

Seminar on Marketing Strategy

课程编号：02814960
学 分：2
课程类型：方向必修
先修课程：

授课对象：研究生
任课教师：王锐
开课学期：2014 春

任课教师联系方式：rwang@gsm.pku.edu.cn (preferred)

6276-7444, Room 369 (Guanghua No. 2 Building)

辅导、答疑时间：By appointment

一、项目培养目标

学习目标 1 系统掌握从事学术研究所需要的专业知识及理论。 具体目标 1、系统掌握本学科基础知识及基本理论 具体目标 2、掌握本学科前沿知识和理论、具有足够的相关领域的知识 具体目标 3、熟练掌握本学科的研究方法
学习目标 2 具有从事创新性研究的能力；能够撰写并发表高质量的毕业论文和学术论文 具体目标 1、撰写高质量的毕业论文和学术论文 具体目标 2、具有高水平的分析能力和批判思维能力，能够创造性地解决问题
学习目标 3 具有宽阔的国际视野，能够与国际学者进行交流、合作的能力。 具体目标 1、具有优秀的口头交流和文字交流能力 具体目标 2、能够熟练地运用至少一门外语进行学术交流与沟通
学习目标 4 了解学术伦理，具有强烈的社会责任感、关注社会问题 具体目标 1、了解社会责任感的重要性 具体目标 2、了解学术生涯中的学术道德问题 具体目标 3、关注现实社会问题

二、课程概述

Description: This seminar examines classic and current topics in marketing strategy. Its primary objective is to expose each of you to some of the thinking – in marketing and in related disciplines – on this topic.

Although I have tried to construct a reading list of relatively representative papers in the area, the list is by no means exhaustive. Therefore, this seminar is just a starting point for those of you who have research interests in this area. For those with other research interests, this course should provide a foundation to understand a broad range of issues in marketing strategy.

三、课程目标（包括学生所提高的技能要求），本课程目标如何服务于项目的培养目标

Goals: The seminar will seek to provide:

Exposure to key theoretical streams in the area.

Familiarity with the issues, methods and findings in the area.

Skills in critiquing the literature, defining research problems and writing papers in this area.

四、内容提要及学时分配(**TENTATIVE SCHEDULE**)

Week	Date	Topic	Note
1	02/18	Introduction	
		Management Theory	Applications in Marketing
2	02/25	TCE and Agency theory	Channel/CMO
3	03/4	Organization Structure	
4	03/11	Institutional Theory	Channel
5	03/18	Social capital and guanxi	Idea presentation
6	03/25	Upper Echelon Theory	CMO
7	04/1	RBV and Dynamic Capabilities	
8	04/8	Organizational Learning	Innovation Short article due
Other Marketing Topics			
9	04/15	Marketing Interface/ B2B Marketing	Idea presentation
10	04/22	Marketing and Managing Internationally	
11	04/29	Final Presentation	
12	05/6	Final Presentation	Final paper due on May 31

Reading List (see Appendix) (Also tentative to change)

For all the readings, you can get electronic copies, and print out on your own. In addition, most of the readings listed on this syllabus are available online from PKU library.

五、教学方式

This is a doctoral seminar and thus requires active participation for all students.

On a weekly basis, each student is expected to:

1. Read all required readings;
2. Present a one-page “ticket” that summarizes your readings AND summarizes your thinking, concerns, questions to discuss, or ideas about future research. This summary is due by Sunday noon (email);
3. Present an article once every week (depending on enrollment).

For the whole semester/course, each student is expected to:

1. Complete two short articles, each about a research idea worth being investigated, with

about 2-page long, double spaced;

2. Complete a comprehensive research article that includes motivation, theory development, hypotheses, and, ideally, research methods. It should be on any topic related to the course material. It can be conceptual or empirically oriented and must make new contribution to the field that goes beyond the current literature. It should resemble a journal article (e.g., AMJ, JAP, etc.) as much as possible. I encourage you to discuss and work with your research mentor to develop and write the paper. It can be the elaboration of one of the two short articles you have submitted. It should be written in professional format (AMJ or APA), with about 15-20 pages including everything, Times New Roman, 12 size, and double spaced.

六、教学过程中 IT 工具等技术手段的应用

Presentations may be facilitated with PPT.

七、教材

Selected journal articles, book chapters, and other reading materials.

八、参考书目

《管理学中的伟大思想：经典理论的开发历程》

肯·史密斯（Ken G.Smith），迈克尔·希特（Michael A.Hitt）

出版社：北京大学出版社 I S B N：9787301173022

九、教学辅助材料，如 CD、录影等

Not applicable.

十、课程学习要求及课堂纪律规范

All students are expected to be actively engaged in the learning process. No participation in class discussion will be a sufficient cause for a student to fail the course.

十一、学生成绩评定办法（需详细说明评估学生学习效果的方法）

The grades are composed of four parts as below:

Presentation of readings	15%
Class discussions	20%
Short paper	25%
Final Exam (Research paper)	40%

APPENDIX (TENTATIVE TO CHANGE)

Session 1: Introduction and Overview

Required Reading

- Summers, John (2001), "Guidelines for conducting research and publishing in marketing: From conceptualization through the review process", *Journal of Academy of Marketing Science*, 29(4), 405-415.
- Mats Alvesson and Jörgen Sandberg, (2013). Has Management Studies Lost Its Way? Ideas for More Imaginative and Innovative Research. *Journal of Management Studies*. 50 (1) (pages 128–152)

Session 2: TCE and Agency theory

Required Reading

- Jones, G. & Hill, C.W.L. 1988. Transaction cost analysis of strategy-structure choice. *Strategic Management Journal*, 9: 159-172.
- Eisenhardt, K. 1989. Agency theory: An assessment and review. *Academy of Management Review*, 14: 57-74.
- Shervani, T. A., Frazier, G., & Challagalla, G. 2007. The moderating influence of firm market power on the transaction cost economics model: An empirical test in a forward channel integration context. *Strategic Management Journal*, 28(6): 635-652.
- Erin Anderson, "The Salesperson -- Outside Agent or Employees: A Transaction Cost Analysis," *Marketing Science*, 4(Summer 1985), 234-254.
- Li, J.T. and C. Qian, 2013. "Principal-Principal Conflicts under Weak Institutions: A Study of Corporate Takeovers in China," *Strategic Management Journal*, 34: 498-508.

Session 3: Organization Structure: Ownership and Governance

Required Reading

- Jensen, M.C. & Meckling W.H. 1976. Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Political Economics*, 3: 305-360.
- Q Wang, TJ Wong, L Xia 2008. "State ownership, the institutional environment, and auditor choice: Evidence from China" *Journal of Accounting and Economics*.
- Luo, Xiaowei Rose, Chi-Nien Chung, and Mike Sobczak. 2009. "How Do Corporate Governance Model Differences Affect Foreign Direct Investment in Emerging Economies?" *Journal of International Business Studies* 40: 444-467
- Grewal, Rajdeep, Anindita Chakravarty, and Amit Saini (2010), "Governance Mechanisms in Business-to-Business Electronic Markets," *Journal of Marketing*, 74 (4), 45-62.
- Yang, H., Lin, Z., & Lin, Y. (2010), "A multilevel framework of firm boundaries: Firm characteristics, dyadic differences, and network attributes ", [Strategic Management Journal](#), 31, 237-261, (Lead Article).

Session 4: Institutional Theory

Required Reading

- Zucker, L.G. 1987. Institutional Theories of Organization. *Annual Review of Sociology*, 13: 443-464.
- Grewal, Rajdeep and Ravi Dharwadkar (2002), "The Role of the Institutional Environment in Marketing Channels," *Journal of Marketing*, 66 (July), 82-97.
- Humphreys A 2010 "Megamarketing: The creation of markets as a social process" - *Journal of Marketing*, 74:1-19.
- .Kuilman, J. and J.T. Li, 2009. "Grades of Membership and Legitimacy Spillovers: Foreign Banks in Shanghai, 1847-1935." *Academy of Management Journal*, 52 (2): 229-245 (Lead article)

Session 5: Social network and Guanxi

Required Reading

- Ted Mouw, "Social Capital and Finding a Job: Do Contacts Matter?" *American Sociological Review*, Vol. 68, No. 6 (Dec., 2003), pp. 868-898
- JIA Nan "Are Collective and Private Political Actions Substitutes or Complements? Empirical Evidence from China's Private Sector" *Strategic Management Journal*, (Forthcoming)
- JIA Nan "Competition and Relationship-Specific Investments: Theory and Implications for Strategy" *Strategic Management Journal*, (Forthcoming)
- Luo, Yadong, Wang, Stephanie L. and Huang, Ying. 2012. Guanxi and organizational performance: A meta-analysis. *Management and Organization Review*, 18(1): 139-172.
- Gu, F. F., Hung, K., & Tse, D. K. (2008). When Does Guanxi Matter? Issues of Capitalization and Its Dark Sides. *Journal of Marketing*, 72 (4), 12-28.

Session 6: Upper Echelon theory

Required Reading

- Hambrick and Mason (1984), "Upper echelons: The organization as a reflection of its top managers", *Academy of management review*.
- Wiersema, Margarethe F. and Bantel, Karen A. (1992), —Top management team demography and corporate strategic change. || *Academy of Management Journal*, 35: 91-121.
- Beatty, Randolph P. and Edward J. Zajac. (1994), —Managerial incentives, monitoring and risk-bearing: A study of executive compensation, ownership and board structure in initial public offerings. || *Administrative Science Quarterly*, 39: 313-335.
- Zhang, Y. and Rajagopalan, N. 2010. Once an outsider, Always an outsider? CEO origin, strategic change, and firm performance. *Strategic Management Journal*, 31(3): 334-346.

Chin, M.K., Hambrick, D.C., and Trevino, L.K., "Political ideologies of CEOs: Illustrative evidence of the influence of executive values on corporate social responsibility", *Administrative Science Quarterly*, 2013, 58 (2), 197-232.

Nath, Pravin, and Vijay Mahajan (2008), "Chief Marketing Officers: A Study of Their Presence in Firms' Top Management Teams," *Journal of Marketing*, 72 (January), 65-81.

Session 7: RBV and Dynamic Capabilities

Required Reading

Wernerfelt, B. 1984. A resource-based view of the firm. *Strategic Management Journal*: 171-180.

Newbert, S. L. 2007. Empirical research on the resource-based view of the firm: an assessment and suggestions for future research. *Strategic Management Journal*, 28(2): 121-146.

Teece, D. J., Pisano, G. P. & Shuen, A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal*, 18: 509-533.

Xiong, Guiyang; Bharadwaj, Sundar. Social Capital of Young Technology Firms and Their IPO Values: The Complementary Role of Relevant Absorptive Capacity. *Journal of Marketing* 75. 6 (Nov 2011): 87

Gu, Q. & Lu, X. 2013. Unraveling the mechanisms of reputation and alliance formation: A study of venture capital syndication in china. *Strategic Management Journal*.

Session 8: Organizational Learning and Innovation

Required Reading

Levitt, B. & March, J.G. 1988. Organizational learning. *Annual Review of Sociology*, 14: 319-340.

Cohen, W.M. & Levinthal, D.A. 1990. Absorptive Capacity: A New Perspective on Learning and Innovation. *Administrative Science Quarterly*, 25: 128-152.

March, J. G. 1991. Exploration and exploitation in organizational learning. *Organization Science*, 2: 71-87.

Hoang, H. and Rothaermel, F.T. 2010. Leveraging internal and external experience: Exploration, exploitation and R&D project performance. 31, 7, 734-758.

Sood, Ashish and Gerard J. Tellis (2005), "Technological Evolution and Radical Innovations," *Journal of Marketing*, 69, 3 (July), 152-168.

Session 9: Marketing and Finance Interface & B2B Marketing

Required Reading

Sorescu, Alina, Venkatesh Shankar and Tarun Kushwaha (2007), "New Product Preannouncements and Shareholder value: Don't Make Promises You Can't Keep," *Journal of Marketing Research*, XLIV(August), 468-89.

- Grewal, Rajdeep, James M. Comer, and Raj Mehta (2001), "An Investigation into the Antecedents of Organizational Participation in Business-to-Business Electronic Markets," *Journal of Marketing*, 65 (July), 17-33.
- Yang, Zhilin, Chenting Su, and Kim Fam (2012), "Dealing with Institutional Distances in International Marketing Channels: Governance Strategies That Engender Legitimacy and Efficiency ", *Journal of Marketing*,
- Gu, F. F., Kim, N., Tse, D. K., & Wang, D. T. (2010). Managing Distributors' Changing Motivations over the Course of a Joint Sales Program. *Journal of Marketing*, 74 (5), 32-47.
- Wang, D. T., Gu, F. F. & Dong, M. C. (2013). Observer Effects of Punishment in a Distribution Network. *Journal of Marketing Research*. 50 (5): 627–643.

Session 10: Marketing and Managing Internationally

Required Reading

- Ellis, Paul. Distance, dependence and diversity of markets: effects on market orientation *Journal of International Business Studies*. 38. 3 (May 2007): 374-386.
- Gerard J. Tellis, Jaideep C. Prabhu, & Rajesh K. Chandy (2009), "Radical Innovation Across Nations: The Preeminence of Corporate Culture," *Journal of Marketing*.
- Ragozzino, and Jeffrey J. Reuer, (2011), "Geographic distance and corporate acquisitions: signals from IPO firms", *Strategic Management Journal*, 32: 876-894.
- Gupta, A., & Govindarajan, V., 2000. "Knowledge flows within multinational corporations." *Strategic Management Journal*, 473-496.
- Frynas, J.G., Mellahi, K., & Pigman, G.A., 2006. "First mover advantages in international business and firm-specific political resources." *Strategic Management Journal*, 321-345.