

MKTG 6040 MARKETING STRATEGY II

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Seminar Description. The current University of North Texas course description describes this doctoral seminar “as a review of research in partnering, collaboration and interfirm relationships. Investigation, analysis and discussion of critical issues in managing the relationships and responsibilities between firms involved in exchange along modern, globally distributed enterprises. Traditional and emerging concepts in managing the sales-sourcing interface from an integrated perspective from the processing of raw materials through ultimate consumption are described through an investigation of the extant literature.”

We will focus on critically reviewing the fundamental literature related to marketing channel structure and behaviors, focusing on business-to-business (B2B) relationships. Because marketing channels involve interorganizational dyads and networks, behavioral and structural phenomena that distinguish B2B exchange processes are examined largely at the firm-level. The literature base to be examined in this course includes theoretical and empirical studies from economics, law, sociology, organizational behavior, organizational theory and social psychology.

Seminar Perspective. “*A frog in the well thinks the sky to be a disc.*” Your research interests and/or academic aspirations may or may not be aligned with the focal content of this doctoral seminar. Please consider that this seminar will address both behavioral and strategic issues underlying B2B relationships. The knowledge in the literature is seminal to understanding the conception and development of marketing as an academic discipline. It is the overarching goal of any doctoral seminar is to resist myopic approaches in thought and understanding. Despite an extensive collection of seminar readings, you will not tire from learning. You are encouraged to recount Leonardo da Vinci’s counsel “*Learning never exhausts the mind.*”

Critical Reading. It is simply not enough to “read” each assigned article; critical reading involves both logic and reasoning to engage in “critical reading.” Whether conceptual or empirical, support for any postulates or hypotheses, taxonomies and/or models claim is linked to “evidence” that suggests the soundness of an argument or position. First, determine if the author’s intended argument is sound, or reasonably acceptable. If assertions are not supportable or reveal gaps, critical reading will identify these shortcomings and identify research opportunities. Here are some questions to consider in your critical reading:

Conceptual Papers

- What is the research purpose, and how is it accomplished?
- Why was the paper written? (Think of relevance and timeliness)
- How well does the paper contribute to our understanding of the focal issues in the objective?
- How well does the paper rely on prior literature?
- What are the contributions to knowledge and/or practice?
- What are the unresolved issues or research gaps in this area?
- What does the paper suggest about future research that needs to be done?

Empirical Papers

- What is the research purpose, and how is it accomplished?
- Why was the paper written? (Think of relevance and timeliness)
- Are the hypotheses well developed? Are they theory based?
- What are the key independent and dependent variables?
- What is the sample? Is it a valid sample?

- Is the design of the study acceptable?
- Look at the measures. Do they measure what they are supposed to measure?
- Have the summary statistics been reported? Does anything look odd?
- What is the method of analysis? Is it appropriate for the data?
- Are any assumptions of the analysis method violated?
- Is there external validity? Internal validity? Construct validity?
- What is the level of significance of the results?
- Could this significance level be due to common method variance?
- Can we accept the study and its findings?
- How generalizable are the findings?
- Does anybody care about the findings?
- What do we know now that we did not know before?
- What are the practical implications (if any) of the results? Have they been clearly stated?
- What are the theoretical implications (if any) of the results? Have they been stated?
- What are the limitations of the study? Have they been stated?
- What are the major research gaps or unresolved issues in this area?
- What does the paper suggest about future research that needs to be done?

Seminar Structure. This is a highly interactive, thought-provoking seminar format. The exchange of ideas, perspectives, awareness and comprehension will stimulate our discourse. Each seminar participant is expected to be fully prepared for each scheduled meeting session. The sessions are organized around the following domains.

The “Required” and “Recommended Readings” are posted on the Canvas LMS for MKTG 6040. Please refer to the reading list of articles in Appendix I.

DISCUSSION TOPICS	
1	Marketing as a Discipline
2	Marketing Strategy Concepts
3	Political Economy and Channel Performance
4	Power and Dependency
5	Channel Conflict
6	Power Asymmetry and Interdependency
7	Transaction Cost Theory
8	Exchange Governance and Fairness
9	Agency Theory
10	Relational Exchange Theory
11	Relational Contracting

Performance Evaluation. There are several opportunities for you to demonstrate your ability to understand critical concepts and theories, culminating in the development of a high-quality, submission ready manuscript. The following deliverables will be used to assess your learning outcomes.

Participation/Seminar Leadership (20%). You will be expected to make value-added contributions to our scheduled seminars, including the preparedness of all assigned (required) readings. Although everyone will participate in each seminar meeting, you will be assigned topics to act as “Leader” to essentially steward our discussions.

	DISCUSSION TOPICS	Seminar Leaders
1	Marketing as a Discipline	Clancy & Zach
2	Marketing Strategy Concepts	Ritu & Karan
3	Political Economy & Channel Performance	Amber & Ignacio
4	Power and Dependency	Yunus & Henson
5	Channel Conflict	Clancy & Zach
6	Power Asymmetry and Interdependency	Ritu & Karan
7	Transaction Cost Theory	Amber & Ignacio
8	Exchange Governance and Fairness	Yunus & Henson
9	Agency Theory	Clancy & Zach
10	Relational Exchange Theory	Ritu & Karan
11	Relational Contracting	Amber & Ignacio

Comprehensive Examination (20%). There is a comprehensive examination that provides you a platform to demonstrate your understanding of seminar readings, theory and applications.

Research Presentation (20%). This is an opportunity to present your research to your peers and others who may give you valuable feedback on your manuscript development.

Manuscript (40%). You will develop a submission-ready manuscript that addresses a B2b research topic. We will discuss this in greater detail in our meetings.

APPENDIX I

Political Economy and Channel Performance

Achrol, Ravi, Torger Reve and Louis Stern (1983), "The Environment of Marketing Channel Dyads: A Framework for Comparative Analysis," *Journal of Marketing*, 47 (Fall), 55-67.

Borys, Bryan and David B. Jemison (1989), "Hybrid Arrangements as Strategic Alliances: Theoretical Issues in Organizational Combinations," *Academy of Management Review*, 14 (April), 234-249.

Frazier, Gary L. (1999), "Organizing and Managing Channels of Distribution," *Journal of the Academy of Marketing Science*, 27(2), 226-240.

Nevin, John R. (1995), "Relationship Marketing and Distribution Channels: Exploring Fundamental Issues," *Journal of the Academy of Marketing Science*, 23(4), 327-334.

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Power, Dependency and Asymmetric Relationships

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Levina, Natalia and Wanda J. Orlikowski (2009), "Understanding Shifting Power Relations within and across Organizations: A Critical Genre Analysis," *Academy of Management Journal*, 52 (4), 672-703.

Lusch, Robert F. and James R. Brown (1996), "Interdependency, Contracting, and Relational Behavior in Marketing Channels," *Journal of Marketing*, 60 (October), 19-38.

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Transaction Cost Theory

Anderson, Erin (1988), "Transaction Costs as Determinants of Opportunism in Integrated and Independent Sales Forces," *Journal of Economic Behavior and Organization*, 9, 247-264.

Brown, James R., Chekitan S. Dev and Dong-Jin Lee (2000), "Managing Marketing Channel Opportunism: The Efficacy of Alternative Governance Mechanisms," *Journal of Marketing*, 64 (April), 51-65.

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Dahlquist, Steven H. and David A. Griffith (2014), "Multidyadic Industrial Channels: Understanding Component Supplier Profits and Original Equipment Manufacturer Behavior," *Journal of Marketing*, 78 (4), 59-79.

Dwyer, Robert and Sejo Oh (1988), "A Transaction Cost Perspective on Vertical Contractual Structure and Interchannel Competitive Strategies," *Journal of Marketing*, 52 (April), 21-34.

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Agency Theory | Motivation and Framing

Agrawal, Deepak and Rajiv Lal (1995), "Contractual Arrangements in Franchising: An Empirical Investigation," *Journal of Marketing Research*, 32 (May), 213-221.

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Conflict Management and Power-Dependence

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Networks and Alliances

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