

Marketing Strategy: A Survey Course (Online Seminar)

Fall 2025

Objective

Many institutions do not offer doctoral seminars on Marketing Strategy. Consequently, students interested in the subject are deprived of a systematic exposure to the subject matter. The purpose of this online seminar is to help such students gain exposure not only to the subject but also to leading academics in the area. In particular, the seminar will feature faculty at various US, European, and Asian universities.

Course Components

To provide students with broad exposure to the field, each class will be on a different topic and will be taught by a different faculty member. It is anticipated that each class will provide students with an overview of the topic for the class, discuss 3-5 assigned articles, and identify important issues for further research.

In keeping with the nature of an advanced graduate seminar, students are expected to come prepared to engage in a lively discussion and debate during class. Each student is required to come to a class session with by preparing 2 questions (positioning, substantive, methodological, presentation) across the different articles for that week, along with a possible research extension to one article in that week's reading (in 2 slides). They will email this weekly deck (with correct title, which will include their first name, last name) by Monday evening (Central time US) in the week of the seminar to Ms Nike Habel who is the Course Director for this seminar who will forward them to the faculty before the seminar. This is intended to help the student prepare for class, think more deeply about the focal issues, and to orient the class discussion around issues of interest to the students.

Grades

Student performance in this seminar will not be graded and students will not be provided a grade for the seminar. A completion certificate will be issued to students. However, students may explore the possibility of obtaining credit for Independent Study with a professor at their respective institutions based on participation in the seminar along with any additional work that may be specified by the professor.

Overview Course Schedule

Session	Date	Topic	Faculty member
	15-Aug	Pre-Seminar Briefing	Raji Srinivasan, University of Texas at Austin and Mike Ahearne, University of Houston
1	22-Aug	Marketing for a Better World	Rajesh Chandy, London Business School
2	29-Aug	Theory Construction	Ajay Kohli, Georgia Tech
3	5-Sept	Customer Relationship Management	Werner Reinartz, University of Cologne
4	12-Sept	Marketing-Finance Interface	Alina Sorescu, Texas A&M University
5	19-Sept	Business-to-Business Marketing	Venky Shankar, Southern Methodist University
6	26-Sept	Marketing Channels	Sandy Jap, Emory University
7	3-Oct	Branding Strategy	Sundar Bharadwaj, University of Georgia
8	9-Oct (Start at 7:30 am ET)	Service Marketing	Kapil Tuli, Singapore Management University
9	17-Oct	Marketing Leadership, Capabilities	Neil Morgan, University of Wisconsin Madison
10	24-Oct	Networks	Stefan Wuyts, Pennsylvania State University
11	31-Oct	Customer Satisfaction	Vikas Mittal, Rice University
12	7-Nov	Technology and Marketing	Raji Srinivasan, University of Texas at Austin
13	14-Nov	Marketing Innovation	Chris Moorman, Duke University
14	21-Nov	Sales, Retail Management	Mike Ahearne, University of Houston

Start: every **Friday** 10am ET.

Only exception is session #8, which will take place on **Thursday**, Oct 9, and starts at 730 am ET.

Duration of each session: 3h

The readings must be prepared before each session.

Pre-Seminar Briefing: August 15: Raji Srinivasan and Mike Ahearne

The pre-seminar session will last approximately one hour. During this time, we'll begin with introductions and provide you with a comprehensive overview of the seminar – including its structure, objectives, and what you can expect throughout the next 14 weeks.

We'll also walk you through the assignments and share tips on how to best prepare for the sessions. In addition, we'll let you know where to find all reading materials and other resources to support your learning experience.

Session 1, August 22 – Rajesh Chandy (London Business School)

Better Marketing for a Better World

Marketing has the power to improve lives, sustain livelihoods, strengthen societies, and benefit the world at large. This session will cover ideas for research on whether, when, and how marketing contributes to a better world.

Pre-session Readings:

Anderson, Stephen J., Rajesh Chandy, and Bilal Zia (2018), "Pathways to Profits: The Impact of Marketing vs. Finance Skills on Business Performance," *Management Science*, 64 (12), 5559-5583.

Jensen, Robert (2007), "The Digital Divide: Information (Technology), Market Performance, and Welfare in the South Indian Fisheries Sector," *The Quarterly Journal of Economics*, 122 (3), 879-924.

Jensen, Robert (2010), "Economic Opportunities and Gender Differences in Human Capital: Experimental Evidence for India," NBER Working Paper No. w16021.

Background reading:

Chandy, Rajesh K., Gita Venkataramani Johar, Christine Moorman, and John H. Roberts (2021), "Better Marketing for a Better World," *Journal of Marketing*, 85 (3), 1-9.

Session 2, August 29 – Ajay Kohli (Georgia Tech)

Theory Construction

This session will discuss key components of a theory, why theories are useful to practitioners, and how a researcher goes about building new theory. It focuses on “how to” construct impactful new theory, identifies common traps in theory construction, and delineates key criteria for evaluating emergent theory. The session is designed to help students interested in developing “theory sections” of empirical papers, and “pure theory” papers.

Pre-Session Readings:

Christensen, Clayton M. and Michael E. Raynor (2003), “Why Hard-Nosed Executives Should Care about Management Theory,” *Harvard Business Review*, 81 (September), 66-74.

Sutton, Robert I. and Barry M. Staw (1995), “What theory is Not,” *Administrative Science Quarterly*, 40, 371-384.

Weick, Karl E. (1995), “What Theory is Not, Theorizing Is,” *Administrative Science Quarterly*, 40, 385-390.

Zeithaml et al. (2020), A Theories-in-Use Approach to Building marketing theory,” *Journal of Marketing*, 84 (January), 32-51.

Session 3, September 5 – Werner Reinartz (University of Cologne)

Customer Relationship Management

Customer relationship management (CRM) as a strategy and as a technology has gone through an amazing evolutionary journey. This course attempts a brief overview of the academic treatment of the strategic and tactical aspects of customer relationship management as we know it today.

Pre-session Readings:

Kumar, V., Yashoda Bhagwat, and Xi (Alan) Zhang (2015), “Regaining “Lost” Customers: The Predictive Power of First-Lifetime Behavior, the Reason for Defection, and the Nature of the Win-Back Offer”, *Journal of Marketing*, 79 (4), 34–55.

McCarthy, Daniel M., Peter S. Fader, and Bruce GS Hardie (2017), “Valuing subscription-based businesses using publicly disclosed customer data”, *Journal of Marketing*, 81 (1), 17-35.

Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Claudia Simones (2020), "Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals", *Journal of Marketing*, 84 (4), 45-66.

Han, Simeng, Werner J. Reinartz, Bernd Skiera, and Thomas P. Scholdra, (2023) “Firms’ Focus on Brand and Customer Management: Measurement, Development, and Financial Consequences,” working paper.

Session 4, September 12 – Alina Sorescu (Texas A&M University)

The Marketing Finance Interface: Assessing the Stock Market Value Relevance of Marketing Assets, Actions, and Capabilities

In this session, we will review the literature that examines how investors value marketing assets, actions and capabilities. We will focus on the assumptions that underlie this valuation, on the measurement of stock market value across different windows, and on applications of how this value has been assessed in various sub-streams of research in marketing.

Pre-session Readings:

Edeling, A., Srinivasan, S., & Hanssens, D. M. (2021). The marketing–finance interface: A new integrative review of metrics, methods, and findings and an agenda for future research. *International Journal of Research in Marketing*, 38(4), 857-876.

Fornell, C., Morgeson III, F. V., & Hult, G. T. M. (2016). Stock returns on customer satisfaction do beat the market: Gauging the effect of a marketing intangible. *Journal of Marketing*, 80(5), 92-107.

Sorescu, A., Warren, N. L., & Ertekin, L. (2017). Event study methodology in the marketing literature: an overview. *Journal of the Academy of Marketing Science*, 45, 186-207.

Van Heerde, H. J., Gijsbrechts, E., & Pauwels, K. (2015). Fanning the flames? How media coverage of a price war affects retailers, consumers, and investors. *Journal of Marketing Research*, 52(5), 674-693.

Session 5, September 19 – Venky Shankar (Southern Methodist University)

Business-to-Business Marketing

This session will explore key concepts of B2B relationships, highlighting both classic articles and future research directions.

Pre-session Readings:

R. W. Palmatier, L. K. Scheer, K. R. Evans and T. J. Arnold (2008), “Achieving Relationship Marketing Effectiveness in Business-to-Business Exchanges.” *Journal of the Academy of Marketing Science*, 36 (2 June), 174-90.

K. D. Antia, S. Mani, and K. H. Wathne (2017), “Franchisor-Franchisee Bankruptcy and the Efficacy of Franchisee Governance,” *Journal of Marketing Research*, 54 (6), 952-967.

K. H. Wathne, J. B. Heide, E. A. Mooi, and A. Kumar (2018), “Relationship Governance Dynamics: The Roles of Partner Selection Efforts and Mutual Investments,” *Journal of Marketing Research*, 55 (5), 704-721.

J. M. Lawrence, L. K. Scheer, A. T. Crecelius, and S. K. Lam (2021), “Salesperson Dual Agency in Price Negotiations,” *Journal of Marketing*, 85 (2), 89-109.

Session 6, September 26 – Sandy Jap (Emory)

Marketing Channels

This session is about the fundamental problems of channel strategy: (1) channel coordination and motivation and (2) managing multiple formats (e.g., bricks and clicks). The key risk in any exchange is potential opportunism from a buyer or seller partner. Channel theory suggests that this can be chiefly managed via application of a wide range of governance strategies such as contracts, common goals, social norms, and close relationships. In this session, we will assess the consequences and implications of managing opportunism, the performance implications of adding bricks to clicks, and the theoretical framework of a relationship lifecycle.

Pre-session Readings:

SKIM: Ataman, M. Berk, Harald J. van Heerde, and Carl F. Mela (2010), "The Long-Term Effect of Marketing Strategy on Brand Sales," *Journal of Marketing Research*, 47(5), 866-82.

Wathne, K. H., & Heide, J. B. (2000), "Opportunism in Interfirm Relationships: Forms, Outcomes, and Solutions," *Journal of Marketing*, 64(4), 36-51.

Seggie, Steven, David Griffith, and Sandy Jap (2013), "Passive and Active Opportunism in Interorganizational Exchange," *Journal of Marketing*, 77(4), 73-90.

Palmatier, Robert W., Mark B. Houston, Rajiv P. Dant, and Dhruv Grewal (2013), "Relationship velocity: Toward a Theory of Relationship Dynamics," *Journal of Marketing*, 77 (1), 13-30.

Avery, Jill, Thomas J. Steenburgh, John Deighton and Mary Caravella (2012), "Adding Bricks to Clicks: Predicting the Patterns of Cross-Channel Elasticities Over Time," *Journal of Marketing*, 76(May), 96-111.

Session 7, October 3 – Sundar Bharadwaj (University of Georgia)

Branding

This session examines the role of brands in marketing both through the lens of traditional and modern marketing approaches. It also examines the importance of the brand as a firm asset that delivers value for the firm by enhancing returns and mitigating risk. The session also examines the contextual value of brands in different business environments.

Pre-Session Readings:

Keller, Kevin Lane (1993), "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity," *Journal of Marketing*, 57 (January), 1-22.

Sundar Bharadwaj, Kapil Tuli and Andre Bonfrer (2011), "The Impact of Brand Quality on Shareholder Wealth", *Journal of Marketing*, 75 (September), 88-104

Peng, C., Bijmolt, T. H. A., Völckner, F., & Zhao, H. (2023). A Meta-Analysis of Brand Extension Success: The Effects of Parent Brand Equity and Extension Fit. *Journal of Marketing*, 87(6), 906-927.

<https://doi.org/10.1177/00222429231164654>

Wichmann, J. R. K., Wiegand, N., & Reinartz, W. J. (2022). The Platformization of Brands. *Journal of Marketing*, 86(1), 109–131. <https://doi.org/10.1177/00222429211054073>

Moorman, C., Sorescu, A., & Tavassoli, N. T. (2023). EXPRESS: Brands in the Labor Market: How Vertical and Horizontal Brand Differentiation Impact Pay and Profits Through Employee-Brand Matching. *Journal of Marketing Research*, 0(ja). <https://doi.org/10.1177/00222437231184429>

Session 8, October 9 – Kapil Tuli (Singapore Management University)

Services Marketing

This session will be on a Thursday and starts exceptionally at 7:30h am ET!

Services account for more than 60% of GDP in most developed countries, and therefore it is not surprising that a large body of research across disciplines examines service businesses. The objective of this session is to provide a glimpse into the different topics and methods used by marketing scholars in examining customer related perspective of services.

Pre-session Readings:

Tuli, Kapil R., Ajay K. Kohli and Sundar G. Bharadwaj (2007), "Rethinking Customer Solutions: From Product Bundles to Relational Processes," *Journal of Marketing*, 71 (2), 1-17.

Uлага Wolfgang and Werner J. Reinartz (2011), "Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully," *Journal of Marketing*, 75 (4), 5-23.

Colm, Laura, Andrea Ordanini, and Torsten Bornemann (2020), "Dynamic Governance Matching in Solution Development," *Journal of Marketing*, 84(1), 105-124.

Chen, Yixen, Shrihari Sridhar, Kyuhong Han, Sonam Singh, Vikas Mittal, and Taehoon Im (2024), "The Value of Safety Training for Business-to-Business Firms" *Journal of Marketing Research*, Forthcoming

Session 9, October 17 – Neil Morgan (University of Wisconsin, Madison)

Marketing Leadership and Capabilities

This session will focus mainly on marketing capabilities but will include some consideration of how these capabilities may be affected by the upper echelons of the firm and internal power dynamics between functional areas and their leaders. Marketing capabilities are at the epicenter of marketing strategy explanations of why some organizations are better able to achieve their goals over time than others. In this session we will consider the nature of marketing capabilities, how they are assessed, what the evidence says about their predictive value in explaining firm performance, and what has been largely unexplored to-date.

Pre-Session Readings:

Feng, Hui, Neil A. Morgan, & Lopo L. Rego (2015), "Marketing Department Power and Firm Performance," *Journal of Marketing*, 79(5), 1-20.

Homburg, C., Wielgos, D.M. (2022) "The value relevance of digital marketing capabilities to firm performance," *Journal of the Academy of Marketing Science* 50, 666–688.

Krasnikov, A., & Jayachandran, S. (2008), "The Relative Impact of Marketing, Research-and-Development, and Operations Capabilities on Firm Performance," *Journal of Marketing*, 72(4), 1–11.

Xiong, G., & Bharadwaj, S. (2013), "Asymmetric Roles of Advertising and Marketing Capability in Financial Returns to News: Turning Bad into Good and Good into Great," *Journal of Marketing Research*, 50(6), 706–724.

Session 10, October 24 – Stefan Wuyts (Penn State University)

Networks

“Many relational phenomena in marketing can only be properly understood if we adopt a network perspective. This session covers different marketing contexts where networks matter (market formation, idea generation, product introductions, influencer marketing) and different methodological approaches including traditional social network analysis as well as qualitative and experimental research designs.”

Pre-Session Readings:

Maciel, Andre F. and Eileen Fischer (2020), “Collaborative Market Driving: How Peer Firms Can Develop Markets Through Collective Action,” *Journal of Marketing*, 84 (5), 41-59

Srinivasan, Raji, Stefan Wuyts, and Girish Mallapragada (2018), “Corporate Board Interlocks and New Product Innovation,” *Journal of Marketing*, 82 (January), 132-148.

Stephen, Andrew T., Peter Pal Zubcsek, and Jacob Goldenberg (2016), “Lower Connectivity is Better: The Effects of Network Structure on Redundancy of Ideas and Customer Innovativeness in Interdependent Ideation Tasks,” *Journal of Marketing Research*, 53 (April), 263-279.

Goldenberg, Jacob, Andreas Lanz, Daniel Shapira, and Florian Stahl (2023), “Targeting Nearby Influencers: The Acceleration of Natural Triadic Closure by Leveraging Interconnectors,” *Journal of Marketing*, OnlineFirst, <https://doi.org/10.1177/00222429231223420>

Session 11, October 31 – Vikas Mittal (Rice University)

Customer Satisfaction

This session will discuss the construct of customer satisfaction and its relevance to strategy research. The focus of the session will be on:

- 1) The construct of customer satisfaction, its nomological net, and measurement
- 2) Understanding how firms use customer satisfaction as an approach to strategy
- 3) Examining issues pertinent to the customer-satisfaction and finance interface
- 4) Exploring ways to integrate customer satisfaction further into strategy scholarship

Pre-Session Readings:

Oliver, Richard L. (1980) "A cognitive model of the antecedents and consequences of satisfaction decisions." *Journal of Marketing Research*, 17(4), 460-469.

Mittal, V., Han, K., Lee, J. Y., & Sridhar, S. (2021). Improving business-to-business customer satisfaction programs: Assessment of asymmetry, heterogeneity, and financial impact. *Journal of Marketing Research*, 58(4), 615-643.

Huang, G., & Sudhir, K. (2021). The causal effect of service satisfaction on customer loyalty. *Management Science*, 67(1), 317-341.

Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American customer satisfaction index: nature, purpose, and findings. *Journal of Marketing*, 60(4), 7-18.

Session 12, November 7 – Raji Srinivasan (University of Texas at Austin)

Technology and Marketing

Changes in technology with implications for firms' new product innovation, and business models among others are an ongoing challenge for managerial practice and, therefore, offer opportunities for marketing scholarship. This seminar will cover some recent papers in the literature on the effect of technology developments on firms' marketing strategy, spanning different aspects of firms' marketing strategies and the use of different methodologies to address research questions in the domain of technology and marketing.

Pre-session Readings:

Kundu, A, Anderson, S J and Ramdas, K (2024) Disruptions, Redundancy Strategies, and Performance of Small Firms: Evidence from Uganda. *Management Science*. ISSN 0025-1909 (In Press)

Yoon, Tae Jung, and TI Tongil Kim. "The role of advertising in high-tech medical procedures: Evidence from robotic surgeries." *Journal of Marketing* 88.1 (2024): 97-115.

Frias, Kellilynn M., et al. "A Theory of Product-Form Strategy: When to Market Know-How, Components, or Systems?." *Journal of Marketing* 87.5 (2023): 679-697.

Melzner, Johann, Andrea Bonezzi, and Tom Meyvis. "Information disclosure in the era of voice technology." *Journal of Marketing* 87.4 (2023): 491-509.

Background Readings

Grewal, Dhruv, et al. "The future of technology and marketing: A multidisciplinary perspective." *Journal of the Academy of Marketing Science* 48 (2020): 1-8.

Rust, Roland T. "The Future of Marketing," *IJRM*, 37 (1) (2020): 15-26.

Hoffman, Donna L., et al. "The rise of new technologies in marketing: A framework and outlook." *Journal of Marketing* 86.1 (2022): 1-6.

Session 13, November 14 – Chris Moorman (Duke University)

Marketing Innovation

General Introduction:

As with all seminars, your responsibility in this session is to come to class prepared to discuss each assigned article in depth and to present ideas about the contributions, limitations, and extensions of each paper. Extensions can include straight-line extensions of the work or more innovative linkages with other papers or literatures. I caution you against three tendencies.

First, I caution against an overly negative approach to dealing with other scholars' articles. In my experience, it is easier to criticize others than to actually do good research. It is important and worthwhile to try to understand what the research is trying to accomplish and whether it is interesting and important as opposed to whether it is perfect in every regard. No research is.

Second, I caution you against only extending others' points made in class (and your research) and not initiating your own ideas. The former is a safe strategy, but it is not particularly helpful in the long-run in terms of your contribution and impact.

Third, make sure you *read* and *think*. Reading is the easy part—it takes time, but it is not very hard. Thinking is the critical part of the quest you are on in your Ph.D. program. To that end, you should read as if on a scouting expedition. Pay attention to what you find interesting. Notice when you experience a sense of disbelief or a sense that something is missing. Jot down alternative explanations for what the research suggests is happening. Map out the researcher's view of the world and question it. Establish what the underlying assumptions are in the research and question them. More importantly, think about what a paper might mean for your current research.

Session Introduction:

Innovation and growth are important to the survival of firms. However, most organizations do not innovate consistently or well. This session will discuss the challenges firms face when innovating and identify research opportunities in this evergreen part of the field.

In addition to the session readings, I have provided a set of background readings that offer a review of the literature on marketing on innovation. I have also offered a set of additional readings that will prove useful to any of you wanting to follow up and learn more about this important topic.

Pre-Session Readings:

He, Jie (Jack) and Xuan Tian (2020), "[Institutions and Innovation](#)," *Annual Review of Financial Economics*, 12, 377-398.

Wies, Simone, Christine Moorman, and Rajesh K. Chandy (2022), "[Innovation Imprinting: Why Some Firms Beat the Post-IPO Slump](#)," *Journal of Marketing*, 87 (2), 232-252. This article is based on Simone Wies and Christine Moorman (2015), "[Going Public: How Stock Market Listing Changes Firm Innovation Behavior](#)," *Journal of Marketing Research*, 52 (October), 694-709.

Chandy, Rajesh, Brigitte Hopstaken, Om Narasimhan, and Jaideep Prabhu (2006), "[From Invention to Innovation: Conversion Ability in Product Development](#)," *Journal of Marketing Research*, 43 (August), 494-508.

Goldenberg, Jacob, David Mazursky, and Sorin Solomon (1999), "[Toward Identifying the Inventive Templates of New Products: A Channeled Ideation Approach](#)," *Journal of Marketing Research*, 36 (May), 200-210.

Fang, Eric (Er), Robert W. Palmatier, and Rajdeep Grewal (2011), "[Effects of Customer and Innovation Asset Configuration Strategies on Firm Performance](#)," *Journal of Marketing Research*, 48 (3), 587-602.

Additional Readings (optional):

Barriers to and Facilitators of Innovation:

- Moorman, Christine, Simone Wies, Natalie Mizik, and Fredrika J. Spencer (2012), "[Firm Innovation and the Ratchet Effect Among Consumer Packaged Goods Firms](#)," *Marketing Science*, 31 (November-December), 934-951.
- Mukherji, Prokriti, Alina Sorescu, Jaideep Prabhu and Rajesh Chandy (2011), "[Behemoths at the Gate: How Incumbents Take on Acquisitive Entrants \(And Why Some Do Better Than Others\)](#)," *Journal of Marketing*, 75 (5), 53-70.
- Tellis, Gerard J., Jaideep C. Prabhu, and Rajesh K. Chandy (2009), "[Radical Innovation across Nations: The Preeminence of Corporate Culture](#)," *Journal of Marketing*, 73 (1), 3-23.
- Yadav, Manjit S., Jaideep C. Prabhu, and Rajesh K. Chandy (2007), "[Managing the Future: CEO Attention and Innovation Outcomes](#)," *Journal of Marketing*, 71 (October), 84-101.

- Sorescu, Alina, Rajesh Chandy and Jaideep Prabhu (2007), [“Why Some Acquisitions Do Better than Others: Product Capital as a Driver of Long-term Stock Returns,”](#) *Journal of Marketing Research*, 44 (1), 57-72.
- Prabhu, Jaideep, [Rajesh K. Chandy](#), and Mark E. Ellis (2005), [“The Impact of Acquisitions on Innovation: Poison Pill, Placebo, or Tonic?,”](#) *Journal of Marketing*, 69 (1), 114-130.
- Chandy, Rajesh K., Jaideep C. Pabhu, and Kersi D. Antia (2003), [“What Will the Future Bring? Dominance, Technology Expectations, and Radical Innovation,”](#) *Journal of Marketing*, 67 (July), 1-18.
- Miner, Anne, Paula Bassoff, and Christine Moorman (2001), [“Organizational Improvisation and Learning: A Field Study,”](#) *Administrative Science Quarterly*, 46 (June), 304-337.
- Chandy, Rajesh K. and [Gerard J. Tellis](#) (2000), [“The Incumbent's Curse? Incumbency, Size, and Radical Product Innovation,”](#) *Journal of Marketing*, 64 (3), 1-17.
- Moorman, Christine and [Anne S. Miner](#) (1998), [“The Convergence of Planning and Execution: Improvisation in New Product Development,”](#) *Journal of Marketing*, 62 (3), 1-20.
- Moorman, Christine and [Anne S. Miner](#) (1997), [“The Impact of Organizational Memory on New Product Performance and Creativity,”](#) *Journal of Marketing Research*, 34 (1), 91-106.

Effect of Innovation on Performance:

- Sood, Ashish and Gerard J. Tellis (2009), [“Do Innovations Really Pay Off? Total Stock Market Returns to Innovation,”](#) *Marketing Science*, 28 (May-June), 442-456.
- Sorescu, Alina and Jelena Spanjol (2008), [“Innovation’s Effect on Firm Value and Risk: Insights From Consumer Packaged Goods,”](#) *Journal of Marketing*, 72 (2), 114-32.
- Sorescu, Alina, Venkatesh Shankar and Tarun Kushwaha (2007), [“New Product Preannouncements and Shareholder Value: Don’t Make Promises You Can’t Keep,”](#) *Journal of Marketing Research*, 44 (3), 468-489.
- Henard, David H. and David M Szymanski (2001), [“Why Some New Products are More Successful than Others,”](#) *Journal of Marketing Research*, 38 (August), 362-375
- Sorescu, Alina, Rajesh Chandy and Jaideep Prabhu (2003), [“Sources and Financial Consequences of Radical Innovations: Insights from Pharmaceuticals,”](#) *Journal of Marketing*, 67 (4), 82-102.
- Golder, Peter N. and Gerard J. Tellis (1993), [“Pioneer Advantage: Marketing Logic or Marketing Legend?”](#) *Journal of Marketing Research*, 30 (May), 158-170.

Background Readings:

- Aaker, David A. and Christine Moorman (2023), “Chapter 11: The Growth Imperative,” in *Strategic Market Management*, 12th Edition, New York: Wiley. We summarize the literature on a “growth mindset” that might be helpful to understand as it is central to innovation.
- Lee, Byung-cheol, Christine Moorman, C. Page Moreau, Andrew T. Stephen, and Donald R. Lehmann (2020), [“The Past, Present, and Future of Innovation Research,”](#) *Marketing Letters*, 31 (2-3), 187-198.
- Hauser, John, Gerard Tellis, and Abbie Griffin (2005), [“Research on Innovation: A Review and Agenda for Marketing Science,”](#) *Marketing Science*, 25 (November-December), 687-717.

Session 14, November 21 – Mike Ahearne (University of Houston)

Sales, Retail Management

In this session, we will discuss research related to personal selling and sales management with a focus on recent trends in the area. We will examine research using a variety of approaches including empirical models, surveys, observational studies, and lab/field experiments.

Pre-Session Readings:

Rao, Raghunath Singh, Madhu Viswanathan, George John, and Sunil Kishore (2021), "Do Activity-Based Incentive Plans Work? Evidence from a Large-Scale Field Intervention," *Journal of Marketing Research*, 58 (4), 686-704.

Habel, Johannes, Sascha Alavi, and Kim Linsenmayer (2021), "Variable Compensation and Salesperson Health," *Journal of Marketing*, 85 (3), 130-149.

Atefi, Yashar, Michael Ahearne, Sebastian Hohenberg, Zachary Hall, and Florian Zettelmeyer (2020), "Open Negotiation: The Back-End Benefits of Salespeople's Transparency in the Front End" *Journal of Marketing Research*, 57 (6), 1076-1094.

Luo, Xueming, Marco Shaojun Qin, Zheng Fang, and Zhe Qu (2021), "Artificial Intelligence Coaches for Sales Agents: Caveats and Solutions," *Journal of Marketing*, 85 (2), 14-32.