

International Marketing

BA 442
Winter 2009
9:35 TH
WBC 215

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Office Hours: 2:30-3:30 MWF; 3:00-4:00 TH. Other times by appointment.

Required Text and Materials:

-International Marketing and Export Management, Albaum, Strandkov, and Derr, Financial Times/Prentice Hall, 6th Edition, 2008

-Subscription to Country Manager simulation from Interpretive.com can be done with code packaged along with your textbook purchase.

???-Three Harvard and Ivey cases will need to be purchased in the bookstore or downloaded from Harvard Business School Publishing.

-Additional readings and cases will be provided throughout the term – I will post citations on my.wartburg under “Readings” and most will be accessible through EBSCO Host, Google, or other library sources. Be sure to check out the list of readings initially and then periodically throughout the term.

Prerequisites: BA 141/142. BA 353 recommended.

Essential Education: This course meets the Diversity Across the Curriculum requirement. This means that this course will consistently address issues of cross-cultural diversity as we explore the field of international marketing. It would be impossible to be successful in marketing to consumers outside our own culture if we did not recognize, appreciate, and respond strategically to the differences in culture and consumers that exist.

Course Objective: This course will focus on the challenges of global marketing, including understanding the global environment and the specific considerations necessary in implementing the marketing mix when faced with a global context. We will do this through discussion of assigned readings and application of concepts to case studies. In addition, a computer-based international marketing simulation, Country Manager, will be used. The simulation will entail selecting a new international market for entry, establishing a brand presence in that market, and expanding into additional foreign markets.

Course Elements:

Country Manager Simulation	400 “
Exams (2)	300 “
Case Write-ups (3)	150 “
Participation	100 “
Iowa Exporters Report	25 “
TOTAL	975 points

Grading: Final grades will be based on a percentage of the total points available.

93.33%+= A 90-93.33%= A- 86.67%-90%= B+ 83.33-86.67%= B

80-83.33%= B-, etc.

Country Manager Computer Simulation:

Each student group will act as a marketing team in Allstar Brands, a U.S.-based consumer products company, for a toothpaste brand. The team will make decisions for entering and managing the brand business effectively in Latin America, focusing on six possible countries (Argentina, Brazil, Chile, Mexico, Peru, and Venezuela).

Your team will make decisions regarding market entry, type and mode of entry, product management, segmentation and positioning, pricing, distribution, and advertising and promotion. The starting situation

as well as a description of the industry is introduced through the use of a case in Section 1 of the student manual. This case should serve as the introduction to the Country Manager environment.

Additional guidelines for the simulation are provided in the student manual that is downloadable once you have purchased the simulation. We will cover simulation procedures, logistics, and eventually results, together in class. Some handouts related to assignments will be made available later in the term.

There are several simulation-related assignments that will be due throughout the term:

- 1) Read the case and the operations manual in preparation for two quizzes. (50 pts.)
- 2) Complete your Market Entry Decisions Report, including the Country Attractiveness spreadsheet. See manual and handouts for guidelines. Due Feb. 19 (100 pts.)
- 3) Outline a marketing plan based on your Market Entry Decisions Report and insights gained from practice plays of the simulation. See manual and handouts for guidelines. Due Feb. 26 (50 pts.)
- 4) Engage in the simulation, keeping a period-by-period record of your decisions, rationales for why you made the decisions, the results of your decisions, and an analysis of why your group believes the result occurred. Due April 9 (50 pts.)
- 5) Write an 8-10 page group final report that includes: Due April 9 (150 pts.)
 - How your group perceived the market development from their perspective
 - Why the results turned out that way (which mistakes have been made, which great ideas have rescued the company, etc.)
 - Key lessons learned about the market and complexities of international marketing
 - Which insights and lessons learned from the simulation are most important for practical use in industry
 - A comparison of actual strategy and results to that of your original plan or intentions.
 - What you consider to be the most important decisions made, both in planning and during actual market operations? Which decisions were most and least successful and why?

All of the above should be included in your group's final portfolio due April 9.

NOTES:

- 1) As with any experiential education, there may be a need for a certain degree of flexibility in assignment parameters. Also, please share with me questions and concerns regarding the simulation as soon as they present themselves.
- 2) Your final grade for the simulation will take into consideration the peer evaluations that your groups members provide of your contribution to the simulation process and assignments. I reserve the right to "fire" any group member who is not contributing meaningfully to the simulation project.

Exams: Exams will be in the form of in-class essays, covering the text, cases, Country Manger simulation, and outside readings, worth 150 points each. We will discuss the content of each exam in advance. No make-up exams will be given unless you can provide a written excuse from your doctor, or in the case of a documented family emergency. No hats or electronic devices are allowed during exams and you must not leave the room during a test-taking period.

Case Study Analysis Write-ups: Case studies are an excellent way to learn concepts and to apply knowledge gained through the text and other course material. For each assigned long case study you will be required to write a 4-5 page case analysis (typed, double-spaced, and proofread) worth 50 points. Be sure to address any questions raised in the case itself or that I assign, as well as, and if not already included, the following:

- Central issue/decision of the case
- Significant environmental/uncontrollable factors faced
- Key marketing mix components/strategic marketing aspects
- Possible courses of action, including pros/cons of each
- Decision/recommendations for the case
- Connections between case issues and course concepts
- Any questions the case raised for you

All long cases will be discussed in class the day that they are due.

You will be graded on your case analysis write-up as follows:

Ability to analyze and articulate key issues in the case 15 pts.

Clarity of alternative courses of action and recommendation 15 pts.

Connections made between the case and course concepts 10 pts.

Quality of written solution – clarity of writing, writing mechanics 10 pts.

Case studies must be downloaded from Harvard Business School Publishing (www.hbsp.com). See the “Downloading Procedures” handout on my.wartburg. Cases to download:

Grupo Bimbo

Nutricia Middle East: Measuring Sales Force Effectiveness

Indesit Company: Does Global Matter?

Participation: Participation is a very important part of this course experience. You will need to come to class with assigned readings done and cases analyzed in order to participate fully in class discussions.

My Wartburg(MW) and Email: In order to be successful in this course you will need to be able to regularly access My Wartburg and Wartburg email. We will be using the my.wartburg site for our course for the posting of many course materials. Be sure you know how to access this site and check it regularly. Also, please check your Wartburg email account regularly as I will be using it to communicate with the class throughout the term.

Outside Reading: The textbook will be supplemented with outside readings. I will make them available to you in class or post them to the my.wartburg site for the course under “Readings.” Some readings are listed on the syllabus daily schedule. Others may be added as the term progresses. You are encouraged to bring in any readings you find to share with the rest of the class.

Attendance: Attendance is required. Each unexcused absence after your second, will reduce your final grade by one third of a letter grade. Absences for interviews are viewed somewhat differently than unexcused absences, but it is important that you are in class and participating as much as possible. If you must miss class, please contact me before class begins. It is your responsibility to meet with me outside of class time following an absence to pick up materials, assignments, etc. In addition, you should check my.wartburg for materials and announcements posted. There is no make-up for quizzes, in-class exercises, and group work given on days when you have unexcused absences.

Late Penalties: Late penalties start at the beginning of class on the due date and accrue at the rate of 25% per day.

Academic Integrity: Any breach in academic integrity will result in a failing grade for the assignment, exam or possibly the course, depending on the circumstances. This includes cheating or collaboration on exams or assignments, and plagiarism. Especially important to remember in project and case work is that it is NOT ACCEPTABLE to download or copy Internet material and represent it as your own. This behavior has resulted in students failing courses in the Business Administration Department and other departments on campus. The Internet is a great source of information, but you must be responsible for carefully citing any information that you have accessed. This applies to all research material that you reference.

Also, be aware that helping someone else implicates you as much as the person receiving the help. See Honor Code information below.

The Wartburg College Honor Code:

As a matter of personal commitment, students, faculty, and staff of Wartburg College are expected to demonstrate three simple principles:

(1) All work submitted be your own

- (2) When using the work or ideas of others, including fellow students, give full credit through accurate citations.
- (3) If you are uncertain about the ground rules on a particular assignment, ask for clarification.

All are responsible for abiding by these guidelines and opposing academic dishonesty by reporting any act that goes against these guidelines.

Course Conduct: Students are expected to conduct themselves in a professional, civil, and culturally sensitive manner throughout this course. This includes contact with people who might be interviewed for your project, interactions in the classroom, and work with your group members. Much of this course focuses on developing an understanding of, and appreciation for, cultural differences in the global marketplace. It is important that in our interactions and discussions that we aim for respect for and appreciation of one another and of other cultures we will encounter.

Cell phones and other electronic devices must be turned off when you enter the classroom. Sidebar conversations should be avoided. Treating your classmates with respect and tolerance will result in a positive working environment for everyone. Anyone not upholding this level of professionalism will be asked to leave the classroom, or to meet with me outside of class if it involves group.

Special Needs: The Americans with Disabilities Act of 1990 (ADA) provides protection from illegal discrimination for qualified individuals with disabilities. Students requesting instructional accommodations due to disabilities must arrange for such accommodations by contacting Pathways Associate for Testing and Advising Carla Coates. She can be reached at the Pathways Center, 314 Vogel Library, Wartburg College, Waverly, IA 50677, 352-8230, <Carla.coates@wartburg.edu>. Presenting documentation of a student's disability early (before the beginning of classes) is helpful and often necessary to secure needed materials in a timely way. Accommodations should be requested PRIOR to affected assignment due dates. For more detailed information, please see <http://www.wartburg.edu/pathways/testing/AccomodationProcessStudents.pdf>

NOTE: If you would like to have access to a Marketing or International Business text for background, please let me know. Also, please let me know ASAP if you are having any problems with the course material. I will be happy to schedule time outside of class to help.

Tentative Course Schedule: Subject to Change with Notice

Week 1

Tues., Jan. 6 Ch. 1 International Marketing and Exporting
Discussion questions
MW
Introductory comments on Country Manager simulation

Thurs., Jan. 8 Ch. 1 continued
Discuss Day One assignments
Iowa Exporters Assignment given
Assign Ch. 2 cases
Visit website: <http://www.mccollam.com/fun/geoquiz/>
Take the quizzes for all regions of the world except the U.S. (or your home region). You may have to work with some of the regions to get the quiz to start – try hitting “Next question” if no question is presented for #1 in the quiz.
Geography quiz discussed in class
Friedman video (MIT site)
**-International Student Interview assignment given:
See interview questions on my.wartburg – due Jan. 15**

Week 2

Tues., Jan. 13 Ch. 2 Bases of International Marketing
Case 2.1 Bridgestone or 2.2 GlaxoSmithKline
(will be assigned)
Read Values in Tension
**Project teams for Country Manager formed
Iowa Exporters Reports due**

Thurs., Jan. 15 Ch. 3 The International Environment
Resource Review Assignment given
Case 3.1 Supreme Canning
Case 3.2 Ford Motor
MW Readings
Barnge in class
Wartburg International Student Interview write-up due

Week 3

Tues., Jan. 20 Ch. 3 continued
Case 3.3 Avon
MW Readings
Read Country Manager case (Section 1 of manual)
Indesit Company: Does Global Matter? case questions posted
Country Manager Quiz 1 – over Section 1 of manual

Thurs., Jan. 22 Ch. 4 Export Market Selection: Definition and Strategies
Read Go Global or No?
Case 4.1 IKEA
Case 4.2 7-11
Case 4.3 Better Way Company
Country Manager Quiz 2 – over Sections 2-4 of manual

Week 4

Tues., Jan. 27

Ch. 5 Information for International Marketing Decisions
Case 5.1 SAN A/S
Case 5.2 Aquabear
Case 5.3 Ford-Latin America
Case 5.4 UPS
MW Readings – International Marketing Research

Thurs., Jan. 29

Ch. 6 Market Entry Strategies
Case 6.1 Yang Toyland
Case 6.2 Avon (B)
Read Case 6.3 Klako
MW Readings
Grupo Bimbo case questions posted
Indesit Case write-up due – discuss in class

Week 5

Tues., Feb. 3

Ch. 7 Export Entry Modes
Assign Ch. 8 cases
Case 7.1 Sinova Mgt. Consultancy
Case 7.2 Quint Winery
Read Case 7.3 Nestle
MW Readings

Thurs., Feb. 5

Ch. 7 continued
Country Manager Work Session – Work on Entry Decisions/Country Attractiveness Analysis

Week 6

Tues., Feb. 10

Ch. 8 Nonexport Entry Modes
Prepare assigned case for discussion:
Terralumen, GG Farm Machinery, Wah Shing Toys, Sonya Madden, VW in China, Nouveau Cosmeceuticals

Thurs., Feb. 12

Exam 1 Ch. 1-8**Week 7**

Tues., Feb. 17

Ch. 9 Product Decisions
Case 9.1 Daewoo
Case 9.2 The Pampered Chef
Case 9.3 BRL Hardy
Case 9.4 Internationalization of Chinese Brands
MW Product Readings
Grupo Bimbo case write-up due – discuss in class

Thurs., Feb. 19

Ch. 9 continued
Nutricia Middle East – Sales Force Effectiveness case questions posted
Country Manager – Entry Decisions/Country Attractiveness Analysis due

Week 8

Tues., Feb. 24

Ch. 10 Pricing Decisions
Read Cases 10.1, 10.2, or 10.3
RAP Engineering, Capitool Co., Strato Designs
Assign Ch. 12 cases

MW Readings

Thurs., Feb. 26

Ch. 12 Promotion and Marketing Communication
Case 12.1, 12.2, or 12.3 (will be assigned)
Christa Clothing, Nove Ltd., Eli's Cheesecake
Read International Advertising and White Space
MW Promo Readings
Country Manager – Outline of Marketing Plan due

Week 9

Winter Break

Week 10

Tues., Mar. 10

Ch. 12 continued
Country Manager Session – Check Interpretive site for instructions
1 Replay per period, 0 restarts
All can have access to simulation but only leader's data will be used to advance
Open to Input Yrs. 1-3

Thurs., Mar. 12

Ch. 11 Financing and Methods of Payment
Case 11.1 or 11.2 (will be assigned)
Tainan Glass Mftg., Arion Exports
Country Manager Session
Nutricia case write-up due – discuss in class

Week 11

Tues., Mar. 17

Ch. 13 Handling Export Orders and Supply Chain Management
MW Readings
Case 13.1 Jaguar Electronics
Case 13.2 Megabox
Case 13.3 Primex Marketing
Case 13.4 EFI Logistics
Country Manager – Open to input Yrs. 4-6

Thurs., Mar. 19

Country Manager Session

Week 12

Tues., Mar. 24

Ch. 14 Organization of International Marketing
Case 14.1 Hewlett Packard
Case 14.2 Unilever (A)
Case 14.3 Unilever (B)
Country Manager – Open to input Yrs. 7,8

Thurs., Mar. 26

Country Manager Session

Week 13

Tues., Mar. 31

Country Manager Session – Open to input Yrs. 9, 10

Thurs., Apr. 2

Country Manager Session

Week 14

Tues., Apr. 7

Country Manager Session

Thurs., Apr. 9

Final Presentations - Country Manager Final Reports
Country Manager portfolios due at beginning of class, including log of all decisions

Final Session: Wed., Apr. 16 3:00-5:00 p.m.
Exam 2 Ch. 9-14, Country Manager, Readings

Emailed DAC reflection due before classtime.