Objectives

Marketing Strategy concerns itself with the study of substantive problems in both B2B and B2C markets. It is inherently a multi-disciplinary domain of research, and thus its’ theoretical and empirical foundations are rather broad. This course is designed to expose PhD students to the dominant theoretical perspectives (arising from economics, sociology, and management) and the multiple methods (qualitative interviews, experiments, event studies, structural models) that form the bedrock of marketing strategy research.

Pedagogical Approach

There are many interesting levels of analysis in marketing strategy research: individual, dyadic, group, firm, interorganizational, and industry level. I have attempted to structure the course and the literature along these units of analysis with the firm as the focus: the firm, the dyad, beyond the dyad and emerging topics. The substantive sessions are mixed with the theoretical sessions. Several sessions also have assigned “toolkit readings” (from the required text) to ensure that PhD students are exposed to a wide range of empirical methods.

Course Materials

Each week’s readings are available in the Newman library databases.


Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Discussion</td>
<td>20%</td>
</tr>
<tr>
<td>Concept Maps (4 at 5% each)</td>
<td>20%</td>
</tr>
<tr>
<td>Reviewing a Paper</td>
<td>15%</td>
</tr>
<tr>
<td>Research Project</td>
<td></td>
</tr>
<tr>
<td>Idea Page</td>
<td>15%</td>
</tr>
<tr>
<td>Final paper and presentation</td>
<td>30%</td>
</tr>
</tbody>
</table>

Please note that attendance in all class sessions is a course requirement. As is reading all papers and being prepared for in-depth discussion on all of them.
Course Format / Requirements
Each week we will discuss a few papers (please refer to the attached weekly list), typically oriented around a particular topic, or a theoretical perspective. Students are expected to be fully prepared to discuss these papers. As a rule of thumb, read the older papers first, or a paper whose title includes “review”. To prepare, as you read, ask yourself the following:
   a. What grabbed my attention? Where is the tension in the paper?
   b. What else might also explain these results?
   c. What is missing?
   d. How might changes in the level of analysis further inform research?
   e. What further questions does this paper open up?

Concept Maps (adapted from Prof. Sandy Jap’s PhD class)
Students will be asked to create a concept map for four sessions in the semester. In the first class, based on interest, I will assign the sessions for the concept maps.

A concept map is a one-page, visual tool that brings together a set of key concepts, insights, and interrelationships to reflect your core learning from that session. This is an organizing exercise that should help to give you a deeper understanding of the material and readily see interrelationships, gaps, and implications. Sample concept maps are given at the end of this syllabus.

Reviewing a Paper
Reviewing for journals is one of the important tasks that a scholar must perform. It is good for the discipline; if we did not have careful, thoughtful, willing reviewers, then the value of our work that is published would be much lower, and the error level in that work would be much higher. It is good for you intellectually in that it keeps you up to date with what other scholars in your area are doing.

I will assign each of you an article to review (see course calendar). Your task will be to review the article. Assignment will consist of: 1) a completed reviewing form, 2) a one-page letter to the editor detailing and justifying your recommendation for the article, and 3) a note to the authors. This note should be no more than three pages long and should politely and constructively note issues that they should consider in revising their paper (either for the current journal or for submission to another journal) and make suggestions for improving the paper.

Research Project
Each student has to complete a research paper on a market-strategy related topic – which broadly means that your project must be substantively motivated. You will be expected to offer predictions and design a marketing strategy study. This could involve an experiment, quasi-experiment, a survey, a content analysis, a meta-analysis, a field study, or an empirical analysis of secondary brand and/or firm data.

Your research project will consist of two parts (deadlines given in the schedule):

Idea Page (adapted from Prof. Sandy Jap’s PhD class)
The “idea page” is a sketch of your final research paper, its positioning, and a very rough sense of at least one way you might go about testing it. Be sure to define your constructs and present
the explanatory mechanism(s). Think of an idea page as a "pitch sheet," an abstract of the critical elements necessary to launch a new project. Hence, the idea page should contain 5 elements:

1. Problem statement: substantive context and problem
2. Research questions: specific research question(s)
3. Theory: theoretical perspective to be adopted, constructs, brief sketch of hypotheses
4. Potential contribution - how does answering these questions create incremental value and what would the research be cited for?
5. Methodological approach - what method(s) you want to use and why

Feedback on the idea page will inform your final research paper.

**Final Paper and Presentation**

Your final paper should be as complete as possible (~15 pages, double-spaced). Paper should also include (on top of the idea page), a concise, relevant literature review, and a method section. The method section should also be “complete”, in the following manner:

For a proposed experiment/survey the section must include:
- Experimental/survey design, manipulations/measures, and stimuli/entire survey
- Analysis to be used
- A Results section with an empty results table

For proposed secondary data:
- Data source
- Measures of independent and dependent variables
- Analysis method to be used
- A results section with an empty results table

**Course Calendar (subject to change)**

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class 1</td>
<td>Jan 29&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Introduction to Marketing Strategy: A multi-theory and multi-method discipline</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Firm-focused Perspective</strong></td>
</tr>
<tr>
<td>Class 2</td>
<td>Feb 5&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Marketing Strategy and its Impact</td>
</tr>
<tr>
<td>Class 3</td>
<td>Feb 19&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Innovation</td>
</tr>
<tr>
<td>Class 4</td>
<td>Feb 26&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Signaling and Equity Theory in Marketing</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Dyadic Perspective</strong></td>
</tr>
<tr>
<td>Class 5</td>
<td>Mar 5&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Transaction Cost Economics in Marketing; <strong>Reviews Assigned</strong></td>
</tr>
<tr>
<td>Class 6</td>
<td>Mar 12&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Agency Theory in Marketing; <strong>Submit Idea Page</strong></td>
</tr>
<tr>
<td>Class 7</td>
<td>Mar 19&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Governance Theory; <strong>Prof. Alok Kumar</strong></td>
</tr>
<tr>
<td>Class 8</td>
<td>Mar 26&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Relational Marketing; <strong>Prof. Ljubomir Potovac; Submit Reviews</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Beyond the Dyad: Triadic and Social Networks</strong></td>
</tr>
<tr>
<td>Class 9</td>
<td>Apr 9&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Triadic Perspective, and <strong>Reviews’ Discussion</strong></td>
</tr>
<tr>
<td>Class 10</td>
<td>Apr 16&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Social Networks</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Emerging Topics and Tools</strong></td>
</tr>
<tr>
<td>Class 11</td>
<td>Apr 23&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>Text analysis and Machine learning in Marketing</td>
</tr>
<tr>
<td>Class 12</td>
<td>Apr 30&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Design of Experiments: Beyond 2x2s</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Student Presentations</strong></td>
</tr>
<tr>
<td>Class 13</td>
<td>May 7&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Student Presentations; <strong>Submit papers before class</strong></td>
</tr>
<tr>
<td>Class 14</td>
<td>May 14&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Feedback on Papers (one-on-one) and Wrap Up</td>
</tr>
</tbody>
</table>
Detailed Readings

1. Introduction to Marketing Strategy: A multi-theory and multi-method discipline


FIRM-FOCUSED PERSPECTIVE

2. Marketing Strategy and its Impact


*Toolkit Reading:*

3. Innovation


Toolkit Reading:

4. **Signaling and Equity Theory in Marketing**


**DYADIC PERSPECTIVE**

5. **Transaction Cost Economics in Marketing**


6. **Agency Theory in Marketing**


7. **Governance Theory (Prof. Alok Kumar)**


8. **Relational Marketing**


Toolkit Reading:

BEYOND THE DYAD

9. The Triadic Perspective


Discussion: Reviews

10. Social Networks


Toolkit Reading:

EMERGING TOPICS AND TOOLS

11. Text Analysis and Machine Learning in Marketing


12. Design of Experiments: Beyond 2x2s


13. Final Paper Presentations

14. Feedback for final papers and Wrap up
CONCEPT MAPS (from Prof. Sandy Jap)