



MARKETING MANAGEMENT IV

Introduction to the Course: International Marketing is an extension of the marketing concepts you are already familiar with but focuses on the challenge, as well as opportunities, of marketing new and existing products to the global marketplace. Most of marketing knowledge that you currently possess or have started to develop may be applied internationally, but they need to be modified in order to fit the specific needs of international business. Accordingly, allowance has to be made for the different cultural, economic, technological, political and legal environments in each country, and the impact these factors will have on the marketing process, ranging from data collection to advertising campaigns.

This course has been structured to follow the marketing activities of a business from the original decision to internationalize through to the planning and implementation stages of marketing internationally. In the course, the various marketing concepts, such as distribution networks, pricing and promotional methods are taken into consideration from a cross-cultural perspective. Key variations from home-country marketing are highlighted, and strategies that an international marketer can apply are examined with the assistance of various cases and examples.

Aim of the Course: The primary objective of the course is to further your marketing skills and to enable you to successfully face the challenges and exploit the opportunities of marketing in the increasingly complex global marketplace. On successful completion of this module students should be able to:

- Understand the nature of international marketing strategy and its linkages to corporate strategy vis-à-vis local and national marketing strategy.
- Develop analytical frameworks in the screening of national markets defining the key factors in the firm's internationalization process by

evaluating the international business environment, stressing particularly the economic and cultural dimensions.

- Discuss the complexities and paradoxes that are prevalent in so many successful and failing international marketing operations.
- Explore the tensions in adopting a global standardized action as opposed to a locally responsive action in international marketing and relate these to the overall corporate strategy of companies.
- Consider ethical and social responsibility issues, in the development and implementation of an international marketing strategy

Course

Content: The course covers fundamental concepts, principles and theories of marketing in an international environment. Special focus is on how to launch products on world market, conducting marketing research, effecting strategic analysis and planning. This involves a bundle of managerial decisions:

- strategic level – what, where, and when to launch products
- operative level – how to enter foreign markets
- tactic level – how to manage strategic marketing options and how to adjust marketing programs to new markets in the frame of 4P marketing paradigm.

The point of view throughout this course is mainly that of international marketing managers or global marketers.

Teaching Methods: The course is composed of a mixture of lectures, exercises and case discussions. The purpose of the lectures is to present and discuss theories, concepts, analytical techniques and empirical findings. We will discuss a number of comprehensive business cases. The goal of the case discussion is to apply the concepts to the context provided by the case and to make decisions based on both qualitative and quantitative analysis. In some classes, we will also supplement the lectures with exercises.

This methodology requires intensive student's involvement in discussions, and therefore it is important that students read the assigned material prior to each class. For each case and for some readings there will be a set of assigned question that you will have to prepare in writing before the class. Student preparation answers will be randomly selected and marked. The mark will count as a part of your participation mark.

Although the class is offered in English, some of the required cases are available in English and Spanish. Students will be provided with the cases, readings, exercises and power point presentations either before or after the class via the Intranet site ("Aula").

Course Readings: Students are required to read all of the assigned cases and articles. There is no required text book for this course. In the Bibliography section listed are some of the books that you might want to refer to during the course or after for further reading on the topics covered during the class. Nevertheless, you will not need to buy or borrow any of these books to successfully complete the course.

Prerequisites and Expectations: Prerequisites:

The prerequisites for this course are solid knowledge of basic Marketing and Managerial Economics concepts. Additional prerequisite is a good working knowledge of Excel.

My Expectations:

Class Preparation: I expect you to have prepared assigned cases, articles, and exercises.

Punctuality and Deadlines: I expect you to be on time for classes. I understand that due to unforeseen circumstances, you may be occasionally late. If possible, please let me know in advance if you are going to be late. Being habitually late is a good way of losing goodwill (i.e., not performing well on class participation). Also, **deadlines will always be strictly enforced and no exceptions of any kind will be made without prior approval.**

Attendance: I expect you to attend classes regularly. I understand that due to unforeseen circumstances, you may be occasionally absent. If possible, please let me know in advance if you are going to be absent. Being habitually absent and/or being absent without a valid reason is a good way of losing goodwill (i.e., not performing well on class participation). Being absent does not excuse you from the deadlines. It is your responsibility to ensure that I receive required material by the given deadline, in the specified format, even if you are not present.

Class Discipline: Due to the large number of students in the classroom, it is of utmost importance that you have respect towards your classmates and your instructor and allow them to work in a professional environment. Private conversations among students during the class will not be tolerated. According to the ESCI rules, the instructor may ask student(s) to leave the classroom. **If you are asked to leave the classroom, your attendance sheet will be marked as 'expelled' and you will be asked to meet with the program coordinator.**

Your Expectations:

Responsiveness and Feedback: You should expect that questions and concerns that you raise with me would be answered, addressed and responded to. Besides formal feedback mechanisms, feel free to jot me an e-mail with any question or feedback. I will try my best to respond as speedily as I possibly can.

Punctuality: You should expect me to start and finish classes on time. If we need extra time to cover materials, or need to organize an extra session, I will only do so if the majority of the class agrees.

Preparation and Rigor: You should expect the most up-to-date and rigorous materials to be covered in class.

Guidelines and Expectations: For all assignments, exams and other course materials, I will state my expectations as clearly as possible.

Office Hours: ESCI does not have an official office hour policy. If you need to talk to me, you can do that before or after the class. If you need more time, contact me via e-mail and I will try to make alternative arrangements.

If either of us finds that the other party has been violating expectations, it is our duty to inform the other party as promptly, and in as fair a manner as possible.

BIBLIOGRAPHY

- Czinkota Michael R and Ronkainen Ilkka A, International marketing, 8th Edition, 2006
- Terpstra, Vern, Sarathy, Ravi, International marketing, 8th Edition, Dryden Press, 2000
- Usunier, Jean-Claude, Marketing across cultures, 3rd Edition, Financial Times/Prentice Hall, 2000
- Schuster, Camille P, Copeland, Michael J, Global business : planning for sales and negotiations, Dryden Press, 1996
- Doole, Isobel, Lowe, Robin, International marketing strategy : analysis, development and implementation, 4th Edition, Thomson Learning, 2004
- Best J. Roger, Market-Based Management – Strategies for Growing Customer Value and Profitability, 4th Edition, Pearson Education, 2005

TENTATIVE CLASS SCHEDULE			
Week	Date	Topics and required readings	Important Activity
1	Topic Jan. 8 Jan. 9	<p>An introduction to the course. Marketing in the international context.</p> <p>Course Introduction Article I: Ettenson, Klein, <i>Branded by the past</i> in Harvard Business Review. (Nov/Dec 2000), page 28.</p> <p>Lecture I: Marketing performance and marketing profitability Article II: Prahalad, Lieberthal, <i>The end of the corporate imperialism</i> in Harvard Business Review. (Aug), 2003, pages 109-119.</p>	
2	Topic Jan. 12 Jan. 15 Jan. 16	<p>Market intelligence, country evaluation and selection. CRM.</p> <p>Case I: <i>Apple Computer, 2006</i> (HBS 9-706-496)</p> <p>Lecture II: Market potential, market demand, and market share</p> <p>Lecture III: Customer relationship management.</p>	
3	Topic Jan. 19	<p>Customer Focus. Managing Customer Loyalty.</p> <p>Case II: <i>Virgin Mobile USA: Pricing for the very first time</i> (HBS 9-504-028)</p>	

	Jan. 22 Jan. 23	<p>Case II: (continued)</p> <p>Lecture IV: Marketing communications and customer response</p>	
4	Topic Jan. 26 Jan. 29 Jan. 30	<p>Competitors Analysis. Marketing communication.</p> <p>Case III: <i>Citibank: Launching the credit card in Asia Pacific (A)</i> (HBS 9-595-026)</p> <p>Case III: (continued)</p> <p>Lecture V: Competitor analysis and sources of advantages.</p> <p>Article III: MacMillan, Putten, McGrath, <i>Global gamesmanship</i> in Harvard Business Review. (May), 2003, pages 62-72.</p> <p>Article IV: Kotler, <i>Megamarketing</i> in Harvard Business Review. (March/April), 1986, pages 117-124.</p>	
5	Topic Feb. 2 Feb. 5 Feb. 6	<p>Marketing mix decisions: Promotion</p> <p>Case IV: <i>Launching the BMW Z3 Roadster</i> (HBS 9-597-002)</p> <p>Tutorial I: Review for the mid-term exam</p> <p>Tutorial II: Review for the mid-term exam</p>	

6	<p>Topic</p> <p>Feb. 9</p> <p>Feb. 12</p> <p>Feb. 13</p>	<p>Marketing mix decisions: Distribution</p> <p>MIDTERM EXAM.</p> <p>Case V: <u>HP consumer product business organization: Distributing the printers via the internet</u> (HBS 9-500-021)</p> <p>Lecture VI: Marketing channels and e-marketing</p> <p>Article V: Arnold, <u>Seven rules of international distribution</u> in Harvard Business Review. (Nov/Dec), 2000, pages 131-137.</p>	<p>MONDAY - MIDTERM EXAM</p>
7	<p>Topic</p> <p>Feb. 16</p> <p>Feb. 19</p> <p>Feb. 20</p>	<p>Marketing mix decisions: Pricing</p> <p>Case VI: <u>Cipla</u> (HBS 9-503-085)</p> <p>Lecture VII: Socially Responsible Pricing</p> <p>Lecture VIII: Pricing strategies for web merchandising and export pricing</p> <p>Lecture IX: Building Strong Brands</p> <p>Article VI: Holt, Quelch, Taylor, <u>How global brands compete</u> in Harvard business review. (Sep), 2004, pages 68-75</p> <p>Article VII: Prahalad, Lieberthal, <u>The lure of global branding</u> in Harvard Business Review. (Nov/Dec), 1999, pages 137-146.</p>	
8	<p>Topic</p> <p>Feb. 23</p>	<p>Marketing and BRIC countries.</p> <p>Case VII: <u>Heineken N.V.: Global branding and advertising</u> (HBS 9-596-015)</p>	

	Feb. 26	<p>Article VIII: McEwan, Fang, Zhang, Burkholder, <i>Inside of the Mind of Chinese Consumer</i> in Harvard Business Review. (Mar), 2006, pages 68-78</p> <p>Article IX: Child, <i>Lessons from a global retailer: An interview with the president of Carrefour China</i> in McKinsey Quarterly. (Special Edition) 2006.</p> <p>Article X: Wu, <i>China's refrigerator magnate</i> in McKinsey Quarterly. (3) 2003.</p>	
	Feb. 27	<p>Article XI: Beshouri, <i>A grassroots approach to emerging-market consumers</i> in McKinsey Quarterly. (4) 2006.</p> <p>Article XII: Pandit, <i>What's next for Tata Group: An interview with its chairman</i> in McKinsey Quarterly. (4) 2005.</p> <p>Article XIII: Farrell, Gersch, Stephenson, <i>The value of China's emerging middle class</i> in McKinsey Quarterly (Special Edition) 2006.</p> <p>Article XIV: Beinhocker, Farrell, Zainulbhai, <i>Tracking the growth of India's middle class</i> in McKinsey Quarterly. (3) 2007</p>	
9	Topic	Marketing and the emerging economies. Marketing and the base of the pyramid.	
	Mar. 2	Lecture X: Strategic market planning. Offensive and defensive strategies.	
	Mar. 5	Lecture XI: Emerging economies and BOP – Part 1	
	Mar. 6	Lecture XI: Emerging economies and BOP – Part 2	
10	Topic	Student Group Presentation	

	Mar. 9 Mar. 12 Mar. 13	Student Group Presentations I Student Group Presentations II Student Group Presentations III	MONDAY - GROUP PROJECT DELIVERABLES DUE
11	Mar. 16	Exercises III: Review for the final exam	
12	TBD	FINAL EXAM (March 18 to March 24, 2009)	

FREQUENTLY ASKED QUESTIONS:

1. How will my attendance affect my participation mark?

There are three types of absence:

- Justified absence – you are absent from the class and have notified me via e-mail before the class that you will be absent providing the valid reason; does not counts as a missed class
- Unjustified absence - you are absent from the class and have NOT notified me via e-mail before the class that you will be absent; counts as a classes missed
- Expelled – you are expelled from the class due to the disturbance you were creating; counts as two classes missed

Your missed classes will be added and the maximum participation mark that you can obtain will be reduced for the same percentage.

Then I will determine based on your participation while you were present how much you merit of the new maximum.

Example 1:

Absences:

Justified = 2 (worth 0)

Unjustified = 2 (worth 2)

Expelled = 1 (worth 2)

Total Worth: 4 which is 66.6% of the acceptable absence (6 is maximum)

Your maximum participation mark is reduced from 15 to 5% ($15 * 0.333$)

If I think that you merit 50% of the participation mark, your final participation mark will be $5 * 0.5 = 2.5\%$

Example 2:

Absences:

Justified = 6 (worth 0)

Unjustified = 0 (worth 0)

Expelled = 0 (worth 0)

Total Worth: 0 which is 0% of the acceptable absence (6 is maximum)

Your maximum participation mark stays the same 15% ($15 * 1.0$)

If I think that you merit 50% of the participation mark, your final participation mark will be $15 * 0.5 = 7.5\%$

If I think that you merit 120% of the participation mark, your final participation mark will be $15 * 1.2 = 18\%$

2. How will my final mark be determined?

Example 1:

- Final Exam: 60%
- Midterm Exam: 30%
- Assignment: 30%
- Participation: 60%
- Final Grade = $0.5 * 60 + 0.2 * 30 + 0.15 * 30 + 0.15 * 60 = 30 + 6 + 4.5 + 9 = 49.5$ (FAIL)

Example 2:

- Final Exam: 40% (just enough to pass the final exam)
- Midterm Exam: 70%
- Assignment: 80%
- Participation: 50%
- Final Grade = $0.5 * 40 + 0.2 * 70 + 0.15 * 80 + 0.15 * 50 = 20 + 14 + 12 + 7.5 = 53.5$ (PASS)

Example 3:

- Final Exam: 39% (failing the final exam)
- Midterm Exam: 80%
- Assignment: 90%
- Participation: 80%
- Final Grade = $1.0 * 39 = 39$ (FAIL) – only final exam mark counts

3. Can we submit our assignments via e-mail?

NO. I only accept a hardcopy (typed or hand-written) of the assignments. If you know that you will not be able to attend the class when the assignment is due, it is your responsibility to find someone who will deliver the assignment on your behalf.

4. What else counts in the participation mark?

You may expect several 5-minute quizzes (no more than 10 true/false and multiple choice questions) at the beginning of the class to check if you have read the assigned case and/or articles. Scoring 5 or less will count as if you didn't do the preparations. The quizzes will be administered at the beginning of the class so you might want to be punctual.

5. Do you cold call?

YES. Cold calling students is the way to verify if they have prepared the case or article and that they follow the class. I don't care about your English fluency but you will have to demonstrate that you came to the class prepared and that you follow the lecture.

Last edited: 19-11-2008

MARKETING MANAGEMENT IV

GRADING POLICY

Policy: Final exam – 50%

Students must take the final exam in order to obtain a final grade for the course. If a student does not take the final exam, the final grade assigned to the student will be "No presentado".

Minimal grade needed to be obtained at the final exam, in order to consider the remaining course grading elements, is 4.0. If a student obtains a final exam grade below 4.0, the final grade of the course will be determined exclusively based on the grade of the final exam.

Midterm Exam – 20%

Students do not have to take the midterm exam in order to obtain a final grade for the course. If a student does not take the midterm exam, the midterm exam grade assigned to the student will be "0" (zero). The midterm exam will be offered only once and **there will be no alternative date or work provided as the compensation for the missed midterm exam**, even if the absent student had a valid reason for the absence.

Group Assignment – 15%

Successful completion of the group assignment is mandatory in order to obtain a passing grade for the course. Each member of the group will be initially given the same mark. At the end of the course each student will be evaluated by her or his group members and the group mark will be adjusted based on this evaluation. If your adjusted mark is lower than 5.0, irrespectively of your final exam mark and the rest of the course marks, you will have to re-do the assignment work in September. The assignment work in September is done as an individual assignment.

In other words, free riding will not be tolerated and you may fail the course if you do not do your share of the work.

The instructor will assign students to groups randomly (no exceptions).

Participation – 15%

Student participation and attendance is essential for this class. Some of the behaviors that contribute to effective class participation are captured in the questions that follow:

1. Is the participant a good listener?
2. Are the points that are made relevant to the discussion? Are they linked to the comments of others?
3. Do the comments add to our understanding of the situation?
4. Do the comments show evidence of analysis of the case?
5. Does the participant distinguish among different kinds of data (that is, facts, opinions, beliefs, concepts, etc.)?
6. Is there a willingness to share?
7. Is there a willingness to test new ideas, or are all comments "safe"? (For example, repetition of case facts without analysis and conclusions or a comment already made by a colleague.)
8. Is the participant willing to interact with other class members?
9. Do comments clarify and highlight the important aspects of earlier comments and lead to a clearer statement of the concepts being covered?

The questions above deal with both the process of class participation and (of equal or greater concern) the content of what you say. As noted above, class participation will be a significant portion of your grade in this course. Please trust that both quality and frequency are important, but that quantity never can make up for low quality.

Your attendance will affect your participation mark. There are three types of absence:

- Justified absence – you are absent from the class and have notified me via e-mail that you will be absent providing the reason; does not count as a missed class
- Unjustified absence - you are absent from the class and have NOT notified me via e-mail that you will be absent; counts as one class missed
- Expelled – you are expelled from the class due to the disturbance you were creating; counts as two classes missed

Your missed classes and your attendance rate will be calculated. The maximum participation mark that you can obtain will be reduced for the same percentage. **If you unjustified attendance falls bellow 80% of the classes (i.e. you miss more than 6 of 30 classes) your participation mark will be zero regardless of your participation during the classes you actually attended.**

**September
Supplementary
Exam Evaluation**

In the case when a student has to take a supplementary exam in September the following evaluation schema will be applied:

Supplementary exam – 70%

Students who did not obtain a final course grade during the regular course/examination period must take the supplementary final exam in September in order to obtain a final grade for the course. In the case when a student does not take the supplementary final exam, the final grade assigned to the student will be "No presentado".

Minimal grade needed to be obtained on the supplementary final exam, in order to consider the remaining course grading elements, is 4.0. In the case when a student obtains a supplementary final exam grade below 4.0, the final grade of the course will be determined exclusively based on the grade of the supplementary final exam.

Assignment – 15%

Completion of the assignment work is necessary in order to complete the course. Students who completed this part of the course work during the regular evaluation period will not be required to repeat it. The mark obtained during that period will be used in determination of the final course grade. Students who did not submit their work or did not obtain a passing grade will be required to complete this in work during the supplementary exam period.

Participation – 15%

The mark obtained during the regular evaluation period will be used in determination of the final course grade.