

Seminar on Marketing Strategy

Course No : 02814960

Credit : 2

Prerequisite :

Program : Postgraduate

Instructor : 王锐

Semester : 2015 Spring

Instructor's resume/brief introduction(Within 500 words) :

Wang Rui is an Assistant Professor in the Department of Marketing at Guanghua School of Management, Peking University. Currently Dr. Wang serves on the editorial board of Journal of Business to Business Marketing. Dr. Wang also serves as an ad hoc reviewer for Journal of Marketing. She earned her Ph.D. in Marketing from Pennsylvania State University.



Instructor's contact information :

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TA's contact information:

Office hour: By appointment

Program Learning Goals and Objectives

- 1 **Learning Goal 1** Graduates will be thoroughly familiar with the specialized knowledge and theories required for the completion of academic research.
 - 1.1 Objective 1 Graduates will have a deep understanding of basic knowledge and theories in their specialized area.
 - 1.2 Objective 2 Graduates will be familiar with the latest academic findings in their specialized area and will be knowledgeable about related areas.
 - 1.3 Objective 3 Graduates will be familiar with research methodologies in their specialized area, and will be able to apply them effectively.
- 2 **Learning Goal 2** Graduates will be creative scholars, who are able to write and publish high-quality graduation dissertation and research papers.
 - 2.1 Objective 1 Graduates will write and publish high-quality graduation dissertation and research papers
 - 2.2 Objective 2 Graduates will be critical thinkers and innovative problems solvers.
- 3 **Learning Goal 3** Graduates will have a broad vision of globalization and will be able to communicate and cooperate with international scholars
 - 3.1 Objective 1 Graduates will have excellent oral and written communication skills
 - 3.2 Objective 2 Graduates will be able to conduct efficient academic communication in at least one foreign language

- 4 **Learning Goal 4** Graduates will be aware of academic ethics and will have a sense of social responsibility.
- 4.1 Objective 1 Graduates will have a sense of social responsibility.
 - 4.2 Objective 2 Graduates will be aware of potential ethical issues in their academic career.
 - 4.3 Objective 3 Graduates will demonstrate concern for social issues.

Course Overview

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.

Course Objectives

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.

Detailed Course Plan

Week	Date	Topic	Note
1	3/3	Introduction	
		Management Theory	Applications in Marketing
2	3/10	TCE and Agency theory	Channel/CMO
3	3/17	Organization Structure	
4	3/24	Institutional Theory	Channel
5	3/31	Social capital and guanxi	Idea presentation
6	4/7	Upper Echelon Theory	CMO
7	4/14	RBV and Dynamic Capabilities	
8	4/21	Organizational Learning	Innovation Short article due
		Other Marketing Topics	
9	4/28	Marketing Interface/ B2B Marketing	Idea presentation
10	5/5	Marketing and Managing Internationally	
11	5/12	Final Presentation	
12	5/19	Final Presentation	Final paper due

Final Exam

Teaching Methods

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.

IT tools to be used in the classroom

Presentations may be facilitated with PPT.

Textbooks

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

References & Readings

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.

Videos, CD-ROMs and other adjunct learning resources used

Not applicable.

Rules students must follow

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.

Course Assessment

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/WILL SEND THE NEW ONE BEFORE/ON THE FIRST CLASS)**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.
- .Kuilmann, 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.