IBUS3201
INTERNATIONAL MARKETING MANAGEMENT
Fall 2011

PROFESSOR: Anna Helm, PhD
OFFICE HOURS: MO: 4-5, WE: 11-12, TH: 3-4, and by appointment
OFFICE: Funger Hall, Room 202
PHONE: 202-994-8150
EMAIL: ahelm@gwu.edu

CLASS MEETINGS: MW 12:45-2:00PM LOCATION: 1957 E Street, Room 211
MW 2:20-3:35PM LOCATION: 1957 E Street, Room 211

COURSE DESCRIPTION & OBJECTIVES

Firms participating in international marketing require specialized expertise regarding the global marketplace. These firms rely on professional international marketers to (1) identify market opportunities, (2) select and execute market entry strategy, and (3) design and manage a successful marketing mix. International marketers face efficiency and cost pressures to standardize their activities across markets as well as pressures to adapt activities to meet specific demands within markets. Identifying the optimal mix of standardization and adaptation to achieve local and international success is the goal that international marketers must accomplish.

The objective of this course is to provide you with a method for analyzing world markets and their respective consumers and environments, and to equip you with the tools needed to develop marketing strategies for an ever-changing global market. We will accomplish this objective through lecture and discussion of relevant concepts, readings from the business press, case analyses of actual global marketing issues, and through a computer-based international marketing simulation game, CountryManager. 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 OBJECTIVES

✓ Appreciate the challenging nature of global markets, especially the standardization and adaptation dilemma.
✓ Understand how marketing activities are affected by the global market context.
✓ Distinguish the similarities and differences among mature-, new-growth, and developing-market environments.
✓ Identify factors and criteria to determine foreign market attractiveness.
✓ Develop models for assessing foreign market attractiveness.
✓ Formulate marketing plans for foreign market entry and growth.
✓ Implement marketing and manufacturing strategies in multiple foreign markets.
✓ Experience the complexities of decision-making in the global marketplace, where choices, actions, and outcomes in one market impact choices, actions, and outcomes in other markets.
✓ Successfully execute country manager tasks within the environment of this online simulation.
✓ Sharpen group participation, writing, presentation, and critical-thinking skills.
✓ Introduce the student to the international marketing community and resources in the DC area.
COURSE MATERIALS

http://www.coursesmart.com/9781439039434?__professorview=false&__instructor=1665322

(2) Students are encouraged to bookmark the following textbook web site and visit it frequently:  
On this web site you will find practice tests, flashcards and crossword puzzles, supplementary reading materials, and other international marketing resources that will be of great value as you start developing you marketing plan.

Once you have received an e-mail from Interpretive, you can order access to the materials.

(4) IVEY School of Business Cases which are included in the CountryManager Student Manual:  
   a. *Ruth’s Chris: The High Stakes of International Expansion*  
   b. *Global Branding at Stella Artois*

(5) Blackboard course site – available at www.blackboard.gwu.edu  
Articles and other supplemental materials will be available in the Blackboard outline.

COURSE REQUIREMENTS

<table>
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<tr>
<th>Requirement</th>
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<tr>
<td>3 Quizzes</td>
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<tr>
<td>International Marketing Class Discussion Board</td>
<td>25</td>
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<tr>
<td>Country Report (presentation and hand-out)</td>
<td>50</td>
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<tr>
<td>DC International Marketing Event Report</td>
<td>25</td>
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<tr>
<td>Participation <em>(attendance, in-class contributions, picture sheet, VC questions, etc.)</em></td>
<td>75</td>
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<tr>
<td>CountryManager Quiz</td>
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<td>CountryManager Marketing Plan</td>
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<td>CountryManager Board Meeting</td>
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<td>CountryManager Final Report</td>
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<td>CountryManager Results</td>
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TOTAL POSSIBLE POINTS 500 POINTS

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OVERVIEW OF COURSE REQUIREMENTS

In-Class Quizzes (15%)

The material presented in this course is additive in nature; each topic builds on the next. To ensure that you are building a strong foundation throughout the course, a periodic quiz will be given to assess your understanding of the course material. A total of three quizzes will be given during the semester.

Quizzes will consist of multiple-choice questions and one or two short-answer questions. Short answer questions could include “define-and-give-an-example,” “compare-and-contrast,” “list,” and “explain-the-relevance-of-this-term-for-international-marketing” types of questions. You should also be prepared to explain the major lessons and issues involved in the business cases discussed in class.

International Marketing Class Discussion Board (5%)

Over the course of the semester, you will be expected to contribute 5 discussion posts to the International Marketing Class Discussion Board. Posts should address the theme of “International Marketing In Action.” This is a space for students to share articles, news clips, or other current events that pertain to the marketing concepts we are studying in class. Students are also encouraged to challenge their fellow classmates and get them thinking critically by ending their post with a thoughtful, open-ended question pertaining to international marketing. Posts do not need to be long but they must be substantive and demonstrate your ability to draw linkages between class concepts and real world marketing endeavors. At least one of your contributions will be selected for publication on our international marketing course blog. More details will follow about the blog!

DC International Marketing Event Report (5%)

Washington DC is a great place to learn about international marketing OUTSIDE OF THE CLASSROOM. Students are encouraged to seek out and attend lectures on international marketing topics during the semester. Attending these events is a great way to learn more about a marketing career and network with business and government professionals. I will make several announcements about upcoming lectures and events in class. If you hear about an event, please let me know and I will pass the information along to the class.

You must attend ONE OFF-CAMPUS DC MARKETING EVENT during the semester. After attending the event, download and complete the “DC Marketing Event Reflection” sheet in Blackboard under “Projects” and follow the instructions for uploading your write-up into Blackboard.

Participation (15%)

You are strongly encouraged to ATTEND ALL CLASSES. Up to two absences will be allowed. Exceeding two absences—even documented ones—will count against your participation grade.

I expect you to be prepared for every class by having covered the assigned material. At the start of class, I may call on one or two people to “open” the class by summarizing some aspect of the assigned reading. Even if you are not selected to open a class, you should be prepared to add your own perspectives, challenge those previously offered, add examples, etc. Lively discussions are encouraged. It is perfectly acceptable to
disagree or take issue with comments that are made, and to debate issues with each other. Managers do this all of the time! You need to learn to communicate your views in thoughtful and productive ways. Justification for your views is critical – you must be able to support your assertions. The participation grade will reflect both the quality and quantity of contributions to class discussions.

**Laptop/Blackberry/Electronic Gadgets**

I do not mind if you use your laptop to take notes or look up the Internet as it relates to in-class discussion. However, **I do mind** if you are surfing the web, checking email, sending text messages, or working on other class assignments. Please be respectful and use your laptops and other electronics judiciously. Please bear in mind that **cold-calling is fair game at any point during class.** If you are unable to respond, or provide a far less than satisfactory response, your participation grade will be seriously affected.

**Country Report (10%)**

Each student will present a 5-minute (maximum) in-class country analysis, and will prepare a summary of country information (two page, printed double sided!) to hand out to each student in the class.

Countries will be assigned the second week of class. Presentations will begin the fourth week of class and take place at the beginning of each class.

This report will consist of an analysis of important environmental data in that country: population, GNP, major exports, imports, historical and cultural characteristics, etc. The report will also provide the outlook for marketers in that country, i.e., in what stage of development is the country? What is the structure of competition in the market? What do consumers seek? What are the trends? What are the hot prospects for a foreign company entering that country? What are things for marketers to watch out for (possible risk factors or cultural pitfalls, etc.)?

It is expected that the author of each report will be an expert on the country and fully up to date on current conditions which may be of interest to marketers (e.g. changes in political leadership, economic crises, etc.). Consultation with news reports from the past year regarding your country is highly recommended. These sources (*WSJ, NY Times, Business Week, Economist*, etc. or local sources in that country) may be found in LEXIS NEXIS in the library. You will find a myriad of resources on the textbook web site (see link above under “Required Materials” above). The textbook web site also includes several chapter-specific questions to guide your country report research.

You may use PowerPoint or any other means you feel appropriate to deliver your oral report (bring a memory stick/flash drive to class). Often the oral reports will focus on a few key issues facing the country at hand, and provide us with a deeper understanding of them. The most informative reports are those in which the presenter is able to synthesize the information given into useful insight. The least informative (least interesting, and lowest scoring) reports are those in which the presenter simply reads the information listed on their double-sided summary of country information.

**CountryManager Simulation Overview**

*CountryManager* is an international marketing computer simulation game. The *CountryManager* manual begins with a case on AllStar Brands – the company you will be working for. Each student will take a multiple-choice exam on the *CountryManager* case.
You will work on *CountryManager* in small groups (3-4 people per group). The Decisions, Marketing Plan, Board Meeting, and Final Report will each be completed/submitted as a group.

The instructions for the *CountryManager* Marketing Plan, Board Meeting, Final Report, and Results follow below. Due dates are shown on the course outline in this syllabus.

Each team member will receive a single group grade for the assignments relating to CountryManager. Students will be asked to complete a 360-degree evaluation of their team members’ and their own contributions to the project. *It is your job to ensure that your team members are pleased with your contribution to the group project.* The professor reserves the right to adjust individuals’ grades based on these evaluations.

**COUNTRYMANAGER INSTRUCTIONS**

**Team Members, Team Leader, and Advancing the Simulation**

Please read the entire *CountryManager* manual. It will prove to be a good investment of your time. Each team must designate one member to be their “Team Leader.” The Team Leader is the only team member who can advance the simulation to the next period. Be sure to designate a Team Leader who does not have conflicts in making sure that decisions are submitted by the assigned due dates.

At the start of the simulation (Period 1) and after the Team Leader advances the game to the next period, all team members have access to the same updated information. Changes made by each team member are only visible to the individual team member. Thus it is imperative that all team members communicate the decisions they want made to all other team members including the Team Leader.

To facilitate team communications, each team will have private team-only discussion board areas on Blackboard. By clicking on Communication then Group Pages you will then click on your team’s Discussion Board area. There you can post messages, share files, cut and paste screens from CountryManager, and so forth. You can post questions for me there as well. No other teams will be able to see any of your posts.

Here are three useful tips for sharing information in the *CountryManager* game.

- Copy screens in *CountryManager* and paste them into Discussion Board posts or e-mails.
- Copy screens in *CountryManager* and paste them into Word or Notepad. You can attach Word or Notepad files to your Discussion Board posts or to e-mails.
- Copy screens in *CountryManager* and paste them into Excel. You can attach Excel files to your Discussion Board posts or to e-mails.

*Your first Decisions for entering Mexico will be due on 10/17. Decisions will be due regularly thereafter -- see schedule below!*

**Marketing Plan (10%)**

Your team needs to develop a Marketing Plan – the roadmap for managing your entry, growth, and expansion...
into Latin America. Before working on your Marketing Plan, read the entire CountryManager manual. Then focus on Section 4 of the manual – Issues in International Marketing. Your plan will cover most of these topics. In order to do so, you will need to use the various reports (environment, competition, internal) to analyze the current situation and forecast how it will (or how you want it to) change. Your team’s primary goal is maximizing your overall cumulative contribution for the region. Your secondary goals are maximizing your market share and brand equity in each country that you enter.

Your instructions are to do a sequential entry (waterfall) strategy into Latin America – that is, you are not to enter more than one country at a time. For example, you will enter Mexico in period 2, a second country in period 3 or 4, a third country in period 5 or 6, etc. You should enter at least three countries (including Mexico).

Your performance/results will be evaluated as follows:

Country and regional performance relative to other teams on the following measures:

- Cumulative net contribution
- Final period net contribution
- Final period market share
- Final period brand equity

Your Marketing Plan should not exceed 7 pages of text (double-spaced, 1” margins, 12-point Times New Roman font). You may add as many exhibits as you like. All exhibits must be referred to in your text.

Organize your Marketing Plan as follows:

1. Cover sheet with group members’ names, countries you plan to enter, date, and class number (IBUS3201).
2. Executive Summary – one page description of your overall strategy (see #3, #4, #5, #6, and # 7 below).
3. Situation analysis (opportunities and threats).
4. Market entry (the sequence and timing of countries you will enter). Use the Country Attractiveness Analysis spreadsheet and include it in your Appendix (refer to Appendix 2 of your CM manual).
5. Manufacturing location and sourcing (including any changes you plan to make and when).
6. Target marketing strategy (for each country you plan to enter). Each target market should represent a combination of demographics and benefit (e.g., older & healthy; see cross-section under “Brands Purchased” reports).
7. Positioning and marketing mix strategies for each country (target specific 4P strategies for each country you plan to enter).
8. Regional standardization (any manufacturing and marketing resources you plan to share across markets).
9. Appendix containing all referenced Exhibits.

Your Marketing Plan is due on 10/26.

Board Meeting (10%)”

During sessions 21-24, 20 minute meetings will be arranged for each team to present their progress to the AllStar board. Each team will make a presentation to the board, which will be followed by questions and answers. The topics to be included in the presentation are:

1. Overview of your strategy as detailed in your Marketing Plan
2. Description of and rationale for modifications made to your initial marketing plan
3. Progress to date in each country entered
4. Future Plan regarding:
   a) Current markets
   b) New markets to be entered
   c) Plant capacity and sourcing
   d) Organizational structure – past, current, future

Each team member must participate in the presentation. PowerPoint slides should be presented and one hard copy submitted at your meeting.

**Final Report (10%)**

Each team is to submit a report that describes your team’s performance and what you learned about being a country manager for a company expanding internationally. Your report is not to exceed ten (10) pages of text (double-spaced, 1” margins, 12-point Times New Roman font). Your Appendix may include as many exhibits as you like. All exhibits must be referred to in your text.

Organize your Final Report as follows.

1. Cover sheet with team members’ names, countries entered, and date.
2. Describe your team’s successes in implementing your strategy (as described in your Marketing Plan).
3. What would you do differently if you could revise your Marketing Plan? Use the Marketing Plan Revision template (on Blackboard) and include it as an Exhibit in your Appendix.
4. Assume you are hired away from Allstar Brands by Caremore to become their Mexico Country Manager. You are responsible for managing Clean + White and Caregate in Mexico. Based on the situation at the end of the game (Period 8), what are Caremore’s major strengths and weaknesses? What will you do to improve Caremore’s performance?
5. Describe five key things you learned about being a manager for a company expanding internationally.
6. Appendix. Your Appendix should include (but is not limited to) country and regional performance. Include the following Period 8 (end of game) information:

   • Cumulative net contribution for the region
   • Net contribution for each country
   • Market share for each country
   • Brand equity for each country

Your Final Report is due on 12/7.

**Final Bottom Line Results (10%)**

Students will be evaluated based on a combination of measures and rankings in CountryManager. Further information about these measures will follow!

**PROFESSOR’S POLICIES**

*Academic Integrity.* The professor will strictly abide by the academic integrity policies as stated at [http://www.gwu.edu/~ntegrity/code.html#definition](http://www.gwu.edu/~ntegrity/code.html#definition). Academic dishonesty is defined as cheating of any kind,
including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. ANY ASSIGNMENT INCLUDING PLAGIARIZED MATERIAL (see Academic Integrity Code for definition) WILL RECEIVE AN F. NO EXCEPTIONS WILL BE MADE.

Late Assignments. NO LATE ASSIGNMENTS WILL BE ACCEPTED (NOTE: 5 MINUTES LATE CONSTITUTES A LATE ASSIGNMENT – PLEASE MAKE ARRANGEMENTS TO TURN YOUR ASSIGNMENTS IN BEFORE THE DEADLINE TIME). If you know you will be absent in class the day an assignment is due, you should plan on doing the work ahead of time and turning in the assignment early via email or fax. THESE ALTERNATIVE METHODS OF TURNING IN ASSIGNMENTS SHOULD BE DONE BEFORE THE CLASS PERIOD. Failure to turn in assignments before class will result in a zero for the assignment.

Group Management. You are expected to participate diligently and professionally in your assigned team. If there are issues with group dynamics, please make sure you approach me about them before they get out of hand!

Final Grades. Final grades will reflect the student’s total points earned in the course. You will be able to track your grades in the Blackboard gradebook. All grades are final.

Grading Disputes. Mistakes in grading can happen. I will do my best to grade very carefully. However, if you believe that an error has been made in the grading of your work, you should submit a WRITTEN REQUEST for a grade change. This report should include a discussion of what you got wrong and why you believe you should have gotten credit for your work. Wherever possible, provide citations from the textbook or lectures. Attach this report to the original copy of your assignment or exam, and turn it in to the professor. I will try to give you a response as soon as possible.

EXTRA-CREDIT OPPORTUNITY:

In order for you to better understand the role of academic research in international marketing, you will have the opportunity to participate in two extra credit research sessions during the course of the semester, each lasting about ½ an hour. Each session is worth ½ % of extra credit. The maximum credit you can receive for this course is 1%. More information about this opportunity will be made available at a later point during the semester!

HOW TO SUCCEED IN THIS COURSE

✓ Do your best to attend all classes.
✓ Do all of the reading, including cases, articles, and chapter material before class.
✓ Take detailed book notes after you have read the chapter. Try to not procrastinate making book notes; reading material piles up quick in this course and can get intimidating FAST!
✓ Make copies of the lecture presentation before class and bring them with you to the class meeting. Do not rely on the presentation overheads as your only lecture note material! Fill in information conveyed in lecture not on the slide.
✓ Study book notes and lecture notes together, paying special attention to where they overlap and where they are different.
✓ Get started on the *CountryManager* Simulation Game EARLY and make sure you keep pace with all of the decision and report deadlines. Last minute composition will reveal itself in the final product and grade!

✓ Schedule regular meetings with your group; groups should set and accomplish specific goals each meeting. Also, set early deadlines for your group members.

✓ Prepare for the business case discussions carefully! You may want to get together with a group of fellow students to discuss the respective case BEFORE class. Do not just read the text of the case. Make sure to carefully read and dissect the tables, figures, and other material in the appendices. The material presented there is VERY IMPORTANT and will constitute the primary material you will base decisions on once you are an international marketer.

✓ Please take advantage of my office hours! I really enjoy meeting students in my office! You may also make appointments with me.
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<tr>
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| MO  8/29 | Global Marketing...*In a World of Nations?*                          | If unable to attend class, please read Textbook Chapter 1, pp. 2-13. All students should take time to read the syllabus carefully. Read articles on BLACKBOARD OUTLINE:  
✓ “In Bangladesh Women Are Taking a Shopping Network To The Villages.” *Forbes*, October, 12, 2010.  
| WE  8/31 | Global Competition                                                   | Read Chapter 6, pp. 164-189  
Be prepared to discuss (1) TEXTBOOK CASE 6.1: Jollibee goes Global, pp. 185-186                                                                                                           |
| MO  9/5  | LABOR DAY                                                            | No classes!                                                                                                                                                                                                                                                                                                                                  |
| WE  9/7  | Impact of the Economic & Cultural Environment on International Marketing Activities | Read Chapter 3, pp. 52-87  
Read articles on BLACKBOARD OUTLINE:  
✓ Legal Battles are Limited for Toyota. WSJ, February 23, 2010  
Download a picture sheet form from Blackboard Outline. Complete it and bring it to class on 9/7! |
| MO  9/12 | Impact of the Economic & Cultural Environment on International Marketing Activities | Be prepared to discuss (1) TEXTBOOK CASE 7.1: Surveying the Turkish Clothing Industry, pp. 212-213 & (2) TEXTBOOK CASE 14.1: The South American Sales Dilemma, pp. 428-429                                                                                                   |
| WE  9/14 | Impact of the Political & Legal Environment on International Marketing Activities | Read Chapter 4, pp. 88-120  
Read articles on BLACKBOARD OUILTNE:  
✓ *What Feta and Reindeer Meat have in Common*: GlobalPost Nov. 12, 2009  
http://www.globalpost.com/dispatch/european-union/091104/eu-food-regulations |
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<th>Date</th>
<th>Topic</th>
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<tr>
<td>MO 9/19</td>
<td>Buyer Behavior, Segmentation, Targeting &amp;</td>
<td>Read Chapter 5, pp. 136-152 only</td>
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<td>Positioning I: B-2-C</td>
<td>Read articles on BLACKBOARD OUTLINE:</td>
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<td>QUIZ #1</td>
<td>✓ Rapaille, Clotaire. 2006. <em>The Culture Code: An Ingenious Way to Understand</em></td>
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<td>Why People Around the World Live and Buy as They Do*, pp. 1-12.</td>
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<td>✓ Understanding China’s Wealthy: McKinsey Quarterly China, July 2009</td>
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<td>Be prepared to discuss BLACKBOARD OUTLINE CASE: Ocean Spray Cranberries in</td>
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<td>WE 9/21</td>
<td>Buyer Behavior, Segmentation, Targeting &amp;</td>
<td>Read Chapter 5, pp. 152-163</td>
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<td>Positioning II: B-2-B</td>
<td>Be prepared to discuss TEXTBOOK CASE 5.3: Questionable Payments, pp. 163</td>
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<td>MO 9/26</td>
<td>International Marketing Research</td>
<td>Read Chapter 7, pp. 190-215</td>
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<td>WEB SURF &amp; LEARN: Check out the amazing resources that GlobalEdge, an</td>
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<td>online resource tool developed by the Center for International Business</td>
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<td>Education and Research at Michigan State University. The tool is available</td>
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<td>information is available for your country analysis report?</td>
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<td>Also go to the World Bank’s interactive web site called “Business Planet:</td>
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<td>Mapping the Business Environment” and see how countries fare on the World</td>
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<td>Bank’s Doing Business Index. Click on a variety of countries and filter</td>
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<td>issues to examine how different national regulatory environments affect</td>
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<td>the ease of starting a business, employing workers, paying taxes, etc., in</td>
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<td>countries around the world. The web site can be accessed here: The web</td>
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<td>WE 9/28</td>
<td>Global Brands &amp; Their Protection</td>
<td>Read Chapter 11, pp. 310-339</td>
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<td>Read articles on BLACKBOARD OUTLINE:</td>
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<td>✓ Kalaoui, Hussein et. al. 2009. “LaMichoacana: The Story of an Orphaned</td>
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<td>Esbenshade (Ed.) <em>Monitoring Sweatshops: Workers, Consumers, and the Global</em></td>
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<td>✓ LISTEN: <em>Pirated Goods Pose Huge Problems in Mexico</em>. Available from NPR:</td>
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| MO 10/3   | Market Opportunity Analysis, Selection & Entry Mode | Read Chapter 9, pp. 248-277  
*Case Discussion:*  
*Ruth’s Chris: The High Stakes of International Expansion*  
*Read Case 1: Ruth’s Chris: The High Stakes of International Expansion*  
Read articles on BLACKBOARD OUTLINE:  
- Mr. Softee Sets Sights on China and Beyond. NY Times, April 14, 2010 |
| WE 10/5   | Marketing Mix in the Global Marketplace: *Global Product Strategies* | Read Chapter 10, pp. 280-309  
*QUIZ #2*  
Read article on BLACKBOARD OUTLINE  
- *Ethnic Marketing: McDonald’s Is Lovin’ It.* Bloomberg BW, July 8, 2010  
Be prepared to discuss TEXTBOOK CASE 3.1: Banning Barbie, pp. 85-86.  
| MO 10/10  | Marketing Mix in the Global Marketplace: *Pricing Issues*  
*CountryManager – Overview* | Read Chapter 12, pp. 340-368  
Prepare “*CountryManager*” case (Section 1 of manual)  
*CountryManager* TEAM FORMATION: Teams of 3-4 students. |
| WE 10/12  | Marketing Mix in the Global Marketplace: *Place/Distribution Issues*  
*CountryManager – Test Drive*  
*COUNTRYMANAGER QUIZ* | Read Chapter 13, pp. 370-403  
Be prepared to discuss TEXTBOOK CASE 13.1: Giants in Asia, pp. 400-402  
*CountryManager Quiz: Read CountryManager manual (remaining Sections and Appendices)* |
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LISTEN & VIEW – Listen to the Public Radio International report about Unilever and MTV’s Silky Kumar Viral Marketing Campaign in India. You can also view the music video that was central to the campaign. Both the audio and video files can be found here: [http://www.theworld.org/?q=node/14299](http://www.theworld.org/?q=node/14299). |

| WE 10/19 | Organizing for the Global Marketplace CountryManager – Review CM Country Attractiveness Analysis | Chapter 16, pp. 462-490 | CM Period 2 Decisions Due |

| MO 10/24 | CountryManager – Review CM Consumer Research | CountryManager analysis and planning |  |

| WE 10/26 | CountryManager – Marketing Plan | Marketing Plan Due | CM Period 3 Decisions Due |
### MO 10/31  Local Adaptation and Market Maturity

Read articles on BLACKBOARD OUTLINE (Selection from following articles):

- Walk the Market: Tapping into Africa’s 900 Million Consumers. Knowledge@Wharton, July 15, 2009


WEB SURF & LEARN: Visit one or both of the following web sites: [http://www.fromeuropewithlove.net/](http://www.fromeuropewithlove.net/) or [http://japanmarketingnews.com/](http://japanmarketingnews.com/). Read one article about a marketing issue going on in either Europe or Japan and be prepared to discuss in class.

### WE 11/2  CountryManager – Review CM Distribution Coverage & Pricing Analysis

**QUIZ #3**

### MO 11/7  CountryManager – Review CM Brand Equity Index

**Case Discussion:**

*Global Branding at Stella Artois*

**CM Period 5 Decisions Due**

### WE 11/9  CountryManager Board Meetings
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<tr>
<td>WE 12/7</td>
<td><em>CountryManager</em> and Course Wrap-up</td>
<td>*Attendance at this class is absolutely mandatory! Your written <em>Country Manager Final Report is due in class today!</em></td>
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**ASSIGNMENT DUE DATE LIST**

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