



# THE UNIVERSITY OF NEW SOUTH WALES

## School of Marketing MARK3071 International and Global Marketing Course Overview (2003)

### Course aims and objectives

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The overall **aims** of the course are:

- To provide a well-rounded understanding of marketing as it can be applied to an international context; and
- To develop students' ability to see marketing opportunities and challenges through a "global lens."

#### **Objectives:**

On completion of the course students should be able to:

- Identify and analyse opportunities within international marketing environments;
- Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment;
- Select, research and enter a new international market;
- Prepare an international marketing plan;
- Develop a comprehensive course of action for a business firm using formal decision making processes;
- Complete final written project using skills acquired throughout the course; and,
- Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.

### Course Leader

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Dr Gary D. Gregory:

- Consultation time: Wednesday 12:00 - 3:00, or by appointment
- Office: Room 314, John Goodsell Building
- e-mail: g.gregory@unsw.edu.au
- Telephone: 9385 3389

### Teaching Methods

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The course consists of three hours per week. This will usually be divided between a lecture, a tutorial and group work. **Lectures will take place in CLB4 on Wednesdays from 5.00pm – 6.30pm.** The lectures will be used to cover the basic concepts, frameworks and ideas of the course, while the tutorials will provide students with the opportunity to apply the course concepts to real world situations, mostly through case study discussions. Time will also be allocated for project groups to meet.

Effective marketers are required to not only master the key tools and techniques of the discipline, but also be able to demonstrate strong analytical, creative, team-work and communication skills. The learning experience offered by this course therefore includes group projects, case studies, class discussions, presentations and business writing.

## **Textbook and Additional Readings**

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### **TEXTBOOK (Required)**

Cateora, Philip and Graham, John (2002), *International Marketing*, 11th edition, Sydney, Australia: McGraw Hill.

### **ADDITIONAL READINGS (Recommended)**

Fletcher & Brown (1999) *International Marketing: An Asia-Pacific Perspective*, Prentice Hall, Sydney, Australia.

De Mooij, Marieke. (1994). *Advertising Worldwide: Concepts, Theories and Practice of International, Multinational and Global Advertising*, Prentice Hall.

Czinkota, M., Ronkainen, I., Moffett, M., & Moynihan, E. (1998). *Global Business (2nd Ed.)*. Sydney, Australia: The Dryden Press.

Kirpalani, V. H., & Laroche, M. (1993). *International Advertising: Standardisation and Adaptation*, AMA Bibliography Series: Chicago, IL

Hassan, S. & Kaynak, E. (1994). *Globalisation of Consumer Markets: Structures and Strategies*, International Business Press: Norwood, Australia.

Paliwoda, S. J. & Ryans, J. K. (1995). *International Marketing Reader*, Routledge Press: London, England.

Meloan, T. & Graham, J. (1998). *International and Global Marketing: Concepts and Cases*, Irwin McGraw-Hill: Boston, MA.

Cateora, Philip R. (1996) *International Marketing* (9th ed.) (1996). Irwin McGraw-Hill: Boston, MA

Douglas, S. & Craig, C. S. (1995). *Global Marketing Strategy*, Irwin McGraw-Hill: Boston, MA.

Hassan, S. & Blackwell, R. (1994). *Global Marketing: Perspectives and Cases*, The Dryden Press, Harcourt Brace College Publishers: Sydney, Australia.

Czinkota, M. & Ronkainen, I. (1996). *Global Marketing*, The Dryden Press, Harcourt Brace College Publishers: Sydney, Australia.

### **Newspapers/Magazines**

Sydney Morning Herald (Bus. Sec.)  
Australian Financial Review  
The Australian (Mark. Sec.)  
B&T Magazine  
Marketing Management  
Advertising News  
Business Review Weekly (BRW)  
Advertising Age

### **Academic Journals**

Journal of International Marketing  
Harvard Business Review  
Journal of International Business Studies  
Journal of Global Marketing  
Journal of Advertising  
International Journal of Advertising  
International Marketing Review  
Business Horizons  
Management International Review  
Journal of Int'l Consumer Marketing  
Journal of International Management  
Columbia Journal of World Business  
Sloan Management Review

Additional readings from other sources have also been assigned. These give a more in-depth perspective on specific issues and debates in international marketing, and are all contained in the *course readings packet*. Students will gain most benefit from the course by synthesising the material from these various sources, rather than attempting to 'rote learn' the text.

## **Assessment**

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The course assessment is aimed at rewarding students for individual learning, thinking and creativity, as well as their ability to work successfully in small teams. This reflects the skills necessary for international marketing staff when being selected and rewarded in 'real world' business situations.

Marks will be allocated as follows:

Tutorial Participation/Assignments	15%
Country/Product Brief	15%
Group project – final report (market entry plan)	30%
*Final exam	40%

*\* Note: students must pass the final exam (i.e., obtain a minimum of 50%) to pass the course overall, regardless of marks received on other assessments.*

## **Tutorial Participation/Assignments**

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The class will be split into tutorial groups (Wednesday 3:00-4:30 and 6:30-8:00). Signing up for tutorials should be done through TAS. Tutorials will be used mainly to work through assigned case studies (as per the tutorial schedule and Case assignments). Each week students will be expected to have to read the assigned case and prepare written questions as a basis for discussion prior to attending the tutorial. During the tutorial, students will be called upon to answer questions, lead discussion and debate case related issues. **The tutor reserves the right to collect written responses to case questions, so students MUST prepare written responses for EACH case.**

These tutorials are an opportunity to explore the course material in greater depth than lectures allow, and apply this material to real business situations. The cases are a critical part of the course learning and therefore full attendance and participation are in the student's best interests. It is a course requirement that all students attend a minimum of 80% of the tutorials (i.e. 8 tutorials) to pass this component of the course.

### **Group Time**

The formal tutorial will run for approximately 1 hour, leaving the remaining 30 minutes for projects groups to meet and work on the major group assignment. This time has been allocated in response to past student concerns about the availability of meeting time. The tutorial room is booked for the full 1.5 hours, so you are being provided with time and space – make sure to take advantage of this group time!

## **Country/Product Brief**

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As one of your first assignments as Marketing Manager of International Operations, your CEO has asked you to develop a product/service entry strategy in a particular country. Your job is to research the market entry opportunities and to develop a 'Country/Product Brief' highlighting the opportunities that exist for market entry, and specific product entry strategies your firm should pursue. The objective of developing a country/product brief is to briefly discuss the opportunities

that exist for entry into this market for specific products and services that your firm offers (either actual products/services or hypothetical ones). Students will need to conduct research on product/services they plan on entering the market, as well as research the most current issues that their company may face in entering a specific country. The brief should be a maximum of 6 pages (typed, single spaced), and include brief information on their firm, information on aspects of the macro and micro environment, channels of distribution, customer segments/profiles, market entry opportunities (exporting, FDI, etc.), government/economic regulations encouraging or prohibiting business activity, competitive threats, etc. All information within the brief should be managerially oriented and directly applicable to the *specific product/service entry decision* you are recommending to your CEO. All information presented should be referenced appropriately (including proper referencing of websites). **Countries will be assigned to individual students in week 2 (March 12<sup>th</sup>)** and the country/product brief is **due April 9<sup>th</sup>** and will be submitted to the tutor at the beginning of the tutorial

## **Group Project**

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The group project involves the development of an international marketing plan for an actual company. In general, the international marketing plan will involve the development of a strategic plan for a company that is considering entering a new country, considering the entry of a new product/service to an existing international market, or both. Many firms, when going global, need to gather information pertaining to the environment, competition, infrastructure, and product/market specific marketing strategies when entering a country. More specifically, the international marketing plan will be comprised of 4 sections: *Cultural Analysis*, *Economic Analysis*, *Market Audit and Competitive Market Analysis*, and *Preliminary Marketing Plan* (See pages 604-612 in textbook for details on each section). Groups are to develop a detailed market entry plan that will involve making decisions on issues such as:

- local partners;
- mode of entry;
- positioning;
- the 4 P's (product, place, promotion and price), including the extent of standardisation vs. adaptation with respect to domestic or other international marketing plans already in place; and
- managing, measuring and controlling the international marketing effort.

Students are expected to form project groups (4-5 students per group) and to identify a company within the first 1-3 weeks of the class. The company may be large or small, local or international, have existing products/services or considering new products/services. Students will be expected to meet regularly with companies outside of class in developing their marketing plan. Students are expected to utilize numerous data sources in compiling their project, such as government (country) and non-government sources (UN, Worldbank, IMF, etc.), internal company records, consulting, legal and advertising firms, country-specific internet sites, trade statistics, embassy resources, etc. By the fourth week of class (**March 26<sup>th</sup>**) groups are expected to submit a project proposal that includes: overview of the company, product/services involved, country in which company is considering entering, sources of information expecting to be used, and allocation of tasks among group members. This proposal should be no more than 3-4 pages in length.

The final report should not exceed 20 A4 pages (single space, 12 font), excluding appendices. The emphasis is not on bulk writing but clearly expressed and supported arguments, as well as creative ideas. Bullet points, diagrams and graphs are encouraged. Make sure the report is a coherent argument from start to finish. You should not leave the reader to make inferences from what you have written. This means that the argument and data you use to support your points should be made explicit. As well, you must include detailed supplementary material in appendices to support the analysis presented in your entry plan. Students are expected to acknowledge the source of ideas and expressions used in all academic work. Failure to do so may constitute plagiarism and academic misconduct.

## PLAGIARISM

Plagiarism refers to the practice of presenting the words or ideas of another author (it may be a text writer or another student) as your own. This is not permitted. At times you will be asked to learn about and discuss the views or theories of others. This should be done with appropriate acknowledgment of source material. In general:

- (a) Always express your own ideas in your own words. When drawing from the work of other authors, cite the source.
- (b) Do not incorporate the words used by writers (e.g. in text books or journal articles), your lecturer or other students in your answer unless you attribute those words to their author.
- (c) Never hand in an assignment which is the same as, or closely similar to, another student's assignment. When two or more substantially similar assignments are received, the students concerned are likely to forfeit marks for that assignment. To guard against this occurring, do not leave completed assignments in a place where they could easily be copied.

The completed documents should be something groups would be happy to share with the managers of the organisation they have studied (some have been in previous years), and should therefore be of a high standard of business writing and presentation. For example, each report should include a stand-alone executive summary that presents the main conclusions/actions and supporting arguments contained in the document.

### *Grading*

The project will make up 30% of the final course grade. Marks will be awarded for the following:

- thorough, focused and insightful analysis;
- strategic thinking;
- creative solutions;
- the effective use of tools, techniques and concepts from the course;
- realism; and
- communication and persuasion.

Your assignment should be free of colloquial language and spelling, grammatical and typographical errors. Repeated errors of this kind will be penalised. Please provide generous margins in your assignment to allow for comments, use one side only of quality A4 paper, number every page, and ensure that it is securely bound. Assignments must follow the specified word/page length. Writing within a specified limit is a skill. *Assignments over the limit will have marks deducted.*

### *Group work*

Past experience has shown that effective groups are those that are able to:

- meet regularly (see 'Tutorials' below);
- develop and follow a work plan;
- divide the work according to each member's strengths, and as evenly as possible;
- encourage open communication, participation and the sharing of ideas; and
- have fun!

Students are expected to work in groups throughout the semester, and to divide work amongst group members equally. When groups meet for project work during the semester, it is suggested that a diary be kept by one of the group members, highlighting meeting times, attendance, issues discussed, and delegation of work to group members. If student groups are having problems with one or more group members not meeting group obligations, they should first try and work out differences amongst the group, and if unsuccessful, set up a meeting with the lecturer. It is not a good idea to wait until problems escalate, so please come and see the

lecturer immediately if problems exist. At the end of the project, group members will be asked to **complete a peer evaluation of each group member**. Ideally, each member of the group will be allocated the grades earned by the group as a whole. However, if there are poor evaluations of group member(s), marks for poorly performing students will be adjusted accordingly. It is therefore in your interest to make your group work effectively to ensure that it delivers high quality output. Working in groups is always challenging, but this is how marketing happens in reality. Students also tend to learn a great deal from fellow group members as the course progresses.

### **Due Dates**

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Extensions for the project and country/product brief will only be granted on medical or compassionate grounds under extreme circumstances and will not be granted because of paid work, study loads or other commitments. **Requests for extensions must be made to the lecturer in charge in writing prior to the due date.** Medical certificates or other evidence of extreme misfortune must be attached and must contain information that justifies the extension sought. Requests which fall outside the above guidelines will be refused.

Late assignments that have not been granted an extension **will be penalised by deducting 10% of total marks for each day overdue.**

### **Final Exam**

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The final exam will cover all chapters discussed in the lectures, plus supplementary readings assigned throughout the session. It will require students to understand and apply the key ideas, models and frameworks included in the course. Students will find the practical examples from the cases and student presentations particularly useful for the application component of the exam. Questions on the final exam will be made up of a combination of multiple choice and essay questions. *Regardless of your cumulative mark throughout the semester, you still must obtain an at least 50% in the final exam to pass the course.*

#### *Supplementary Examinations*

Students should consult the section on Supplementary Examinations in the *Faculty of Commerce and Economics 2002 Handbook*. Be advised that the granting of a supplementary examination is not undertaken lightly. 'Special Consideration' is meant to address the problems of students who encounter abnormal and significant difficulties in completing course requirements. It is not an automatic compensation mechanism for failure. In particular, you should note that illness or severe personal problems do not ensure the granting of a supplementary examination. Students who apply for Special Consideration must be available for supplementary examinations during the specified period. Holiday plans are not sufficient reason for non-availability.

Note also that the timing of the exam is determined by the University Registrar and is not negotiable. **No alternative times will be available.** Students should therefore make themselves available for the entire period of the examination period until the actual date is known.

### **WebCT**

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This course will have a WebCT site. You can access this at: [www.webct.unsw.edu.au](http://www.webct.unsw.edu.au)

If you have not used WebCT before, you should go to: [www.webctsupport.unsw.edu.au](http://www.webctsupport.unsw.edu.au) and follow instructions on how to register etc.

WebCT is a critical resource for the course and will be used as follows:

- All lecture notes, in the form of PowerPoint files, will be posted under the 'Lectures' icon 24 hours before the actual lecture (no hard copies of the notes will be distributed at lectures).
- Any course announcements will be made on the 'Bulletin Board'. Please check this regularly.
- The Bulletin Board can also be used by students to communicate with other class members (note that the authors of all messages will be identified).
- Links to useful web sites will also be posted on the course Home Page.

Note that the Bulletin Board is not to be relied upon as a means of communicating with the lecturer/tutor (email should be used).

### **Education Development Unit**

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Additional learning support, tailored to the needs of FCE students, is available from the Education Development Unit (EDU) in the Faculty. The EDU offers a range of services for FCE students including:

- Academic skills workshops run throughout the session;
- Printed and on-line study skills resources e.g. referencing guide, report writing and exam preparation;
- A drop-in resource centre containing books and audio visual material that can be borrowed;
- A limited consultation service for students with individual or small group learning needs.

More information about the EDU services including on-line resources, workshop details and consultation request forms are available from the EDU website.

#### **Contacts and location:**

EDU Web: <http://education.fce.unsw.edu.au>

EDU Location: Room 2039, Level 2 Quadrangle Building

EDU services are free and confidential and are available to students of the Faculty of Commerce and Economics.

#### **Other UNSW support**

In addition to the EDU services, the UNSW Learning Centre provides academic skills support services for students. The Learning Centre is located on Level 2 of the Library and can be contacted by Phone: 9385 3890 or through their website: <http://www.lc.unsw.edu.au/>. Students experiencing problems of an academic or personal nature are encouraged to contact the Counselling Service at UNSW. This service is free and confidential and run by professional counsellors. The Counselling Service is located on Level 2, Quadrangle East Wing, and can be contact on 9385 5418.

### **Lecture Schedule**

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Week No	Lecture Date	Topic	Reading
1	05 Mar	Introduction to Course/Scope and Challenge of Int'l Mkting	Chapter 1
2	12 Mar	Dynamic Environment of International Trade	Chapter 2
3	19 Mar	History and Geography: The foundation for cultural understanding	Chapter 3; Reading (student's choice)
4	26 Mar	Cultural Dynamics in Assessing Global Markets <b>Group Project Proposals Due</b>	Chapter 4; Reading 1
5	02 Apr	Business Customs in Global Marketing	Chapter 5; Reading 2
6	09 Apr	The Political Environment: A Critical Concern <b>Country/Product Brief Due</b>	Chapter 6
7	16 Apr	International Legal Environment: Playing by the Rules	Chapter 7
<b>EASTER RECESS – 1 WEEK (APRIL 21-25)</b>			
8	30 Apr	Conducting International Marketing Research	Chapter 8; Reading 3
9	07 May	Market Entry Modes	Chapter 15 (lecture notes); Reading 4
10	14 May	Product Adaptation/Product and Brand Management	Chapter 12; Reading 5
11	21 May	Global Advertising and Promotions	Chapter 16; Reading 6
12	28 May	Personal Selling and Sales Management	Chapter 17
13	04 Jun	Pricing for International Markets	Chapter 18
14	11 Jun	<b>Group Projects Due</b>	
<b>STUDY RECESS</b>			

## Tutorial Schedule

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Week No	Tutorial Date	Case Assignment
1	05 Mar	No Tutorial
2	12 Mar	No Tutorial
3	19 Mar	Nestle: The Infant Formula Incident (p 617); Ques 1-5.
4	26 Mar	Tambrands: Overcoming Cultural Resistance (p 647); Ques 1-4.
5	02 Apr	The Not-So-Wonderful World of EuroDisney – Things are Better Now at Paris Disneyland (p 622); Ques 1, 3, 4 & 7.
6	09 Apr	Coping with Corruption in Trading with China (p 630); Ques 1, 2, 4, & 6.
7	16 Apr	Starnes-Brenner Machine Tool Company: To Bribe or Not to Bribe? (p 627); Ques 1, 3, 5, 8, 12.
8	30 Apr	Developing a European Website for Levi Strauss (p 634); Ques (See last paragraph in case for guide to comprehensive report for Levi: 2 to 3 pgs max).
9	07 May	Blair Water Purifiers India (p 649); Ques: Which mode of entry should be used for the Indian market? Justify your decision.
10	14 May	Beijing Jeep Co. and the WTO (Reading packet at Library Reserve) (Ques: given at back of case)
11	21 May	AIDS, Condoms, and Carnival (p 662); Ques 1-4.
12	28 May	National Office Machines – Motivating Japanese Salespeople: Straight Salary or Commission? (p 659); Ques 1, 2, 4 & 5.
13	04 Jun	No Tutorial
14	11 Jun	No Tutorial