

**National Taiwan University
Graduate Institute of International Business
Spring 2014**

Doctoral Seminar on Marketing Management (III)

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Class hours: Tuesday Thursday 14:20 –17:20

Office hours: Monday 14:00 - 17:00 or by appointment

Course Description:

The course starts with the introduction on marketing strategy and marketing strategy theory. Next, the value of marketing strategy, marketing strategy formulation and strategy implementation, and market structure and competition are discussed. Based on the foundation of the above, the course covers marketing capabilities, brand loyalty, brand equity and brand extension. Finally, students are required to comment and present on selected journal articles under the topics related to marketing and global strategy issues.

Course Objective:

This is a PhD level course. The aim of the course is to provide a solid understanding of the modern theory of marketing strategy. It exposes students to the main issues in marketing strategy and marketing strategy research, and helps them critically evaluate both fundamental ideas and more recent developments.

Text : Weitz, B. & R. Wensely, 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

1. 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
2. Kotler, Philip (2011), "[Reinventing Marketing to Manage the Environmental Imperative.](#)" *Journal of Marketing*, 75(4), 132-135.
3. 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

4. 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.
5. Prescott, John E., Kohli, Ajay K.and 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. Rego, Lopo L., Morgan, Neil A.and Fornell, Claes. (2013), "Reexamining the Market Share--Customer Satisfaction Relationship," *Journal of Marketing*, 77 (5), 1-20.
8. Yadav, Manjit S. and Pavlou, Paul A. (2014), "Marketing in Computer-Mediated Environments Research Synthesis and New Directions," *Journal of Marketing*, 78 (1), 20-40.

Marketing Strategy Formulation and Strategy Implementation

9. 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

10. Hawawini, G., Subramanian V. & Verdin P. (2003) "Is Performance Driven by Industry- or Firm-specific Factors?" *Strategic Management Journal*, 24, 1-16.

Competitive Advantage and Marketing Strategy

11. 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.
12. Prime, R. L. (2007). "A consumer perspective on value creation," *Academy of Management Review*, 32: 219-235.
13. Rubera, Gaia, Kirca, Ahmet H. (2012), "[Firm Innovativeness and Its Performance Outcomes: A Meta-Analytic Review and Theoretical Integration](#)", *Journal of Marketing*, 76(3), 130-147.

Marketing Capabilities

14. Blesa, A. and Ripollés, M. (2008), "[The influence of marketing capabilities on economic international performance](#)", *International Marketing Review*, 25(6): 651-673.
15. Carnabuci, Gianluca and Operti, Elisa (2013), "[Where do firms' recombinant capabilities come from? Intraorganizational networks, knowledge, and firms' ability to innovate through technological recombination](#)," *Strategic management Journal*, 34 (13), 1591–1613.
16. Day, George S. (2011), "[Closing the Marketing Capabilities Gap](#)," *Journal of Marketing*, 75(4), 183-195.
17. Hsu, C. –W., Chen, H. and Jen, L. (2008), "Resource linkages and capability development", *Industrial Marketing Management*, 35 (6): 677-685.
18. 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

19. Golder, Peter N. and Gerard J. Tellis (1993), "Pioneering Advantage: Marketing Logic or Marketing Legend," *Journal of Marketing Research*, Vol.30 (May)
20. 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.

Brand Loyalty, Brand Equity and Brand Extension

21. Aaker, A. David & Kevin Lane Keller (1990), "Consumer Evaluation of Brand Extension," *Journal of Marketing*, Vol.54 (January)
22. Choi, Woo Jin and Winterich, Karen Page. (2013), "Can Brands Move In from the Outside? How Moral Identity Enhances Out-Group Brand Attitudes," *Journal of*

Marketing, 77 (2), 96-111.

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. Melnyk, Valentyna; Klein, Kristin, Völckner, Franziska (2012), "[The Double-Edged Sword of Foreign Brand Names for Companies from Emerging Countries](#)," *Journal of Marketing*, 76(6), 21-37.
25. ter Braak, Anne; Dekimpe, Marnik G.; Geyskens, Inge. (2013), "Retailer Private-Label Margins: The Role of Supplier and Quality-Tier Differentiation," *Journal of Marketing*, 77 (4), 86-103.
26. Stahl, Florian, Heitmann, Mark, Lehmann, Donald R, Neslin, Scott A.(2012), "[The Impact of Brand Equity on Customer Acquisition, Retention, and Profit Margin](#)", *Journal of Marketing*, 76(4), 44-63.
27. Torelli, Carlos J, Özsomer, Aysegül, Carvalho, Sergio W, Keh, Hean Tat, Maehle, Natalia (2012), "[Brand Concepts as Representations of Human Values: Do Cultural Congruity and Compatibility Between Values Matter?](#) ", *Journal of Marketing*. 76(4), 92-108.

Relationship Marketing

28. Palmatier, Robert W., Houston, Mark B., Dant, Rajiv P.; Grewal, Dhruv. (2013), "[Relationship Velocity: Toward A Theory of Relationship Dynamics](#)", *Journal of Marketing*. 77 (1), 13-30.
29. Webster, Jr. (1992), "The Changing Role of Marketing in the Corporation," *Journal of Marketing*, Vol.56, No.4

International Marketing and Global Strategy Issues

30. 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.
31. Chen, Shih-Fen S. (2010) "Transaction cost implication of private branding and empirical evidence", *Strategic Management Journal*, 31(4): 371-389.
32. Wang, L., & Zajac E. (2007), "Alliance or acquisition? A dyadic perspective on inter-firm resource combinations," *Strategic Management Journal*, 28: 1291-1317.

Strategic Alliances

33. Cui, Anna S., O'Connor, Gina (2012) . "[Alliance Portfolio Resource Diversity and Firm Innovation](#)," *Journal of Marketing*, 76(4), 24-43
34. Lavie, Doven and Lori Rosenkope (2006) , "Balancing Exploration and exploitation in Alliance Formation", *Academy of Management Journal*, Vol. 49, 4, 797-818.
35. 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

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

Consumer Choice and Sales Promotion

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

Marketing Mix Models

38. . 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

39. 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

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

Competitive Strategy

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

Winning in the Emerging Markets

43. Bremmer, Ian. (2013), "The New Rules of Globalization," *Harvard Business Review*, 92(1/2), 103-107.
44. Casadesus-Masanell, Ramon, and Tarziján, Jorge (2012), "[When One Business Model Isn't Enough](#)", *Harvard Business Review*, 90(1/2): 132-137.
45. Corstjens, Marcel, and Lal, Rajiv, (2012), ".Retail Doesn't Cross Borders", *Harvard Business Review*, 90(4): 104-111.
46. DeVos, Doug, (2013), "[How I Did It... Amway's President on Reinventing the Business to Succeed in China](#)", *Harvard Business Review*, 91(4): 41-44. (T)
47. Ettenson, R., Conrado, E., and Knowles, J. (2013), "[Rethinking the 4 P's](#) ",

- [*Harvard Business Review*](#), 91(1): 26-26.
48. Ichii, Shigeki, Hattori, Susumu and Michael, David, (2012), “[How to Win in Emerging Markets: Lessons from Japan](#)”, [*Harvard Business Review*](#), 90(5): 126-130.
49. [Jullens, John](#) (2013) “How Emerging Giants Can Take on the World”, [*Harvard Business Review*](#), 91(12): 121-125. (T)
50. Pisano, Gary P.; Shih, (2012), “[Does America Really Need Manufacturing?](#)”, [*Harvard Business Review*](#), 90(3): 94-102.
51. Porter, Michael E. and Rivkin, Jan W. (2012), “[Choosing The United States](#)”, [*Harvard Business Review*](#), 90(3): 80-93.
52. Sheth, Jagdish N. (2011) “Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices.” *Journal of Marketing*, Vol. 75, July, 166-182.
53. Stalk, George and Michael, David. (2011). “[What the West Doesn't Get About China.](#)” *Harvard Business Review*, Vol. 89, No. 6, 25-27.
54. Swoboda, Bernhard, and Elsner, Stefan, (2013), “[Transferring the Retail Format Successfully into Foreign Countries](#)”, *Journal of International Marketing*, 21(1): 81-109.
55. Wakayama, T., Shintaku, J., and Amano, Tomofumi. (2012), “[What Panasonic Learned in China](#)”, [*Harvard Business Review*](#), 90(12): 109-113.