

**National Taiwan University**  
**Graduate Institute of International Business**  
**Spring 2010**

**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:** Wednesday 14:20 - 17:20

**Office hours:** Wednesday 9:30 - 11:30 or by appointment

**Course Description :**

**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. Anderson, Paul F. (1982), "Marketing, Strategic Planning and the Theory of the Firm," *Journal of Marketing*, 46 (Spring), 15-26.
2. 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.
3. Day, George S. and Robin Wensley (1983), "Marketing Theory with a Strategic Orientation," *Journal of Marketing*, 47 (Fall), 79-89.
4. 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**

5. 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.
6. 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.

7. [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.

### **Marketing Strategy Formulation and Strategy Implementation**

8. Katsikeas, Constantine S., Saeed Samiee, and Marios Theodosiou (2006), "Strategy Fit and Performance Consequences of International Marketing standardization", *Strategic Management Journal*, 27, 867-890.
9. 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.
10. 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**

11. Hawawini, G., Subramanian V. & Verdin P. (2003) "Is Performance Driven by Industry- or Firm-specific Factors?" *Strategic Management Journal*, 24, 1-16.
12. 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**

13. Barney, Jay (1991), "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17 (1), 99-120.
14. 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.
15. Prime, R. L. (2007). "A consumer perspective on value creation," *Academy of Management Review*, 32: 219-235.
16. 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

17. Teece, D. (2007), "Explicating dynamic capabilities: The nature and microfoundation of (sustainable) enterprise performance," *Strategic Management Journal*, 28: 1319-1350.
18. Vargo, S. L. and R. Lusch (2004), "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing*, 68(1), 1-17.

### **Marketing Capabilities**

19. Blesa, A. and Ripollés, M. (2008), "[The influence of marketing capabilities on economic international performance](#)", *International Marketing Review*, 25(6): 651-673.
20. Hsu, C. -W., Chen, H. and Jen, L. (2008), "Resource linkages and capability development", *Industrial Marketing Management*, 35 (6): 677-685.
21. 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.
22. 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**

23. 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.
24. 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.
25. Golder, Peter N. and Gerard J. Tellis (1993), "Pioneering Advantage: Marketing Logic or Marketing Legend," *Journal of Marketing Research*, Vol.30 (May)
26. 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**

27. 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**

28. 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.
29. Selnes, F. and J. Sallis (2003), “Promoting relationship learning,” *Journal of Marketing*, 67(3), 80-95.

### **Brand Loyalty, Brand Equity and Brand Extension**

30. Aaker, A. David & Kevin Lane Keller (1990), "Consumer Evaluation of Brand Extention," *Journal of Marketing*, Vol.54 (January)
31. 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
32. Hsieh, M. H. (2004), “Measuring Global Brand Equity Using Cross-National Survey Data”, *Journal of International Marketing*, 12(2), pp. 28
33. 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-
34. Keller, Kevin L. (2002), “Branding and Brand Equity,” in B.Weitz and R.Wensley (eds) *Handbook of Marketing*, London: Sage, 2002, 151-187.
35. Kumar, Piyush (2005), “The Impact of Cobranding on Customer Evaluation of Brand Counterextensions,” *Journal of Marketing*, 69(3),1-18.
36. Morgan, Neil A, & Rego, Lopo L (2009), Brand Portfolio Strategy and Firm Performance, *Journal of Marketing*, 73 (1): 59-74.
37. Pecotich, A., & Ward, S. (2007). Global branding, country of origin and expertise: An experimental evaluation. *International Marketing Review*, 24:271-296.
38. 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-
39. Shine, B. C., Park, J., & Wyer JR, R. S. (2007), “Brand synergy effects in multiple brand extensions,” *Journal of Marketing Research*, XLIV:663-670.

40. Sriram, S., Balachander, S., & Kalwani, M. U.(2007), „Monitoring the Dynamics of Brand Equity Using Store-Level Data,” *Journal of Marketing*, 71:61-78.
41. Thompson, Craig J.; Rindfleisch, Aric; Arsel, Zeynep (2006) “ Emotional Branding and the Strategic Value of the Doppelgänger Brand Image”, *Journal of Marketing*, 7(1),50-64.
42. Wong, H. Y., & Merrilees, B. (2007). Multiple roles for branding in international marketing. *International Marketing Review*, 24:384-408.

### **Relationship Marketing**

43. 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.
44. Webster, Jr. (1992), "The Changing Role of Marketing in the Corporation," Journal of Marketing, Vol.56, No.4

### **International Marketing and Global Strategy Issues**

45. 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.
46. Chen,Shih-Fen S. “A Transaction Cost Link between Private Branding and Sourcing : Theory and Empirical Evidence”, ( working paper ) .
47. Lim, Lewis KS, Frank Acito, and Alexander ( 2006 ) , “Development of Archetypes of International Marketing Strategy”, *Journal of International Business Studies*, 37, 499-524.
48. Moliterno, T. M., & Wiersema, M. F. (2007), “Firm performance, rent appropriation, and the strategic resource divestment capability,” *Strategic Management Journal*, 28: 1065-1087.
49. Wang, L., & Zajac E. (2007), “Alliance or acquisition? A dyadic perspective on inter-firm resource combinations,” *Strategic Management Journal*, 28: 1291-1317.

### **Strategic Alliances**

50. Lavie, Doven and Lori Rosenkope ( 2006 ) , “Balancing Exploration and exploitation in Alliance Formation”, *Academy of Management Journal*, Vo1. 49, 4, 797-818.

51. 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
52. 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**

53. Thaler, Richard (1985), "Mental Accounting and Consumer Choice," Marketing Science, Vol.4, No.3 (Summer).

### **Marketing Mix Models**

54. Waterschoot, Walter Van & Christophe Van den Bulte (1992), "The 4P Classification of the Marketing Mix Revisited," Journal of Marketing, Vol.56 (October)

### **Philosophy of Science and the History of Marketing Thought**

55. 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**

56. Kotler, Philip(1972), "A Generic Concept of Marketing," Journal of Marketing, Vol.36 (April)
57. Hunt, Shelby D. (1976), " The Nature and Scope of Marketing," Journal of Marketing, Vol.40 (July)

### **Competitive Strategy**

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