Seminar Overview:
This doctoral seminar focuses on marketing strategy models. Marketing strategy is a broad term with many meanings. It is concerned with the choices and planning of resource deployments to achieve marketing objectives in a target market. It involves analysis and decision making regarding marketing goal setting, target market selection, desired positioning as well as resource allocation decisions that define how to do it. The fundamental goal is to achieve and maintain a fit between the organization and its changing environment.

Course Objectives:
The objectives for the course are:

- To understand concepts, models and paradigms that form the foundation of marketing strategy.
- To develop the ability to critically integrate findings from the marketing strategy modeling literature.
- To develop the ability to identify major gaps that exist in the marketing strategy modeling literature, and as a result identify research projects that represent priority areas for inquiry.
- To enhance your ability to present, explain, and defend scholarly thoughts and positions, as well as to professionally respond and react to other scholars.
- To strengthen the skills needed to conduct original marketing strategy modeling that can be published in the leading marketing journals.

Instructions for students:
The syllabus lists seven topics that will be discussed in class. Each topic will be presented by students (one individually and the others by a group of two or three students). Please inform Joan Lewis of your choices of articles well before the beginning of the seminar, so that she can circulate this information by email to the class.

In order to prepare for the topic, the student or students responsible for the session will need to skim all the readings listed in the syllabus. S/he or they will also need to select three articles that s/he or they would like to focus on at least two weeks before the class scheduled for this topic. These three articles will need to be read by all students for discussion in the class.

The student in charge of the session should prepare the discussion by (prepare Power Point slides with handout copies to be distributed in class):
• Identifying the theoretical and managerial issues involved in the topic of the day;
• Outlining the research question of each article selected; and
• Offering a critique of the theoretical and methodological aspects of each article.

While we will spend some time discussing the strengths and weaknesses of individual articles, you should also focus on the relationships and linkages among articles. Note that this will require some time for reflection and to help you, you should think about the following questions: (1) how do the articles relate and build on one another? (2) what major gaps exist in the literature? And (3) what are high priority directions for future research?

Each student in the class should introduce one new research idea on the topic of the session, be prepared to show how it fits a gap in the current literature, and present the research approach to use. These two points should be prepared in writing (2 pages maximum) to be distributed to the other students in class.

Grading:

Presentation: 30 %
Research idea write-ups: 30 %
Final paper: 40 %

Final Paper:

A final paper will be required for the course (most likely, but not necessarily, based on the topic presented in class). The paper should identify a marketing strategic issue, describe the theoretical basis of the question, and summarize ingenuously past research on the subject. The paper should identify a gap in the knowledge base and develop a research proposal with the specification of a model to be estimated.

In order to make sure you have a paper under way on time to finish on time, you will be asked to submit a 2-3 page outline of the proposed paper (for instructor approval of the topic) before June 2nd, 2012. A draft of the first 8-10 pages will be due by June 18th and the completed paper is due one week after the end of classes. The final paper should include:

• Introduction – an overview of the proposed research.
• Literature review – concepts and principles, relevant theories, empirical studies, gap(s) in literature.
• Proposed research design and methodology - this includes study rationale, research objectives, theory development, statement of hypotheses, research design, model specification, statistical tests, dummy tables.
• References (provided in a bibliography).
Outline of Session-Topics: (please refer to final course schedule from PhD office for the specific dates)

<table>
<thead>
<tr>
<th>MARKETING STRATEGY MODELS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 1</td>
</tr>
<tr>
<td>Session 2</td>
</tr>
<tr>
<td>Session 3</td>
</tr>
<tr>
<td>Session 4</td>
</tr>
<tr>
<td>Session 5</td>
</tr>
<tr>
<td>Session 6</td>
</tr>
<tr>
<td>Session 7</td>
</tr>
</tbody>
</table>

READING ASSIGNMENTS (Selected articles from list below):

**Session 1:**
**Topic: Market Structure: Identifying and Choosing Markets**


**Session 2:**
*Competitive Analysis and Competitive Dynamics*


**Session 3: Product Life Cycle**


**Session 4:**

**Innovation Strategy**


Govindrajan, Vijay and Praveen K. Kopalle (Draft June 5, 2007), "How Incumbents can Introduce Radical and Disruptive Innovations", Tuck School of Business at Dartmouth.


Cassimian, Bruno and Reinhilde Veugelers (2006), "In search of complementarity in innovation strategy: Internal R&D and External knowledge acquisition", Management Science, 52, 1, 68-82.


**Session 5:**
**Allocation of Resources**


Farris, Paul W. and Michael J. Moore Eds. (2004), PIMS in Retrospect and Prospect: Cambridge University Press.


**Session 6: Market Orientation**


**Session 7: Reaching International Markets**

Anderson, Erin and Hubert Gatignon (1986), "Modes of Foreign Entry: A Transaction Cost Analysis and Propositions", *Journal of International Business Studies*, 17, 3, (Fall), 1-26


Updated Novembre 4, 2012