

**Ph.D. M771  
Foundations of Marketing  
Winter 2020 Course Outline  
Marketing Area  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

This seminar course provides an exposure to the 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](mailto:pujarid@mcmaster.ca)**

**COURSE OBJECTIVE**

This seminar-based course will examine extant research in the area of marketing management, marketing decisions 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 and innovation.

**LEARNING OUTCOMES**

Key learning outcomes of this course are:

- to understand and comprehend the marketing literature in substantive domains of marketing strategy, NPD and innovation, marketing channels, services marketing, marketing productivity, social media, sustainability, advertising, 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.

## WEEKLY SCHEDULE: TBA

## 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%
	Class Participation	10%
		100%

## Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme. (***SUGGESTED conversion scheme***)

LETTER GRADE	PERCENT
A+	90 - 100
A	85 - 89

A-	80 - 84
B+	75 - 79
B	70 - 74
B-	60 - 69
F	00 - 59

## ***Participation***

You are expected to contribute in the class discussion even on occasions where you are not the lead person to discuss an article.

Please review the Graduate Examinations Policy (if applicable):

<http://www.mcmaster.ca/policy/Students-AcademicStudies/GradExamsPolicy.pdf>

## **ACADEMIC DISHONESTY**

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf>

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

<http://www.mcmaster.ca/academicintegrity>

## **MISSED ACADEMIC WORK**

Late assignments will not be accepted. No extensions are available except under extraordinary circumstances. Please discuss any extenuating situation with your instructor at the earliest possible opportunity.

## **POTENTIAL MODIFICATIONS 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.

## COPYRIGHT

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[http://www.copyright.mcmaster.ca/Access\\_Copyright\\_Agreement](http://www.copyright.mcmaster.ca/Access_Copyright_Agreement)

## STUDENT ACCESSIBILITY SERVICES

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>

## RESEARCH USING HUMAN SUBJECTS

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/eng/policy-politique/initiatives/tcps2-eptc2/Default/>

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://www.mcmaster.ca/ors/ethics>

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.

## WEEKLY READING LIST

### SESSION AND ARTICLES (more to be added as needed)

#### Week 1: Course introduction:

- Content, learning outcomes and format
- Expectations and responsibilities
- Assessment
- Reviewing scholarly articles in marketing

#### Week 2: Evolution of Marketing thought, concept, theory, logic, etc.

1. Sidney J. Levy (1959), "Symbols for Sale" Harvard Business Review (July-August): 117-124.
2. Philip Kotler and Sidney J. Levy (1969), "Broadening the Concept of Marketing" Journal of Marketing (January): 10-15.
3. Hunt, Shelby D. (1971), "The Morphology of Theory and the General Theory of Marketing," Journal of Marketing, 35 (2): 65-68.
4. Hunt, Shelby D. (1973), "Lawlike Generalizations and Marketing Theory," Journal of Marketing, 37 (3): 69-70. Hunt, Shelby D. (1976), "The Nature and Scope of Marketing," Journal of Marketing, 40 (3): 17-26
5. Bagozzi, Richard P. (1975), Marketing as Exchange, Journal of Marketing, 39 (4), Oct: 32-39.
6. Levitt, Theodore (1975), Marketing Myopia, Harvard Business Review, Sept-Oct.: 2-14. Johan Arndt (1983), The Political Economy Paradigm: Foundation for Theory Building in Marketing, Journal of Marketing, Vol. 47, No. 4 (Autumn, 1983), pp. 44-54
7. Hunt, Shelby D. (1983), "General Theories and the Fundamental Explananda of Marketing," Journal of Marketing, 47 (Fall), 9-17. Franklin S. Houston (1986), The Marketing Concept: What It Is and What It Is Not, Journal of Marketing (50) April: 81-87.
8. Frederick E. Webster (1992), "The Changing Role of Marketing in the Corporation" Journal of Marketing (October): 1-17.
9. Moorman, Christine and Roland T. Rust, (1999), "The Role of Marketing," Journal of Marketing, 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," Journal of Marketing (January): 117.

#### Week 3: Market Orientation/Corporate Culture

1. Rohit Deshpande and Frederick E. Webster (1989), "Organizational Culture and Marketing: Defining the Research Agenda" Journal of Marketing (January): 3-15.
2. Kohli Ajay K. and Jaworski, Bernard J. (1990), Market Orientation: The construct, Research Proposition and Managerial Implications, Journal of Marketing, 54, April, 1-18.

3. Narver, JC and Slater, SF (1990), The Effect of Market Orientation on Business Profitability," Journal of Marketing, Oct.
4. Subin Im, and John P. Workman Jr. (2004), Market Orientation, Creativity, and New Product Performance in High-Technology Firms, Journal of Marketing, 68 (2), April

#### **Week 4: Marketing Capabilities/Resources and Competition**

1. Hunt, Shelby D. and Robert M. Morgan (1995), "The Comparative Advantage Theory of Competition," Journal of Marketing, 59 (April): 1-15.
2. Hunt, Shelby D. And Robert M. Morgan (1996), "The ResourceAdvantage Theory of Competition, Dynamics, Path Dependencies, and Evolutionary Dimensions." Journal of Marketing, 60 (Oct.): 107-114.
3. Douglas W. Vorhies, Neil A. Morgan (2005), Benchmarking Marketing Capabilities for Sustainable Competitive Advantage Journal of Marketing Jan 2005, Vol. 69, No. 1, pp. 80-94
4. Kwaku Atuahene-Gima (2005), Resolving the Capability—Rigidity Paradox in New Product Innovation, Journal of Marketing 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, Journal of Marketing 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," Journal of Marketing Research, 36 (2), 239-257
7. George S. Day (2011), Closing the Marketing Capabilities Gap Journal of Marketing Jul 2011, Vol. 75, No. 4, pp. 183-195.

#### **Week 5: Organizational Buying Behaviour and Buyer-Seller Relationships**

Brief informal review of work-in-progress for the Term Paper.

1. Frederick E. Webster, Jr. and Yoram Wind (1972), "A general model for understanding organizational buying behavior", Journal of Marketing, Vol. 36, April, pp.12-19.
2. Jagdish N. Seth (1973), A Model of Industrial Buyer Behavior Journal of Marketing, 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, Journal of Marketing, Vol. 49, No. 2 (Spring, 1985) (pp. 7-23).
4. Hunt, Shelby D. and John R. Nevin (1974), "Power in a Channel of Distribution," Journal of Marketing Research, XI (May).
5. "Developing buyer and seller relationships", F. R. Dwyer et al., Journal of Marketing, 1988, Vol.15, April 1987, pp.11-27.
6. Morgan, Robert M. and Shelby D. Hunt (1994), "The CommitmentTrust Theory of Relationship Marketing," Journal of Marketing, 58 (July): 20-38
7. Jap, Sandy and Shankar Ganesan (2000) "Control Mechanisms and the Relationship Lifecycle: Implications for Safeguarding Specific Investments and Developing Commitment," Journal of Marketing Research, 37 (May), 227-245.

8. Rajdeep Grewal, Anindita Chakravarty and Amit Saini (2010), Governance Mechanisms in Business-to-Business Electronic Markets, *Journal of Marketing*, 74 (4): 45-62
9. 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, *Journal of Marketing Research*, 47(2): 361-373.
10. Robert F. Lusch (1976), “Sources of Power: Their Impact on IntraChannel Conflict” *Journal of Marketing Research* (November): 382-390.

<b>Week 6: RECESS/TERM BREAK</b>
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### **Week 7: Marketing Channels**

1. Rajdeep Grewal, Ravi Dharwadkar (2002), The Role of the Institutional Environment in Marketing Channels *Journal of Marketing* 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, *Journal of Marketing* 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, *Journal of Marketing* 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, *Journal of Marketing* Oct 2001, Vol. 65, No. 4, pp. 67-81

### **Week 8: New Products and Radical Product Innovation**

1. “New product adoption and diffusion”, Everett M. Rogers, *Journal of Consumer Research*, Vol. 2, March 1976.
2. Chandy, Rajesh and Gerard J. Tellis (1998), "Organizing for Radical Product Innovation," *Journal of Marketing Research*, 35 (November), 474-487.
3. Sood, Ashish and Gerard J. Tellis (2005), “Technological Evolution and Radical Innovations,” *Journal of Marketing*, 69, 3 (July), 152-168
4. Elisa Montaguti, Sabine Kuester, Thomas S Robertson (2002), Entry strategy for radical product innovations: A conceptual model and propositional inventory, *International Journal of Research in Marketing*, Volume 19, Issue 1, March 2002, Pages 21-42
5. Gaia Rubera & Ahmet H. Kirca (2012), Firm Innovativeness and Its Performance Outcomes: A Meta-Analytic Review and Theoretical Integration, *Journal of Marketing*, 76 (3), 130-147.

### **Week 9: Cross-functionality**

1. Xueming Luo, Rebecca J. Slotegraaf, Xing Pan (2006), Cross Functional “Coopetition”: The Simultaneous Role of Cooperation and Competition Within Firms, *Journal of Marketing* Apr 2006, Vol. 70, No. 2, pp. 67-80



2. Rajesh Sethi, Daniel C. Smith, C. Whan Park (2001), CrossFunctional Product Development Teams, Creativity, and the Innovativeness of New Consumer Products, *Journal of Marketing Research* Feb 2001, Vol. 38, No. 1, pp. 73-85
3. Luigi M. De Luca, Kwaku Atuahene-Gima (2007), Market Knowledge Dimensions and Cross-Functional Collaboration:
4. Examining the Different Routes to Product Innovation Performance *Journal of Marketing* Jan 2007, Vol. 71, No. 1, pp. 95-112
5. Mark A.A.M. Leenders, Berend Wierenga (2008), The effect of the marketing–R&D interface on new product performance: The critical role of resources and scope, *International Journal of Research in Marketing*, Volume 25, Issue 1, March 2008, Pages 56-68

### **Week 10: Customer Value and Customer Management**

Brief informal review of work-in-progress for the Term Paper.

1. Robert W. Palmatier (2008), Interfirm Relational Drivers of Customer Value, *Journal of Marketing*, 72(4): 76-89.
2. Donald Lehmann, Sunil Gupta, Jennifer Stuart (2004), Valuing Customers, *Journal of Marketing Research*.
3. Donald Lehmann, Paul Berger, Naras Edchambadi, Morris George, Ross Rizley, Rajkumar Vankatesan (2006), From Customer Lifetime Value to Shareholder Value In *Journal of Service Research*.
4. Douglas Bowman, Das Narayandas (2004), Linking Customer Management Effort to Customer Profitability in Business Markets *Journal of Marketing Research* Nov 2004, Vol. 41, No. 4, pp. 433-447
5. Michael D. Johnson, Fred Selnes (2004), Customer Portfolio Management: Toward a Dynamic Theory of Exchange Relationships *Journal of Marketing* Apr 2004, Vol. 68, No. 2, pp. 1-17

### **Week 11: Marketing in the Digital World: Media, advertising and relationships**

1. Robert V. Kozinets, Kristine de Valck, Andrea C. Wojnicki, Sarah J.S. Wilner (2010), Networked Narratives: Understanding Word-of-Mouth Marketing in Online Communities, *Journal of Marketing* Mar 2010, Vol. 74, No. 2, pp. 71-89
2. Rebecca Walker Naylor, Cait Poyner Lamberton, Patricia M. West (2012), Beyond the “Like” Button: The Impact of Mere Virtual Presence on Brand Evaluations and Purchase Intentions in Social Media Settings, *Journal of Marketing* Nov 2012, Vol. 76, No. 6, pp. 105-120
3. Andrew T. Stephen, Jeff Galak (2012), The Effects of Traditional and Social Earned Media on Sales: A Study of a Microlending Marketplace, *Journal of Marketing Research* Oct 2012, Vol. 49, No. 5, pp. 624-639
4. Sandy D. Jap, Ernan Haruvy (2008), Interorganizational Relationships and Bidding Behavior in Industrial Online Reverse Auctions, *Journal of Marketing Research* Oct 2008, Vol. 45, No. 5, pp. 550-561
5. Raji Srinivasan, Christine Moorman (2005), Strategic Firm Commitments and Rewards for Customer Relationship Management in Online Retailing, *Journal of Marketing* Oct 2005, Vol. 69, No. 4, pp. 193-200

**Week 12: Marketing Metrics/productivity/ effectiveness**

1. Rust, Roland T., Anthony J. Zahorik, and Timothy L. Keiningham (1995), "Return on Quality (ROQ): Making Service Quality Financially Accountable," *Journal of Marketing*, 59 (April) 58-70.
2. Anderson, Eugene W., Claes Fornell, and Roland T. Rust (1997), "Customer Satisfaction, Productivity, and Profitability: Differences Between Goods and Services," *Marketing Science*, 16 (2), 129-145.
3. Rust, Roland T., Christine Moorman and Peter R. Dickson, (2002), "Getting Return on Quality: Revenue Expansion, Cost Reduction, or Both?" *Journal of Marketing*, 66 (October), 7-24.
4. Rust, Roland T., Katherine N. Lemon and Valarie A. Zeithaml (2004), "Return on Marketing: Using Customer Equity to Focus Marketing Strategy," *Journal of Marketing*, 68 (1), 109-127.
5. Rust, Roland T., Tim Ambler, Gregory S. Carpenter, V. Kumar and Rajendra K. Srivastava, (2004), "Measuring Marketing Productivity: Current Knowledge and Future Directions," *Journal of Marketing*, 68 (4), 76-89.
6. Sood , Ashish and Gerard J. Tellis (2009), "Do Innovations Really Pay Off? Total Stock Market Returns to Innovation," *Marketing Science*.
7. Shuba Srinivasan, Koen Pauwels, Jorge Silva-Risso and Dominique M. Hanssens (2009), Product Innovations, Advertising and Stock Returns, *Journal of Marketing*, January, 73 (1): 24-43
8. Constantine S. Katsikeas, N. Morgan, L. Leonidou, and T. Hult (2016), Assessing performance outcomes in marketing, ***Journal of Marketing***, 80, 2 (March), 1-20.
9. Rust, Roland T. and Ming-Hui Huang, "Optimizing Service Productivity," *Journal of Marketing*,

**Week 13: Term Paper Submission and Presentations**