

Research Workshop on Strategic Management and Marketing How to Publish at International Journals

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Course Description:

This workshop covers selected topics on strategic management and marketing, with a focus on its theoretical foundations and substantial issues. The emphasis will be on understanding theoretical fundamentals and empirical assessment of strategy issues. Seminar topics include: strategic orientation, firm capabilities, product innovation, global marketing, and China business.

Course Objectives:

- To acquire an in-depth understanding of the *theories, concepts, models, and paradigms* that collectively form the foundation for strategy.
- To gain the critical review skills in identifying the major assumptions, strengths, and limitations of academic papers.
- To develop the critical thinking in generating theory-driven research ideas
- To learn the skills of developing research papers that are **publishable at international journals**.

Recommended Books:

Barney, J. 2004. *Gaining and Sustaining Competitive Advantage*. Prentice Hall. 2nd edition

North, D. C. 2005. *Understanding the Process of Economic Change*. Princeton, NJ: Oxford University Press.

Porter, M.E. 1998. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.

Williamson, O. E. 1996 *The Mechanisms of Governance*. Oxford: Oxford University Press

Critical Review

In each session, papers in the reading list will be assigned to each individual student. Required readings are attached to this syllabus. You must come to each class after thoroughly reading all the required readings.

A one to two page (typed, single spaced) *critical review of the assigned paper* will be required from each student. Please bring enough copies to the class to distribute to all the participants.

The critical review is not a simple summary of the paper; rather, it should focus on critique and possible extensions. Note that you are taking the role of a journal reviewer for a critical review.

Critical Review Guideline

- 1) **Summary:** a very brief summary (2 or 3 sentences) of the key messages of the paper.
- 2) **Statement:** do you like the paper? If yes, what are the contributions of the paper (i.e., what strikes me as interesting)? If not, why (in general)?
- 3) **Critical Comments (the most important part):** raise the problems and concerns point by point, usually following the paper's structure. For example,
 - a) Is the main research question important/significant? Why?
 - b) Are the assumptions in the conceptual model valid? Why?
 - c) Is the hypothesis development solid? Is the logic clear? Why?
 - d) Is the research design, sampling, or empirical analysis appropriate?
 - e) Are the conclusions of the paper valid? Does the paper answer the questions proposed?
- 4) **Research Implications:** what are your suggestions for the authors to solve the issues you raise? What is the possible way of extension? How would you proceed?
- 5) **Literature Relatedness:** How would you position the article among the assigned readings or in the field?

Literature Review Guideline

1. Author, Title, Publication and Pages
2. Approach: Conceptual, Empirical, or Analytical
3. Major Constructs, including their definition
4. Hypothesized Relationships among the Major Constructs
5. For Empirical Studies
 - 1) Research Design
 - Exploratory Research
Mail Survey, Phone Survey, Personal Interviews, Observation
 - Descriptive Research
Mail Survey, Phone Survey, Personal Interviews, Observation
 - Causal Research
Experimentation, Quasi-experimentation
 - 2) Construct Measurement
 - 3) Reliability and Validity Tests
 - 4) Empirical Findings
6. For Analytical Studies - Analytical Implications
7. Major Strengths and Weaknesses
8. Major Implications for Future Research

Notes: we are required to write a critical review rather than a literature review in this workshop

Sessions and Reading Lists

Day 1

Morning Session: Firm Capability and Product Innovation

Recent Development

Sethi, Rajesh, Zafar Iqbal, and Anju Sethi (2012), “Developing New-to-the-Firm Products: The Role of Micropolitical Strategies,” *Journal of Marketing*, 76(2): 99–115.

Day, George S. (2011), “Closing the Marketing Capabilities Gap,” *Journal of Marketing*, 75(4): 183-195

Zhou, KZ and F Wu (2010), “Technology Capability, Strategic Flexibility, and Product Innovation,” *Strategic Management Journal*, 31(5): 547–561

Zhou, Z. Kevin, Chi Kin Yim, and David K. Tse (2005), “The Effects of Strategic Orientations on Technology- and Market-Based Breakthrough Innovations,” *Journal of Marketing*, 69(2), 42-60.

Classic Reading

Wernerfelt, Birger (1984), “A Resource-Based View of the Firm,” *Strategic Management Journal*, 5, 171-80.

Cohen, Wesley M. and Daniel A Levinthal (1990), “Absorptive Capacity: A New Perspective on Learning and Innovation,” *Administrative Science Quarterly*, 35(March), 128-152.

Damanpour, F. (1991) ‘Organizational innovation: A meta-analysis of effects of determinants and moderators,’ *Academy of Management Journal*, 34 (3): 555-90.

Barney, Jay B. (1991), “Firm Resources and Sustained Competitive Advantage,” *Journal of Management*, 17 (1), 99-120.

Day, George S. (1994), “The Capabilities of Market-Driven Organizations,” *Journal of Marketing*, 58 (October), 37-52.

Slater, Stanley F. and John C. Narver (1995), “Market Orientation and the Learning Organization,” *Journal of Marketing*, 59 (July), 63-74.

Teece DJ, Pisano G, Shuen A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal* 18(7): 509-533

Afternoon Session: Paper Development Workshop

- 1) Topic selection
- 2) Theory building
- 3) Empirical testing
- 4) Discussion and Conclusion
- 5) Tips on publishing

Day 2

Morning Session: Global Marketing and China Business (I)

Recent Development

Gao, Gerald Yong, Janet Y. Murray, Masaaki Kotabe, and Jiangyong Lu (2010), “A ‘Strategy Tripod’ Perspective on Export Behaviors: Evidence from Firms Based in an Emerging Economy”, *Journal of International Business Studies*, 41(3), 377-396

Li JJ, Poppo L, Zhou KZ. 2008. Do managerial ties in China always produce value? Competition, uncertainty, and domestic vs. foreign firms. *Strategic Management Journal* 29(4): 383-400.

Peng, Mike W. (2003), “Institutional Transitions and Strategic Choices,” *Academy of Management Review*, 28 (2), 275-96.

Zou, Shaoming and S.T. Cavusgil (2002) "The GMS: A Broad Conceptualization of Global Marketing Strategy and Its Effect on Firm Performance," *Journal of Marketing*, 66 (4), 40-56.

Classic Reading

Szymanski, David, Sundar Bharadwaj, and P. Rajan Varadarajan (1993), "Standardization versus Adaptation in International Marketing Strategy: An Empirical Investigation," *Journal of Marketing*, 57(October), 1-17

Cavusgil, S. Tamer and Shaoming Zou (1994), “Marketing Strategy-Performance Relationships: An Investigation of the Empirical Link in Export Market Ventures,” *Journal of Marketing*, 58 (January), 1-21.

DiMaggio Paul J and Walter W. Powell (1983), “The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Behavior,” *American Sociological Review*, 48 (April), 147-60.

Peng, M.W. and Luo, Y. 2000. Managerial ties and firm performance in a transition economy: The nature of a micro-macro link. *Academy of Management Journal*, 43: 486-501.

Afternoon Session: Paper Development Workshop

- 1) One on one meeting with individual faculty members
- 2) Faculty presents and shares his/her research papers/proposals
- 3) Input and suggestions on above proposals

Day 3

Morning Session: Global Marketing and China Business (II)

Yang, Zhilin, Chenting Su, and Kim-Shyan Fam (2012), "Dealing with Institutional Distances in International Marketing Channels: Governance Strategies That Engender Legitimacy and Efficiency," *Journal of Marketing*, 76(3): 41-55

Sheng, Shibin, Kevin Zheng Zhou and Julie Juan Li (2011), "The Effects of Business and Political Ties on Firm Performance: Evidence from China," *Journal of Marketing*, 75(1): 1-15.

Sheth, Jagdish N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices," *Journal of Marketing* 75 (4), 166-182:

Dacin, M. Tina, Christine Oliver, and Jean-Paul Roy (2007), "The Legitimacy of Strategic Alliances: An Institutional Perspective," *Strategic Management Journal*, 28 (2), 169-87.

Classic Reading

Roth, Martin (1995), "The Effects of Culture and Socioeconomics on the Performance of Global Brand Image Strategies," *Journal of Marketing Research*, 23(May), pp. 163-175.

Nakata, Cheryl and K. Sivakumar (1996), "National Culture and New Product Development: An Integrative Review," *Journal of Marketing*, 60(January), 61-72.

Xin, Katherine Rong and Jone Leigh Pearce (1996), "Guanxi: Connections as Substitutes for Formal Institutional Support," *Academy of Management Journal*, 39 (6), 1641-58.

Uzzi, Brian (1997), "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness," *Administrative Science Quarterly*, 42 (1), 35 -67.

Hoskisson Robert E., Lorraine Eden, Chung M. Lau, and Mike Wright (2000), "Strategy in Emerging Economies," *Academy of Management Journal*, 43 (3), 249-67.

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