

Subject Code	MM675
Subject Title	Strategic Marketing
Credit Value	3
Level	6
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Statistical Analysis for Management Research (MM604) or Econometrics Methods (AF6208)
Objectives	This subject contributes to the achievement of the DBA/DMgt outcome by broadening, updating and deepening students' knowledge of business administration in general (Outcome 1). This module is intended to provide basic theories and empirical knowledge in various areas of marketing strategy research. It introduces the state-of-the-art topics in marketing strategy with knowledge base of classical research output and representative knowledge advancement in related fields.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: - understand and evaluate latest developments on various topics of Strategic Marketing; (incl. Entrepreneurship); - understand key theories and methods in Strategic Marketing research; - apply theories and methods learnt from academic papers of strategic marketing to propose a research topic that addresses a real-world marketing problem and design a research plan to investigate it. (incl. Entrepreneurship);
Subject Synopsis/ Indicative Syllabus	- Market-Driven Strategy and Market Orientation (incl. Data science and Entrepreneurship) - Corporate Social Responsibility and Value Co-Creation in Marketing (incl. Entrepreneurship) - Inter-organizational Relationships and Channel Governance in Marketing - Resources, Capabilities, and Firm Performance in Marketing - International Marketing and Cross-Cultural Effects - Service Marketing and Customer Participation (incl. Artificial Intelligence)
Teaching/Learning Methodology	Students are required to read pre-assigned articles and prepare for proactive and interactive discussions during the class. A team/individual will be assigned for each paper and to lead the class discussion and the lecturer will provide introduction of the topics and comment on the presentation and discussion during the class.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)		
			a.	b.	c.
	Continuous Assessment*	100%			
	1. Presentation of research papers	30%	✓	✓	✓
	2. Write-up and presentation of research proposal	40%	✓	✓	✓
	3. Class participation	30%	✓	✓	✓
	Total	100 %			
	<i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i>				
	To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.				
	To pass this subject, students are required to obtain Grade D or above in the overall subject grade.				
Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject – • Read the recommended material; • Discuss the issues brought up in the lectures/seminars; • Appreciate the different approaches that may be adopted in solving marketing problems; • Participate in presenting views on a case/marketing situation. Feedback is given to students immediately following the presentations and all students are invited to join this discussion.					
Student Study Effort Expected	Class contact:				
	▪ Lectures		30 Hrs.		
	Other student study effort:				
	▪ Preparation for lectures		30 Hrs.		
	▪ Preparation for assignment / group project and presentation / examination		60 Hrs.		
	Total student study effort		120 Hrs.		
Reading List and References	1. Korschun, Daniel, C.B. Bhattacharya, & Scott D. Swain (2014) “Corporate Social Responsibility, Customer Orientation, and the Job Performance of Frontline Employees”, <i>Journal of Marketing</i> , Vol. 78, 20 –37				
	2. Kumar, V, Eli Jones, Rajkumar Venkatesan, and Robert P. Leone (2011), “Is Market				

	Orientation a Source of Sustainable Competitive Advantage or Simply the Cost of Competing?” <i>Journal of Marketing</i>, 75 (January), 16-30. 3. Zablah, Alex R., George R. Franke, Tom J. Brown, and Darrell E. Bartholomew (2012), “How and When Does Customer Orientation Influence Frontline Employee Job Outcomes? A Meta-Analytic Evaluation”, <i>Journal of Marketing</i>, Vol. 76 Issue 3, 21-40. 4. Zhou, Kevin Zheng, Bennett Chi Kin Yim, David K. Tse (2005), “The Effects of Strategic Orientations on Technology- and Market-Based Breakthrough Innovations”, <i>Journal of Marketing</i>, 69(2): 42-60. 5. Homburg, Christian, Marcel Stierl, and Torsten Bornemann (2013) “Corporate Social Responsibility in Business-to-Business Markets: How Organizational Customers Account for Supplier Corporate Social Responsibility Engagement”, <i>Journal of Marketing</i>, 77, 54 –72. 6. Vlachos, Pavlos A., Argiris Tsamakos, Adam Vrechopoulos, and Panagiotis Avramidis (2009), “Corporate Social Responsibility: Attributions, Loyalty, and the Mediating Role of Trust,” <i>Journal of the Academy of Marketing Science</i>, 37, 170-180. 7. Dean, T., David Griffith, and Roger Calantone (2016) “New Product Creativity: Understanding Contract Specificity in New Product Introductions”, <i>Journal of Marketing</i>, 80(2), 39-58. 8. Griffith, David A., Jessica J. Hoppner, Hannah S. Lee and Tobias Schoenherr (2017), “The Influence of the Structure of Interdependence on the Response to Inequity in Buyer-Supplier Relationships,” <i>Journal of Marketing Research</i>, 54(1), 124-137. 9. Heide, Jan B. and Gorge John (1988) “The Role of Dependence Balancing in Safeguarding Transaction-Specific Assets in Conventional Channels”, <i>Journal of Marketing</i>, 20-35. 10. Heide, Jan B. (1994) “Interorganizational Governance in Marketing Channels”, <i>Journal of Marketing</i>, 71-85. 11. Seggie, Steven H., David A. Griffith, and Sandy D. Jap (2013), "Passive and Active Opportunism in Interorganizational Exchange." <i>Journal of Marketing</i>, 77(Nov), 73-90. 12. Fang, Eric (Er), Jongkuk Lee, Robert Palmatier, and Zhaoyang Guo (2016), “Understanding the Effects of Plural Marketing Structures on Alliance Performance”, <i>Journal of Marketing Research</i>, 53 (4), 628-645. 13. Gonzalez, Gabriel R., Danny P. Claro, and Robert W. Palmatier (2014), "Synergistic Effects of Relationship Managers' Social Networks on Sales Performance," <i>Journal of Marketing</i>, 78 (Jan), 76-94. 14. Kozlenkova, Irina V., Robert Palmatier, Eric (Er) Fang, Bangming Xio and Minxue Huang (2017), “Online Relationship Formation”, <i>Journal of Marketing</i>, 81 (3), 21-40. 15. Griffith, David A. and Gaia Rubera (2014). A Cross-Cultural Investigation of New Product Strategies for Technological and Design Innovations. <i>Journal of</i>
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	<i>International Marketing</i>, 22(1), 5-20. 16. Li, Jing, Changhui Zhou, and Edward J. Zajac (2009), "Control, Collaboration, and Productivity in International Joint Ventures: Theory and evidence", <i>Strategic Management Journal</i>, 30(8), 865-884. 17. Yang, Zhilin, Chenting Su, and Kim-Shyan Fam (2012), "Dealing with Institutional Distances in International Marketing Channels: Governance Strategies That Engender Legitimacy and Efficiency," <i>Journal of Marketing</i>, 76 (3), 41-55. 18. Fang, Eric (2008), "Customer Participation and the Trade-off between New Product Innovativeness and Speed to Market." <i>Journal of Marketing</i>, 72 (4), 90-104. 19. Fang, Eric, Jongkuk Lee, and Zhi Yang (2015), "The Timing of Codevelopment Alliances in New Product Development Processes: Returns for Upstream and Downstream Partners." <i>Journal of Marketing</i>, 79 (1), 64-82. 20. Giebelhausen, Michael, Stacey G. Robinson, Nancy J. Sirianni, and Michael K. Brady (2014), "Touch Versus Tech: When Technology Functions as a Barrier or a Benefit to Service Encounters", <i>Journal of Marketing</i>, 78 (4), 113-124. 21. Wan, Echo Wen, Kimmy W. Chan, and Rocky Chen (2016), "Hurting or Helping? The Effect of Service Agent's Workplace Ostracism on Customer Service Perceptions", <i>Journal of Academy of Marketing Science</i>, 44 (6), 746–769.
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