

**Zicklin School of Business**  
**Baruch College, Department of Marketing and International Business**  
**MKT 9766: International Marketing Management, Section TR73A**  
**Fall Semester 2007**

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## **COURSE OVERVIEW**

This is an advanced course for students concentrating in international business or international marketing, which will examine the processes and the means by which companies can successfully extend their marketing operations internationally and eventually globally. It aims to provide future managers with the frameworks, knowledge, and sensitivities to better formulate and effectively implement marketing plans in various countries and regions of the world. Specifically, this course will cover the added dimensions introduced into the marketing mix for companies operating beyond their national boundaries. This will include issues of extension versus adaptation of product lines, global versus local advertising, international pricing strategies, selecting and managing distribution channels in different regions of the world, and managing international brands and products.

At the end of this course, you should be able to:

1. Assess the potential for marketing products and services to other countries or regions in light of differences in their economic, social, cultural, and political environments.
2. Understand the considerations involved in developing a marketing strategy following global vs. local market segmentation, targeting, and positioning.
3. Develop global and local product, pricing, promotion, and distribution policies to take advantage of similarities and differences across markets.
4. Design and implement a market entry strategy and make intelligent decisions regarding the organization of global marketing efforts.
5. Understand the mindset, skills, and experience necessary to become a global marketing manager.

Keep in mind that effective marketing management results not from simply internalizing facts, but from systematic critical thinking and the reasoned application of several, general principles.

*"Whatever be the detail with which you cram your student, the chance of his meeting in after-life exactly that detail is almost infinitesimal; and if he does meet it, he will probably have forgotten what you taught him about it. The really useful training yields a comprehension of a few general principles with a thorough grounding in the way they apply to a variety of concrete details. In subsequent practice the (students) will have forgotten your particular details; but they will remember by an unconscious common sense how to apply principles to immediate circumstances." -- Alfred Whitehead, The Aims of Education and Other Essays.*

## REQUIRED TEXTS

1. "Global Marketing," 4<sup>th</sup> Edition, Warren J. Keegan and Mark C. Green, Upper Saddle River, NJ: Prentice Hall, ISBN: 0-13-146919-3.
2. MKT 9766 Case Packet, Prentice-Hall.
3. Additional readings from other sources, such as The New York Times, Harvard Business Review, The Economist, or The Wall Street Journal. Assigned newspaper articles can be printed out through the library website. I will show you how this is done.

## ASSIGNMENTS AND GRADING

There will be three exams and three case studies. Each exam will consist of 30 multiple choice questions worth ½ point each and five short-answer questions worth 1 point each. Be sure to bring a #2 pencil to complete the Scantron sheet for the multiple-choice questions. Each case write-up will be worth 10 points. You can choose which three of the five case studies we discuss in class to write up. Note that even though you will only write up three cases, you need to be able to discuss in class all five.

### Attendance:

Students are expected to attend class regularly and participate in class discussions. Please turn off cell phones before class and keep them turned off.

### Readings:

Assigned book chapters, articles, and cases should be read before class.

### Case Studies:

The case study write-ups will be done in groups of no more than five students each. You can make up your own groups. Your case study grades are a large part of your final course grade, so I advise you to choose your group members **carefully**. Students who happen to sit close to you may not necessarily be the best possible group members; make sure your schedules allow group work. Then, find a name for your group – be creative! Please see me if you are not a member of a group by **Tuesday, September 4<sup>th</sup>**, and I will assign you to one.

Case write-ups are due on the day they are discussed in class. Late submissions will not be accepted. The specific due date for each case is listed on the course outline.

At the end of the semester, you will evaluate yourself and the other team members according to your contribution to the case write-ups. A peer evaluation form is included in this handout.

Please note that your individual case grade is the average peer evaluation percentage you receive, times the number of points your group receives from me on each of the cases.

There is a strict upper limit of **eight double-spaced pages of text** (with an additional **two pages of exhibits**). Please use standard margins (at least 1") and conventional font size (12 point).

In preparing your write-up, I suggest you use the following format:

1. Statement of the Problem.
2. Recommendations.
3. Analysis.
4. Exhibits (if any).

Some general guidelines for preparing an effective write-up are:

1. Provide a coherent, well-organized analysis.
2. Be concise. Do not spend time rehashing or paraphrasing the details of the case.
3. Focus your specific recommendations on the important issues in the case.
4. Tie your exhibits to the text of the report.

To facilitate grading (which will be done anonymously) please include two cover pages with your case studies. The first cover page should include your group name; the second should only contain the title of your report. My assistant will remove the first cover page, assign a number to it and a matching number to the rest of your write-up (starting with the second cover page). After grading the cases, I will match up your graded write-up with your group name based on the assigned number.

Current Events Presentation:

This assignment is voluntary, but it is worth up to 1 point for students who complete it. The assignment consists of a very short (2-3 minute-) presentation of current news or events related to international marketing, but it does not have to be related to the topic to be discussed in class that day. There will at most be one current events presentation per class session, and assignment will be done on a first-come-first-served basis. When you have decided to hold a current events presentation, you should e-mail me right away. You will be graded on content (e.g., relevance of the topic to international marketing) and delivery (e.g., eye contact, no excessive reading of notes).

Grades:

Your final grade will be based on the following:

Exam I:	20 points
Exam II:	20 points
Exam III:	20 points
Case Study 1:	10 points
Case Study 2:	10 points
Case Study 3:	10 points
Participation:	10 points
Current Events:	1 point
Curve (if necessary)	? points
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Total possible:	101 points

Please note that participation **does not** mean class attendance. If you never participate in class discussions or answer questions during the lecture, you will receive 0 points for participation – even with a perfect attendance record.

The total number of points you receive during the course determines your final grade. Grades will be assigned as follows, in accordance with College policy:

Grade	Points Equivalent
A	93.0 – 100.0
A-	90.0 – 92.9
B+	87.1 – 89.9
B	83.0 – 87.0
B-	80.0 – 82.9
C+	77.1 – 79.9
C	73.0 – 77.0
C-	70.0 – 72.9
D+	67.1 – 69.9
D	60.0 – 67.0
F	below 60

Academic Dishonesty:

Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. Baruch students are expected to bear individual responsibility for their work and to uphold the ideal of academic integrity. Any student who attempts to compromise or devalue the academic process will be sanctioned.

See [http://www.baruch.cuny.edu/academic/academic\\_honesty.html](http://www.baruch.cuny.edu/academic/academic_honesty.html) if you are unsure what actions constitute academic dishonesty, and how such actions may be punished.

**Cheating** is the attempted or unauthorized use of materials, information, notes, study aids, devices or communication during an academic exercise. Examples include but are not limited to:

- Copying from another student during an exam or allowing another to copy your work
- Unauthorized collaborating on a take home assignment or examination
- Using unauthorized notes or electronic devices during a closed book examination
- Taking an examination for another student
- Asking or allowing another student to take an examination for you
- Changing a corrected exam and returning it for more credit
- Submitting substantial portions of the same paper to two classes without consulting the second instructor
- Preparing answers or writing notes in a blue book (exam booklet) before an examination
- Allowing others to research and write assigned papers

**Plagiarism** is the act of presenting another person's ideas, research or writing as your own:

- Copying another person's actual words without the use of quotation marks and footnotes (a functional limit is four or more words taken from the work of another)
- Presenting another person's ideas in your own words without acknowledging them.
- Using information that is not considered common knowledge without citing the source.

My policy is to give a failing grade to any assignment that has been plagiarized or an exam in which you have cheated. In addition, I am required by College policy to submit a report of suspected academic dishonesty to the Dean of Students office. This report becomes part of your permanent file.

## COURSE OUTLINE

#	Date	Topic	Chapter	Other
1	Tues. 8/28	Course Introduction	1	
2	Thurs. 8/30	Economic Environment	2 & 3	
3	Tues. 9/4	Social/Cultural Environment	4	<b>Group Names &amp; Members Due</b>
4	Thurs. 9/6	Social/Cultural Environment	4	
5	Tues. 9/11	Political/Legal Environment	5	
6	Thurs. 9/20	Global Marketing Research Review for Exam I	6	
7	Tues. 9/25	Exam I		
8	Thurs. 9/27	Discussion: Vietnam Entry Decision Case	1-5	<b>Vietnam Entry Decision Case Write-up Due</b>
9	Tues. 10/2	Segmentation, Targeting & Positioning		
10	Thurs. 10/4	Exporting, Importing & Sourcing	7	
11	Tues. 10/9	Discussion: Bajaj Auto Ltd. Case	8	<b>Bajaj Auto Ltd. Case Write-up Due</b>
12	Thurs. 10/11	Global Market Entry Strategies	9	
13	Tues. 10/16	Strategic Elements of Competitive Advantage	15	
14	Thurs. 10/18	Discussion: Laura Ashley Case		<b>Laura Ashley Case Write-up Due</b>
15	Tues. 10/23	Product & Brand Decisions Review for Exam II	10	
16	Thurs. 10/25	Reading Day		
17	Tues. 10/30	Exam II	6-9 15	
18	Thurs. 11/1	Product & Brand Decisions	10	
19	Tues. 11/6	Discussion: Henkel KGaA Case		<b>Henkel KGaA Case Write-up Due</b>
20	Thurs. 11/8	Global Distribution	12	

21	Tues. 11/13	Pricing Decisions	11	
22	Thurs. 11/15	Pricing Decisions	11	
23	Tues. 11/20	Discussion: DHL Worldwide Case		<b>DHL Worldwide Case Write-up Due</b>
24	Tues. 11/27	Global Marketing Communications I	13	
25	Thurs. 11/29	Global Marketing Communications I	13	
26	Tues. 12/4	Global Marketing Communications II	14	
27	Thurs. 12/6	Class Wrap-Up Review for Exam III		
28	Tues. 12/11	Exam III	10-14	<b>Peer Evaluation Forms Due</b>

SAMPLE

## Peer Evaluation – Cases

Every team member will evaluate himself or herself and all other team members for contributions made to the case write-ups. The evaluation task is as follows:

You will evaluate yourself and each group member and assign between 80 and 100 percent to EACH (80 being the worst group member in terms of your evaluation criteria, and 100 being the best). If every member fully pulled his/her weight, feel free to assign 100 percent to each one. Don't forget to evaluate yourself, but don't put your name separately anywhere on this sheet (to maintain anonymity).

I will assign between 0 and 30 points total to your cases. Each group member will then receive that number of points, multiplied by the average peer evaluation percentage assigned to him/her by the team members.

Group Name: \_\_\_\_\_

Group Member 1: \_\_\_\_\_  
(name) percentage (80-100)

Group Member 2: \_\_\_\_\_  
(name) percentage (80-100)

Group Member 3: \_\_\_\_\_  
(name) percentage (80-100)

Group Member 4: \_\_\_\_\_  
(name) percentage (80-100)

Group Member 5: \_\_\_\_\_  
(name) percentage (80-100)