kotler and Sidney J. Levy (1969), "Broadening the Concept of Marketing" <i>Journal of Marketing</i> (January): 10-15. 3. Hunt, Shelby D. (1971), "The Morphology of Theory and the General Theory of Marketing," <i>Journal of Marketing</i>, 35 (2): 65-68. 4. Hunt, Shelby D. (1973), "Lawlike Generalizations and Marketing Theory," <i>Journal of Marketing</i>, 37 (3): 69-70. Hunt, Shelby D. (1976), "The Nature and Scope of Marketing," <i>Journal of Marketing</i>, 40 (3): 17-26 5. Bagozzi, Richard P. (1975), Marketing as Exchange, <i>Journal of Marketing</i>, 39 (4), Oct: 32-39. 6. Levitt, Theodore (1975), Marketing Myopia, <i>Harvard Business Review</i>, Sept-Oct.: 2-14. Johan Arndt (1983), The Political Economy Paradigm: Foundation for Theory Building in Marketing, <i>Journal of Marketing</i>, Vol. 47, No. 4 (Autumn, 1983), pp. 44-54 7. Hunt, Shelby D. (1983), "General Theories and the Fundamental Explananda of Marketing," <i>Journal of Marketing</i>, 47 (Fall), 9-17. Franklin S. Houston (1986), The Marketing Concept: What It Is and What It Is Not, <i>Journal of Marketing</i> (50) April: 81-87. 8. Frederick E. Webster (1992), "The Changing Role of Marketing in the Corporation" <i>Journal of Marketing</i> (October): 1-17. 9. Moorman, Christine and Roland T. Rust, (1999), "The Role of Marketing," <i>Journal of Marketing</i>, JM/MSI Special Issue on Fundamental

		Issues in Marketing, 63 (Special Issue), 180-197. 10. Stephen Vargo and Robert F. Lusch (2004), “Evolving to a New Dominant Logic for Marketing,” <i>Journal of Marketing</i> (January): 117.
3	Thursday, September 25	Approaches to Theory Development: Theory-first, Theory-in-use (TIU), Ground Theory and Empirics-First (EF) Approaches for Knowledge Generation: 1. Lehmann Donald R., McAlister Leigh, Staelin Richard (2011), “Sophistication in Research in Marketing,” <i>Journal of Marketing</i>, 75 (4), 155–65. 2. Laurent Gilles (2013), “Respect the Data!” <i>International Journal of Research in Marketing</i>, 30 (4), 323–34. 3. Zeithaml, V. A., Jaworski, B. J., Kohli, A. K., Tuli, K. R., Ulaga, W., & Zaltman, G. (2020). A Theories-in-Use Approach to Building Marketing Theory. <i>Journal of Marketing</i>, 84(1), 32-51. https://doi.org/10.1177/0022242919888477 4. Hulland John, Houston Mark B. (2020), “Why Systematic Review Papers and Meta-Analyses Matter: An Introduction to the Special Issue on Generalizations in Marketing,” <i>Journal of the Academy of Marketing Science</i>, 48 (3), 351–59. 5. Lehmann Donald R. (2020), “The Evolving World of Research in Marketing and the Blending of Theory and Data,” <i>International Journal of Research in Marketing</i>, 37 (1), 27–42. 6. Ma Liye, Sun Baohong (2020), “Machine Learning and AI in Marketing—Connecting Computing Power to Human Insights,” <i>International Journal of Research in Marketing</i>, 37 (3), 481–504. 7. Boegershausen Johannes, Datta Hannes, Borah Abhishek, Stephen Andrew T. (2022), “Fields of Gold: Scraping Web Data for Marketing Insights,” <i>Journal of Marketing</i>, 86 (5), 1–20. 8. Janiszewski Chris, van Osselaer Stijn M.J. (2022), “Abductive Theory Construction,” <i>Journal of Consumer Psychology</i>, 32 (1), 175–93. 9. Golder, P. N., Dekimpe, M. G., An, J. T., van Heerde, H. J., Kim, D. S. U., & Alba, J. W. (2023). Learning from Data: An Empirics-First Approach to Relevant Knowledge Generation. <i>Journal of Marketing</i>, 87(3), 319-336. https://doi.org/10.1177/00222429221129200
4	Thursday, October 2	Market Orientation/Corporate Culture: 1. Rohit Deshpande and Frederick E. Webster (1989), “Organizational Culture and Marketing: Defining the Research Agenda” <i>Journal of Marketing</i> (January): 3-15. 2. Kohli Ajay K. and Jaworski, Bernard J. (1990), Market Orientation: The construct, Research Proposition and Managerial Implications, <i>Journal of Marketing</i>, 54, April, 1-18. 3. Narver, JC and Slater, SF (1990), The Effect of Market Orientation on

		Business Profitability," <i>Journal of Marketing</i>, Oct. 4. Subin Im, and John P. Workman Jr. (2004), Market Orientation, Creativity, and New Product Performance in High-Technology Firms, <i>Journal of Marketing</i>, 68 (2), April 5. V. Kumar, Eli Jones, Raj Venkatesan, and Robert P. Leone (2011), Is market orientation a source of sustainable competitive advantage or simply the cost of competing? <i>Journal of Marketing</i>, 2011, 75:16–30.
5	Thursday, October 9	Marketing Capabilities/Resources and Competition 1. Hunt, Shelby D. and Robert M. Morgan (1995), "The Comparative Advantage Theory of Competition," <i>Journal of Marketing</i>, 59 (April): 1-15. 2. Hunt, Shelby D. And Robert M. Morgan (1996), "The ResourceAdvantage Theory of Competition, Dynamics, Path Dependencies, and Evolutionary Dimensions." <i>Journal of Marketing</i>, 60 (Oct.): 107-114. 3. Douglas W. Vorhies, Neil A. Morgan (2005), Benchmarking Marketing Capabilities for Sustainable Competitive Advantage <i>Journal of Marketing</i> Jan 2005, Vol. 69, No. 1, pp. 80-94 4. Kwaku Atuahene-Gima (2005), Resolving the Capability—Rigidity Paradox in New Product Innovation, <i>Journal of Marketing</i> Oct 2005, Vol. 69, No. 4, pp. 61-83 5. Alexander Krasnikov, Satish Jayachandran (2008), The Relative Impact of Marketing, Research-and-Development, and Operations Capabilities on Firm Performance, <i>Journal of Marketing</i> Jul 2008, Vol. 72, No. 4, pp. 1-11 6. Moorman, Christine and Rebecca J. Slotegraaf (1999), "The Contingency Value of Complementary Capabilities in Product Development," <i>Journal of Marketing Research</i>, 36 (2), 239-257 7. George S. Day (2011), Closing the Marketing Capabilities Gap <i>Journal of Marketing</i> July, Vol. 75, No. 4, pp. 183-195. 8. Kalaighnam, K., Tuli, K. R., Kushwaha, T., Lee, L., & Gal, D. (2021). Marketing Agility: The Concept, Antecedents, and a Research Agenda. <i>Journal of Marketing</i>, 85(1), 35-58. https://doi.org/10.1177/0022242920952760
6	Thursday, October 16	Organizational Buying Behaviour, Buyer-Seller Relationships and Marketing Channels Organizational Buying Behaviour, Buyer-Seller Relationships: 1. Frederick E. Webster, Jr. and Yoram Wind (1972), "A general model for understanding organizational buying behavior", <i>Journal of Marketing</i>, Vol. 36, April, pp.12-19. 2. Jagdish N. Seth (1973), A Model of Industrial Buyer Behavior, <i>Journal of</i>

		<i>Marketing</i>, Vol. 37, No. 4 (Oct., 1973) (pp. 50-56) 3. Paul F. Anderson and Terry M. Chambers (1985), A Reward/Masurement Model of Organizational Buying Behavior, <i>Journal of Marketing</i>, Vol. 49, No. 2 (Spring, 1985) (pp. 7-23). 4. Hunt, Shelby D. and John R. Nevin (1974), "Power in a Channel of Distribution," <i>Journal of Marketing Research</i>, XI (May). 5. Robert F. Lusch (1976), "Sources of Power: Their Impact on IntraChannel Conflict" <i>Journal of Marketing Research</i> (November): 382-390. 6. "Developing buyer and seller relationships", F. R. Dwyer et al., <i>Journal of Marketing</i>, 1988, Vol.15, April 1987, pp.11-27. 7. Morgan, Robert M. and Shelby D. Hunt (1994), "The Commitment Trust Theory of Relationship Marketing," <i>Journal of Marketing</i>, 58 (July): 20-38 8. Jap, Sandy and Shankar Ganesan (2000) "Control Mechanisms and the Relationship Lifecycle: Implications for Safeguarding Specific Investments and Developing Commitment," <i>Journal of Marketing Research</i>, 37 (May), 227-245. 9. Rajdeep Grewal, Anindita Chakravarty and Amit Saini (2010), Governance Mechanisms in Business-to-Business Electronic Markets, <i>Journal of Marketing</i>, 74 (4): 45-62 10. Shankar Ganesan, Steven P. Brown, Babu John Mariadoss and Hillbun (Dixon) Ho (2010), Buffering and Amplifying Effects of Relationship Commitment in Business-to-Business Relationships, <i>Journal of Marketing Research</i>, 47(2): 361-373. Marketing Channels: 1. Rajdeep Grewal, Ravi Dharwadkar (2002), The Role of the Institutional Environment in Marketing Channels, <i>Journal of Marketing</i> Jul 2002, Vol. 66, No. 3, pp. 82-97 2. Stephen A. Samaha, Robert W. Palmatier, Rajiv P. Dant (2011), Poisoning Relationships: Perceived Unfairness in Channels of Distribution, <i>Journal of Marketing</i> May 2011, Vol. 75, No. 3, pp. 99-117 3. Sertan Kabadayi, Nermin Eyuboglu, Gloria P. Thomas (2007), The Performance Implications of Designing Multiple Channels to Fit with Strategy and Environment, <i>Journal of Marketing</i> Oct 2007, Vol. 71, No. 4, pp. 195-211 4. Kersi D. Antia, Gary L. Frazier (2001), The Severity of Contract Enforcement in Interfirm Channel Relationships, <i>Journal of Marketing</i> Oct 2001, Vol. 65, No. 4, pp. 67-81 5. Cui, T. H., Ghose, A., Halaburda, H., Iyengar, R., Pauwels, K., Sriram, S., Tucker, C., & Venkataraman, S. (2021). Informational Challenges in Omnichannel Marketing: Remedies and Future Research. <i>Journal of Marketing</i>, 85(1), 103-120. https://doi.org/10.1177/0022242920968810
--	--	---

7	Thursday, October 23	New Product Development, Cross-Functionality, Radical Product Innovation: 1. “New product adoption and diffusion”, Everett M. Rogers, <i>Journal of Consumer Research</i>, Vol. 2, March 1976. 2. Chandy, Rajesh and Gerard J. Tellis (1998), "Organizing for Radical Product Innovation," <i>Journal of Marketing Research</i>, 35 (November), 474-487. 3. Sood, Ashish and Gerard J. Tellis (2005), “Technological Evolution and Radical Innovations,” <i>Journal of Marketing</i>, 69, 3 (July), 152168 4. Mukesh Bhargava, Jaideep C. Prabhu, and Rajesh K. Chandy (2007), Managing the future: CEO attention and innovation outcomes", <i>Journal of Marketing</i>. 5. Gaia Rubera & Ahmet H. Kirca (2012), Firm Innovativeness and Its Performance Outcomes: A Meta-Analytic Review and Theoretical Integration, <i>Journal of Marketing</i>, 76 (3), 130-147. 6. Frias, K. M., Ghosh, M., Janakiraman, N., Duhan, D. F., & Lusch, R. F. (2023). A Theory of Product-Form Strategy: When to Market Know-How, Components, or Systems? <i>Journal of Marketing</i>, 87(5), 679-697. https://doi.org/10.1177/00222429221149437 7. Wies, S., Moorman, C., & Chandy, R. K. (2023). Innovation Imprinting: Why Some Firms Beat the Post-IPO Innovation Slump. <i>Journal of Marketing</i>, 87(2), 232-252. https://doi.org/10.1177/00222429221114317 Cross-Functionality: 8. Xueming Luo , Rebecca J. Slotegraaf , Xing Pan (2006), Cross Functional “Coopetition”: The Simultaneous Role of Cooperation and Competition Within Firms, <i>Journal of Marketing</i> Apr 2006, Vol. 70, No. 2, pp. 67-80 9. Rajesh Sethi, Daniel C. Smith, C. Whan Park (2001), Cross-functional Product Development Teams, Creativity, and the Innovativeness of New Consumer Products, <i>Journal of Marketing Research</i> Feb 2001, Vol. 38, No. 1, pp. 73-85 10. Luigi M. De Luca, Kwaku Atuahene-Gima (2007), Market Knowledge Dimensions and Cross-Functional Collaboration, <i>Journal of Marketing</i>, Vol 71, Jan, 95-112. 11. Troy, L. C., Hirunyawipada, T., & Paswan, A. K. (2008). Cross-Functional Integration and New Product Success: An Empirical Investigation of the Findings. <i>Journal of Marketing</i>, 72(6), 132-146. https://doi.org/10.1509/jmkg.72.6.132
8	Thursday, October 30	Digitalization, Big Data, AI and Marketing: 1. Du, R. Y., Netzer, O., Schweidel, D. A., & Mitra, D. (2021). Capturing Marketing Information to Fuel Growth. <i>Journal of Marketing</i>, 85(1), 163-183. https://doi.org/10.1177/0022242920969198 2. Huang, MH., Rust, R.T. A strategic framework for artificial intelligence in marketing. <i>J. of the Acad. Mark. Sci.</i> 49, 30–50 (2021). https://doi.org/10.1007/s11747-020-00749-9

		- Li, F., Larimo, J. & Leonidou, L.C. Social media marketing strategy: definition, conceptualization, taxonomy, validation, and future agenda. <i>J. of the Acad. Mark. Sci.</i> 49, 51–70 (2021). https://doi.org/10.1007/s11747-020-00733-3 - Leung, F. F., Gu, F. F., Li, Y., Zhang, J. Z., & Palmatier, R. W. (2022). Influencer Marketing Effectiveness. <i>Journal of Marketing</i>, 86 (6), 93-115. https://doi.org/10.1177/00222429221102889 - Miao, F., Kozlenkova, I. V., Wang, H., Xie, T., & Palmatier, R. W. (2022). An Emerging Theory of Avatar Marketing. <i>Journal of Marketing</i>, 86(1), 67-90. https://doi.org/10.1177/0022242921996646 - Wies, S., Bleier, A., & Edeling, A. (2023). Finding Goldilocks Influencers: How Follower Count Drives Social Media Engagement. <i>Journal of Marketing</i>, 87(3), 383-405. https://doi.org/10.1177/00222429221125131 - How generative AI Is shaping the future of marketing Dhruv Grewal, Cinthia B. Satornino, Thomas Davenport, Abhijit Guha (2024) <i>Journal of the Academy of Marketing Science</i>, https://doi.org/10.1007/s11747-024-01064-3
9	Thursday, November 6	Customer Value and Customer Management - Donald Lehmann, Sunil Gupta, Jennifer Stuart (2004), Valuing Customers, <i>Journal of Marketing Research</i>. - Donald Lehmann, Paul Berger, Naras Edchambadi, Morris George, Ross Rizley, Rajkumar Vankatesan (2006), From Customer Lifetime Value to Shareholder Value, <i>Journal of Service Research</i>. - Douglas Bowman, Das Narayandas (2004), Linking Customer Management Effort to Customer Profitability in Business Markets <i>Journal of Marketing Research</i> Nov 2004, Vol. 41, No. 4, pp. 433-447 - Michael D. Johnson, Fred Selnes (2004), Customer Portfolio Management: Toward a Dynamic Theory of Exchange Relationships <i>Journal of Marketing</i> Apr 2004, Vol. 68, No. 2, pp. 1-17 - Robert W. Palmatier (2008), Interfirm Relational Drivers of Customer Value, <i>Journal of Marketing</i>, 72(4): 76-89.
10	Thursday, November 13	Grand Challenges, CSR, Sustainability and Marketing - Luo, X., & Bhattacharya, C. B. (2006). Corporate Social Responsibility, Customer Satisfaction, and Market Value. <i>Journal of Marketing</i>, 70(4), 1-18. https://doi.org/10.1509/jmkg.70.4.001 - Sadovnikova, Anna and Pujari, Ashish (2017), The Effect of Green Partnerships on Firm Value, <i>Journal of Academy of Marketing Science</i>, 45(2): 251-267. - Mishra, S., & Modi, S. B. (2016). Corporate Social Responsibility and Shareholder Wealth: The Role of Marketing Capability. <i>Journal of Marketing</i>, 80(1), 26-46. https://doi.org/10.1509/jm.15.0013 - Chandy, R. K., Johar, G. V., Moorman, C., & Roberts, J. H. (2021). Better

		Marketing for a Better World. <i>Journal of Marketing</i>, 85(3), 1-9. https://doi.org/10.1177/00222429211003690 5. Nickerson, D., Lowe, M., Pattabhiramaiah, A., & Sorescu, A. (2022). The Impact of Corporate Social Responsibility on Brand Sales: An Accountability Perspective. <i>Journal of Marketing</i>, 86(2), 5-28. https://doi.org/10.1177/00222429211044155 6. Berry, L. L., Danaher, T. S., Keiningham, T., Aksoy, L., & Andreassen, T. W. (2024). Social Profit Orientation: Lessons from Organizations Committed to Building a Better World. <i>Journal of Marketing</i>, in press, https://doi.org/10.1177/00222429241258495 7. Youngtak M. Kim, Neil T. Bendle, John Hulland, Michael D. Pfarrer, Corporate sustainability research in marketing: Mapping progress and broadening our perspective, <i>Journal of the Academy of Marketing Science</i> (2024) 52:1495–1512 8. Dhruv Grewal, Praveen K. Kopalle, John Hulland, Addressing the greatest global challenges (UN SDGs) with a marketing lens, <i>Journal of the Academy of Marketing Science</i> (2024) 52:1263–1272. 9. Blocker, C.P., Cannon, J.P. & Zhang, J.Z. Purpose orientation: An emerging theory transforming business for a better world. <i>J. of the Acad. Mark. Sci.</i> (2024). https://doi.org/10.1007/s11747-023-00989-5
11	Thursday, November 20	Marketing Metrics/productivity/ effectiveness 1. Rust, Roland T., Katherine N. Lemon and Valarie A. Zeithaml (2004), “Return on Marketing: Using Customer Equity to Focus Marketing Strategy,” <i>Journal of Marketing</i>, 68 (1), 109-127. 2. Rust, Roland T., Tim Ambler, Gregory S. Carpenter, V. Kumar and Rajendra K. Srivastava, (2004), “Measuring Marketing Productivity: Current Knowledge and Future Directions,” <i>Journal of Marketing</i>, 68 (4), 76-89. 3. Sood , Ashish and Gerard J. Tellis (2009), “Do Innovations Really Pay Off? Total Stock Market Returns to Innovation,”, <i>Marketing Science</i>. 4. Shuba Srinivasan, Koen Pauwels, Jorge Silva-Risso and Dominique M. Hanssens (2009), Product Innovations, Advertising and Stock Returns, <i>Journal of Marketing</i>, January, 73 (1): 24-43 5. Constantine S. Katsikeas, N. Morgan, L. Leonidou, and T. Hult (2016), Assessing performance outcomes in marketing, <i>Journal of Marketing</i>, 80, 2 (March), 1-20. 6. Guenther, P., Guenther, M., Lukas, B. A., & Homburg, C. (2024). Consequences of Marketing Asset Accountability—A Natural Experiment. <i>Journal of Marketing</i>, 88(5), 24-45. https://doi.org/10.1177/00222429241236142
12	Thursday, November 27	Term Paper Presentations

--	--	--