**Irina V. Kozlenkova**

April 2014

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East Lansing, MI, 48824

**EDUCATION**

**Doctor of Philosophy in Marketing** 2013

University of Missouri, Columbia

**Master of Business Administration** 2009

University of Southern Indiana

**Master of Science in Management,** Magna Cum Laude 2006

Oakland City University

**Bachelor of Science in Management,** Magna Cum Laude 2005

Oakland City University

**RESEARCH**

***Research Interests*:**

Relationship marketing theory and strategy with an emphasis on identifying relationship destructive behaviors (complacency, conflict, inequity) and the most effective recovery strategies (communication) in B2B, retail, sales, and service contexts utilizing multiple theoretical perspectives (TCE, RBT, dynamic capabilities, and agency theories).

***Publications*:**

Kozlenkova, I.V., Samaha S., and Palmatier R. W., “Resource-Based Theory in Marketing,” (2014), ***Journal of the Academy of Marketing Science,*** 42 (1), 1-21.

* Lead article

Lund, D., Scheer, L. K., and Kozlenkova I. V., (2013), “Culture’s Impact on the Importance of Fairness in Interorganizational Relationships,” ***Journal of International Marketing***, 21 (4), 21-43.

* Featured in AMA’s publication *Marketing Insights* https://www.ama.org/publications/MarketingInsights/Pages/The-Fairness-Factor.aspx

Celuch, K., Kozlenkova, I., and Black G., (2010), “An Exploration of Self-Efficacy as a Mediator of Skill Beliefs and Student Self Identity as a Critical Thinker,” ***Marketing Education Review***, 20, 257-266, (completed while in the MBA program).

***Research in Progress*:**

Lee, J. –Y., Kozlenkova, I.V., and Palmatier R. W., “Structural Marketing: Using Organizational Structure to Achieve Marketing Objectives,” invited for 2nd-round revision at the ***Journal of the Academy of Marketing Science.***

“The Role of Agency in New Product Adoption: The Case of Life Enhancing Treatments,” preparing manuscript for submission to ***Journal of Marketing Research***(co-authored with Detelina Marinova, as well as medical doctors Leona Cuttler and JB Silvers).

Drawing on agency and fuzzy trace theories, we examine the decision-making process regarding new product adoption when an agent is faced with simultaneous, conflicting goals. The mechanism for such decision-making is currently lacking in the literature. Using longitudinal data from a quasi-field experiment on a sample (n = 656) of currently practicing physicians we examine the interplay between consumer, agent, and marketing factors. Our results show that consumer preferences for the treatment, physician attitudes and characteristics, and marketing variables significantly alter the influence of medical considerations on physician recommendation for life-enhancing treatment adoption and continued use.

“The Role of Communication in Relationship Recovery,” longitudinal data matched with objective performance data collected, conducting preliminary analysis (with Robert W. Palmatier and Rajiv Dant), targeted to ***Journal of Marketing.***

Recent reports show that companies with effective communication enjoy a 47 % higher total return to shareholders. Yet, besides acknowledging that frequent and open communication is good, there is little academic research that examines the effects of different communication strategies in business-to-business relationships. In this research, we take a more fine-grained approach and dynamically examine the extent to which different communication strategies help in recovery after relationship-damaging events such as opportunism, conflict, or unfairness.

“Trust in Business-to-Business Relationships: A Meta-Analysis,” articles collected, majority of coding completed (with Lisa K. Scheer, Inge Geyskens, and Sandy Zhu), targeted to ***Journal of Marketing.***

Trust in the context of business-to-business relationships is extensively researched in the marketing literature and its typically positive effects on relationship quality and firm performance are well documented. This meta-analytic research, however, questions whether these positive effects are truly caused by trust as opposed to other conceptually distinct constructs such as confidence and competence of the relationship partner. In this study we disentangle the effects of each construct to understand their relative importance in business-to-business relationships.

“The Role of Fairness in International Business-to-Business Marketing Relationships,” final stages of collecting experimental and survey data from 10 countries (with Lisa K. Scheer and Donald J. Lund), targeted to ***Journal of Marketing.***

Drawing on equity theory this research investigates how retailers evaluate fairness of suppliers. Using a scenario-based experiment we examine the basis for perceived fairness or unfairness, whether that basis changes as the retailer’s engagement with the global economy increases, and whether different fairness norms apply when assessing fairness of domestic versus foreign suppliers.

“Effect of Complacency on Firm Performance: Ongoing Effectiveness and Response to Environmental Shocks,” (with Robert W. Palmatier), targeted to ***Journal of Marketing.***

Complacency undermines firm performance. In Study 1 we develop Firm Complacency Index by surveying multiple respondents from Fortune 500 firms and linking the survey to secondary indicators of firm complacency. In Study 2 we perform a longitudinal analysis of secondary data using the developed Firm Complacency Index to examine the undermining effects of complacency on ongoing firm effectiveness and response to environmental shocks.

“Communication as a Dynamic Capability in Business Relationships,” three-year longitudinal data collected for Study 1 (with Robert W. Palmatier), targeted to ***Journal of Marketing.***

While communication in business relationships is vastly understudied in marketing, there is some evidence from other literature streams that shows its beneficial role in increasing relational value in business-to-business relationships. Thus, in this research we conceptualize communication as a dynamic capability and examine its operating mechanisms in value creation, value capture, problem avoidance, and problem correction in business relationships.

***Dissertation:***

“The Insidious Role of Complacency in Business-to-Business Relationships” (ISBM Doctoral Dissertation Award Competition finalist).

This research examines complacency, a behavior arising from the very same factors that drive successful relationships such as trust and commitment. Specifically, I introduce complacency as an insidious relationship-damaging behavior and position it as one of the mechanisms that undermine the deployment of a firm’s dynamic capabilities (sensing, responding, communicating), which damages a firm’s performance and potentially leads to relationship failure. Drawing on resource-based theory, Study 1 investigates the differential effects of complacency, opportunism, and conflict on channel deployment of dynamic capabilities, and ultimately performance outcomes. Study 2 investigates the antecedents of complacency. In particular, complacency is positioned as an outcome of relational factors commonly associated with healthy relationships. Study 2 also examines strategies that mitigate the negative effects of complacency.

***Conference Presentations and Proceedings:***

Marinova, D., Kozlenkova I.V., Cuttler, L., and Silvers, J. (2013). “The Role of Agency in New Product Adoption: The Case of Life Enhancing Treatments,” *AMA Winter Educators’ Conference Proceedings*, 24, 106. Las Vegas, NV.

Kozlenkova, I. (2012). “Drifting Into Dysfunction: The Critical Role of Complacency,” *Institute for the Study of Business Markets (ISBM) Academic Conference*, Chicago, IL.

Kozlenkova, I., Scheer, L., and Lund, D. (2011). “Exploration of Fairness Perceptions in a Cross-Cultural Setting,” *European Marketing Academy Conference (EMAC)*, Ljubljana, Slovenia.

Kozlenkova, I., Lund, D., and Scheer, L. (2011). “The Central Role of Process, Task, and Relationship Conflict in Marketing Relationships,” *European Marketing Academy Conference (EMAC)*, Ljubljana, Slovenia.

Kozlenkova, I., Scheer, L., and Lund, D. (2010). “The Role of Fairness and Interdependence in International Business-to-Business Marketing Relationships,” *International Scientific Conference Agrarian Perspectives XIX*, Prague, Czech Republic.

41st Annual Haring Symposium, Indiana University Kelley School of Business (2011)

19th Annual Robert W. Mittelstaedt Doctoral Symposium, University of Nebraska (2010)

**HONORS AND AWARDS**

*Shastri Mantrala Best Peer-Reviewed Research Paper Award*  2014

*Outstanding Graduate Teacher Award* 2013

University of Missouri

*Ponder Scholarship, Trulaske Scholarship and Strategic Priority Scholarship - $7000*  2009 – 2013

University of Missouri

*ISBM Doctoral Dissertation Award Competition – Finalist*  2013

*AMA Sheth Foundation Doctoral Consortium Fellow*  2012

University of Washington

*Special Departmental Funding - $ 1,700*  2011 - 2012

University of Missouri

*Summer Research Award, Trulaske College of Business - $16,500*  2010 - 2013

University of Missouri

*The 41st Annual Haring Symposium* 2011

Indiana University

*Outstanding Graduate Research Assistant Award*  2011

University of Missouri

*Internationalization Scholarship for a competitive conference paper - $1,500* 2010

University of Missouri; Czech University of Life Sciences

*E. Allen Slusher Graduate Scholarship for International Studies - $2,000* 2010

University of Missouri

*Chen Scholarship for International Students - $500*  2010

University of Missouri

*Phi Kappa Phi Honor Society Member*  2009

*Full Tuition Scholarship* 2007 – 2009

University of Southern Indiana

*Full Tuition Scholarship; Dean’s List* 2002 – 2006

Oakland City University

*Beta Gamma Sigma Member* 2004

*Freedom Support Act Scholarship - $40,000*  2001

U.S. Department of State

**TEACHING**

***Teaching Interests:***

Interested in teaching managerially-relevant courses at undergraduate and MBA levels: Marketing strategy, Business-to-Business marketing, Sales management, International marketing, Principles of marketing, Marketing research.

***Teaching Experience:***

Global Marketing (MBA), Spring 2014, Michigan State University

Global Marketing: Experiential Learning (MBA), Spring 2014, Michigan State University

Marketing Management (undergraduate), Fall 2013, University of Missouri

Services Marketing (undergraduate), 2011 – 2013, University of Missouri

Services Marketing (MBA), Spring 2011, Guest Lecturer, University of Missouri

Business English for Executives, 2007 – 2009, Moscow, Russia

**EMPLOYMENT HISTORY**

*Assistant Professor of Marketing* 2014- present

Michigan State University; East Lansing, MI

*Marketing Instructor* 2011 - 2013

University of Missouri; Columbia, MO

*Graduate Research Assistant* 2009 - 2011

University of Missouri; Columbia, MO

*Promotion* / *Localization Specialist* 2008

Magna-GAZ IJV; Nizhny Novgorod, Russia

*Graduate Research Assistant* 2007 - 2009

University of Southern Indiana; Evansville, IN

*Project Manager / Business English Instructor* 2007 - 2009

English by Phone, Resume in English; Moscow, Russia

**REFERENCES**

**Lisa K. Scheer** (Dissertation Chair)

Professor of Marketing

Emma S. Hibbs Distinguished Professor

Robert W. J. Trulaske, Sr. College of Business

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(573) 882 4829

**Robert W. Palmatier**

Professor of Marketing

John C. Narver Endowed Professor in Business Administration

Foster School of Business, University of Washington

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**Detelina Marinova**

Associate Professor of Marketing

Charles Jones Russell Research Professor

Robert W. J. Trulaske, Sr. College of Business

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