

National Taiwan University
Graduate Institute of International Business
Spring 2012

Doctoral Seminar on Marketing Management (III)

Instructor: Chen, Homin(陳厚銘)

Office: 台大管理學院二號館 703室

Tel: (O) 3366-4996 ; **E-mail:** hmchen@management.ntu.edu.tw

Class hours: Monday 9:10 - 12:10

Office hours: Monday 12:30 - 14:30 or by appointment

Course Description :

Text : Weitz, B. & R. Wensley, Handbook of Marketing, 2002, London: Sage.

Grading:

Class Participation and Reading Presentation:	50%
Research Paper:	50%

Class Schedule and Assignments :

Session Subject and Assignments

Introduction to Marketing Strategy and Marketing Strategy Theory

Anderson, Paul F. (1982), "Marketing, Strategic Planning and the Theory of the Firm," *Journal of Marketing*, 46 (Spring), 15-26.

Day, George and Robin Wensley (2002), "Marketing Strategies and Theories of the Firm," in B.Weitz and R.Wensley (eds) Handbook of Marketing, London: Sage, 85-105.

Day, George S. and Robin Wensley (1983), "Marketing Theory with a Strategic Orientation," *Journal of Marketing*, 47 (Fall), 79-89.

1. Kotler, Philip (2011), "[Reinventing Marketing to Manage the Environmental Imperative.](#)" *Journal of Marketing*, 75(4), 132-135.
2. Webster, Fredrick (2002), "The Role of Marketing and the Firm," in B.Weitz and R.Wensley (eds) Handbook of Marketing, London: Sage, 66-82.

The Value of Marketing Strategy

3. David M. Szymanski, Sundar G. Bharadwaj and P. Rajan Varadarajan (1993), " An Analysis of the Market Share-Profitability Relationship." *Journal of Marketing*, 57 (July), 1-18.

4. Keh, Hean Tat, Pang, Jun (2010), "[Customer Reactions to Service Separation.](#)," *Journal of Marketing*, 74 (2), 55-70.
5. Prescott, John E.; Kohli, Ajay K.; Venkatraman, N. (1986), The Market Share-Profitability Relationship: An Empirical Assessment of Major Assertions and Contradictions *Strategic Management Journal*; Jul/Aug.
6. [Venkatesan](#), R. and V. Kumar (2004), "A Customer Lifetime Value Framework for Customer Selection and Resource Allocation Strategy," *Journal of Marketing*, 68 (4), 106-125.
7. Uslay, Can; Altintig, Z. Ayca; Winsor, Robert D (2010), "[An Empirical Examination of the "Rule of Three": Strategy Implications for Top Management, Marketers, and Investors](#)," *Journal of Marketing*, 74 (2), 20-39.

Marketing Strategy Formulation and Strategy Implementation

Katsikeas, Constantine S., Saeed Samiee, and Marios Theodosiou (2006), "Strategy Fit and Performance Consequences of International Marketing standardization", *Strategic Management Journal*, 27, 867-890.

Slater, Stanley F. and Eric M. Olson (2000), "Strategy Type and Performance: The Influence of Sales Force Management," *Strategic Management Journal*, 21 (August), 813-830.

7. Zott, C., & Amit, R. (2008), "The fit between product market strategy and business model: Implications for firm performance," *Strategic Management Journal*, 29: 1-26.

Market Structure and Competition

8. Hawawini, G., Subramanian V. & Verdin P. (2003) "Is Performance Driven by Industry- or Firm-specific Factors?" *Strategic Management Journal*, 24, 1-16.
9. Teece, David J., Pisano, Gary, and Amy Shuen (1997), "Dynamic Capabilities and Strategic Management," *Strategic Management Journal*, 18 (7), 509-533.

Competitive Advantage and Marketing Strategy

10. Barney, Jay (1991), "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17 (1), 99-120.

11. Lee, Jongkuk (2011), "[The Alignment of Contract Terms for Knowledge-Creating and Knowledge-Appropriating Relationship Portfolios](#)," *Journal of Marketing*, 75(4), 110-127.
 12. Kumar, V, Jones, Eli, Venkatesan, Rajkuma, and Leone, Robert P(2011). "Is Market Orientation a Source of Sustainable Competitive Advantage or Simply the Cost of Competing?," *Journal of Marketing*, 75(1): 16-30.
 13. Mizik, N. and R. Jacobson (2003), "Trading off between value creation and value appropriation: The financial implications of shifts in strategic emphasis," *Journal of Marketing*, 67(1), 63-76.
- Prime, R. L. (2007). "A consumer perspective on value creation," *Academy of Management Review*, 32: 219-235.
- Swaminathan V., Murshed, F., & Hulland J. (2008). "Value Creation following Merger and Acquisition Announcements: The role of strategic emphasis alignment," *Journal of Marketing Research*, XLV:33-47
- Teece, D. (2007), "Explicating dynamic capabilities: The nature and microfoundation of (sustainable) enterprise performance," *Strategic Management Journal*, 28: 1319-1350.
- . Vargo, S. L. and R. Lusch (2004), "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing*, 68(1), 1-17.

Marketing Capabilities

- Blesa, A. and Ripollés, M. (2008), "[The influence of marketing capabilities on economic international performance](#)", *International Marketing Review*, 25(6): 651-673.
14. Day, George S. (2011), "[Closing the Marketing Capabilities Gap](#)," *Journal of Marketing*, 75(4), 183-195.
 15. Hsu, C. -W., Chen, H. and Jen, L. (2008), "Resource linkages and capability development", *Industrial Marketing Management*, 35 (6): 677-685.
 16. Krishnan, M. S. and J. V. Singh (2005), "Where do capabilities come from and how do they matter," *Strategic Management Journal*, 26(1), 25-45.
 17. Vorhies, D. W. and N. A. Morgan (2005), "Benchmarking Marketing Capabilities for Sustainable Competitive Advantage," *Journal of Marketing*, 69 (February), 80-94.

Market Entry Strategies and Pioneering Advantages

Frynas, Jędrzej George Kamel mellahi, and Geoffrey Allen Pigman (2006) , "First

Mover Advantages in International Business and Firm-Specific Political Resources”, *Strategic Management Journal*, 27, 321-345.

Geyskens, Inge Jan-Benedict E. M. Steenkamp, and Nirmalya kumar (2006), “Make, Buy, or Ally : A Transaction Cost Theory Meat-Analysis”, *Academy of Management Journal*, Vol. 49, 3, 519-543.

18. Golder, Peter N. and Gerard J. Tellis (1993), “Pioneering Advantage: Marketing Logic or Marketing Legend”, *Journal of Marketing Research*, Vol. 30 (May)

19. Meyer, Klaus E., Estrin, Saul, Bhaumik, Sumon Kumar, & Peng, Mike W. (2009) Institutions, resources, and entry strategies in emerging economies, *Strategic Management Journal*, 30(1): 61-80.

Ulrike, Mayrhofer (2004), “International Market Entry : Does the Home Country Affect Entry-Mode Decisions ? ” , *Journal of International Marketing*, Vol. 12, 4, pp.71-96.

Organizing the Marketing Function

Murray, Janet Y. and Mike C.H. Chao (2005), “A Cross-Team Framework of International Knowledge Acquisition on New Product Development Capabilities and New Product Market Performance”, *Journal of International Marketing*, Vol. 13, 3, pp.54-78.

Market Orientation and the Learning Organization

Im, Subin and J. P. Workman Jr. (2004), “Market Orientation, Creativity, and New Product Performance in High-Technology Firms,” *Journal of Marketing*, 68(2), 114-132.

Selnes, F. and J. Sallis (2003), “Promoting relationship learning,” *Journal of Marketing*, 67(3), 80-95.

Brand Loyalty, Brand Equity and Brand Extension

20. Aaker, A. David & Kevin Lane Keller (1990), “Consumer Evaluation of Brand Extension,” *Journal of Marketing*, Vol. 54 (January)

21. Ailawadi, Kusum L, Neslin, Scott A. and Lehmann, Donald R. (2003), “Revenue Premium as an Outcome Measure of Brand Equity,” *Journal of Marketing*, 67(4), p1-17

22. Brakus, J. Joško; Schmitt, Bernd H; Zarantonello, Lia (2009), “Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?” *Journal of Marketing*, 73(3), 52-68

Hennig-Thurau, Thorsten; Houston, Mark B; Heitjans, Torsten (2009), “The Case

- of Motion Pictures,” Journal of Marketing*, 73(6), 167-183.
23. Heath, Timothy B, DelVecchio, Devon and McCarthy, Michael S (2011). “[The Asymmetric Effects of Extending Brands to Lower and Higher Quality](#),” *Journal of Marketing*, 75(4), 3-20.
 24. Hsieh, M. H. (2004), “Measuring Global Brand Equity Using Cross-National Survey Data”, *Journal of International Marketing*, 12(2), pp. 28
 - Hupp, O. and Powaga, K. (2004). “Using consumer attitudes to value brands: evaluation of the financial value of brands”, *Journal of Advertising Research*, Vol. 44-3, pp. 225-
 25. Keller, Kevin L. (2002), “Branding and Brand Equity,” in B. Weitz and R. Wensley (eds) *Handbook of Marketing*, London: Sage, 2002, 151-187.
 26. Kumar, Piyush (2005), “The Impact of Cobranding on Customer Evaluation of Brand Counterextensions,” *Journal of Marketing*, 69(3), 1-18.
 27. Krasnikov, Alexander; Mishra, Saurabh; Orozco, David. (2009), “Evaluating the Financial Impact of Branding Using Trademarks: A Framework and Empirical Evidence,” *Journal of Marketing*, 73(6), 154-166.
 28. Kumar, V, Shah, Denish (2009), “Expanding the Role of Marketing: From Customer Equity to Market Capitalization,” *Journal of Marketing*, 73(6), 119-136.
 29. Lam, Son K., Ahearne, Michael, Hu, Ye and Schillewaert, Niels (2010). “Resistance to Brand Switching When a Radically New Brand Is Introduced: A Social Identity Theory Perspective”, *Journal of Marketing*, 74(6): 128-146.
 30. Lambert-Pandraud, Raphaëlle and Laurent, Gilles (2010). “Why Do Older Consumers Buy Older Brands? The Role of Attachment and Declining Innovativeness”, *Journal of Marketing*, 74(5): 104-121.
 31. Libai, Barak; Muller, Eitan; Peres, Renana (2009), “The Role of Within-Brand and Cross-Brand Communications in Competitive Growth,” *Journal of Marketing*, 73(3), 19-34.
 32. Full Text Available By:. *Journal of Marketing*, May 2009, Vol. 73 Issue 3, p
 33. Mizik, Natalie, Jacobson, Robert. (2009), “Valuing Branded Businesses,” *Journal of Marketing*, 73(6), 137-153.
 34. Morhart, Felicitas M; Herzog, Walter; Tomczak, Torsten. (2009), “Brand-Specific Leadership: Turning Employees into Brand Champions,” *Journal of Marketing*, 73(5), 122-142.
 35. Monga, Alokparna Basu and John, Deborah Roedder (2010). “What Makes Brands

Elastic? The Influence of Brand Concept and Styles of Thinking on Brand Extension Evaluation”, *Journal of Marketing*, 74(3): 80-92.

36. Morgan, Neil A, & Rego, Lopo L (2009), [Brand Portfolio Strategy and Firm Performance](#), *Journal of Marketing*, 73 (1): 59-74.

Pecotich, A., & Ward, S. (2007). Global branding, country of origin and expertise: An experimental evaluation. *International Marketing Review*, 24:271-296.

Rao, V. R., M. K. Agarwal and D. Dahlhoff (2004), “How Is Manifest Branding Strategy Related to the Intangible Value of a Corporation?” *Journal of Marketing*, 68(4), P. 126-

37. Schau, Hope Jensen; Muñiz, Albert M; Arnould, Eric J. (2009), “How Brand Community Practices Create Value,” *Journal of Marketing*, 73(5).

Shine, B. C., Park, J., & Wyer JR, R. S. (2007), “Brand synergy effects in multiple brand extensions,” *Journal of Marketing Research*, XLIV:663-670.

Sriram, S., Balachander, S., & Kalwani, M. U.(2007), „Monitoring the Dynamics of Brand Equity Using Store-Level Data,” *Journal of Marketing*, 71:61-78.

Yorkston, Eric A; Nunes, Joseph C, Matta, Shashi.Thompson (2010) “[The Malleable Brand: The Role of Implicit Theories in Evaluating Brand Extensions](#)”, *Journal of Marketing*, 74 (1), 80-93.

38. Whan Park, C., MacInnis, Deborah J., Priester, Joseph, Eisingerich, Andreas B. and Iacobucci, Dawn (2010). “Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers”, *Journal of Marketing*, 74(6): 1-17.

39. Wong, H. Y., & Merrilees, B. (2007). Multiple roles for branding in international marketing. *International Marketing Review*, 24:384-408.

Relationship Marketing

Palmatier, Robert W, Dant, Rajiv P, Grewal, Dhruv and Kenneth R. Evans (2006), “Factors Influencing the Effectiveness of Relationship Marketing: A Meta- Analysis,” *Journal of Marketing*, 70(4): 136-153.

Webster, Jr. (1992), "The Changing Role of Marketing in the Corporation," [Journal of Marketing](#), Vol.56, No.4

International Marketing and Global Strategy Issues

40. Chen, Shih-Fen S. and Ming Zeng (2004) , “Japanese Investors’ Choice of acquisitions vs. Startups in The US: The Role of Reputation Barriers and Advertising Outlays”, *International Journal of Research in Marketing*, 21, 123-136.

41. Chen, Shih-Fen S. (2010) "Transaction cost implication of private branding and empirical evidence", *Strategic Management Journal*, 31(4): 371-389.

Lim, Lewis KS, Frank Acito, and Alexander (2006), "Development of Archetypes of International Marketing Strategy", *Journal of International Business Studies*, 37, 499-524.

Molitero, T. M., & Wiersema, M. F. (2007), "Firm performance, rent appropriation, and the strategic resource divestment capability," *Strategic Management Journal*, 28: 1065-1087.

- . Wang, L., & Zajac E. (2007), "Alliance or acquisition? A dyadic perspective on inter-firm resource combinations," *Strategic Management Journal*, 28: 1291-1317.

Strategic Alliances

42. Lavie, Doven and Lori Rosenkope (2006), "Balancing Exploration and exploitation in Alliance Formation", *Academy of Management Journal*, Vol. 49, 4, 797-818.

- . Santoro, Micahel D. and McGill, Joseph P. (2005), "[The effect of uncertainty and asset co-specialization on governance in biotechnology alliances](#)", *Strategic Management Journal*, 26(13): 1261-1269

43. Swaminathan, Vanitha; Moorman, Christine (2009), "Marketing Alliances, Firm Networks, and Firm Value Creation," *Journal of Marketing*, 73(5), 52-69.

Wang, L., & Zajac E. (2007), "Alliance or acquisition? A dyadic perspective on interfirm resource combinations," *Strategic Management Journal*, 28: 1291-1317.

Consumer Choice and Sales Promotion

44. Thaler, Richard (1985), "Mental Accounting and Consumer Choice," *Marketing Science*, Vol.4, No.3 (Summer), 199-214.

Marketing Mix Models

45. Waterschoot, Walter Van & Christophe Van den Bulte (1992), "The 4P Classification of the Marketing Mix Revisited," *Journal of Marketing*, Vol.56 (October), pp. 83-93

Philosophy of Science and the History of Marketing Thought

46. Jones, Brian and David D. Monieson (1990), "Early Development of the Philosophy of Marketing Thought," *Journal of Marketing*, 54 (January), 102-113.

Scope of Marketing

47. Kotler, Philip(1972), "A Generic Concept of Marketing," Journal of Marketing, Vol.36 (April), pp. 46-54.
48. Hunt, Shelby D. (1976), " The Nature and Scope of Marketing," Journal of Marketing, Vol.40 (July), 17-28.

Competitive Strategy

49. Hauser, John and Steven Shugan(1983), "Defensive Marketing strategies," Marketing Science, Vol.2, No.3 (Summer), 319-360.

Winning in the Emerging Markets

50. Sheth, Jagdish N. (2011) "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices." *Journal of Marketing*, Vol. 75, July, 166-182.
51. Stalk, George and Michael, David. (2011). "[What the West Doesn't Get About China,](#)" *Harvard Business Review*, Vol. 89, No. 6, 25-27.