COURSE DESCRIPTION & OBJECTIVES

Firms participating in international business and marketing require specialized expertise regarding the global marketplace. These firms rely on professional managers and 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. Successfully navigating complex global business environment requires flexibility and ability to adapt.

This course is designed to arm you with the tools necessary to perform the duties of an international business leader and marketer. We discuss the implications of the global arena on competitive strategy, market research, segmentation, targeting, positioning, foreign market entry, and marketing mix activities. We also explore the differences between mature-, new-growth, and developing-market environments. In the latter part of the course, we examine how organizational structure and human resource strategies can be used to facilitate—and sometimes constrain—the international marketing and business processes.

The final project in the course is a real world deliverable: a professional international market entry plan (written document and oral presentation). Students will become familiar with the essential components of this standard industry tool and will experientially learn by applying course concepts to the final project.
COURSE OBJECTIVES

✓ Appreciate the challenging nature of global markets, including the standardization and adaptation dilemma.
✓ Understand how marketing activities are affected by the global market context.
✓ Design successful marketing entry plans for a company, selling its product or service in a foreign market.
✓ 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.
✓ Sharpen group participation, writing, presentation, and critical-thinking skills.

REQUIRED MATERIALS

(Search by ISBN shown below)
ISBN: 978-0-7656-4295-0 (hbk); 978-1-315-71688-6 (ebk)

(2) Students are encouraged to bookmark the following textbook web site and visit it frequently:
(not available yet)
To access resources on this website you will have to set up a student account. 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 your marketing plan.

(3) Students must register and pay for course cases, available on Harvard business Review website http://hbsp.harvard.edu/. Links will be provided to assigned cases.

(4) Various articles and supplemental cases are available in the course Blackboard Outline. I will continue to post these as the course progresses.

COURSE REQUIREMENTS

Market Entry Plan Paper – Part One (team project) 75 points (15%)
Market Entry Plan Final Paper (team project) 125 points (25%)
Market Entry Plan Presentation (team project) 50 points (10%)
Peer Review of Market Entry Plan (individual work) 50 points (10%)
Case Analysis (individual work) 125 points (25%)
Class Attendance and Participation (individual work) 75 points (15%)
TOTAL POSSIBLE POINTS 500 POINTS (100%)
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OVERVIEW OF COURSE REQUIREMENTS

Market Entry Plan Paper & Presentation (50% - see 15, 25, 10% breakout above)
Early in the semester you will be asked to form a country and product/service team. This team will develop a market entry plan. During the course, you are expected to regularly meet/communicate with your team and develop a detailed country report and successful foreign market entry and marketing mix plan for your assigned country and product. Some teams will be assigned mature-market countries, others new-growth market countries, and others developing-market countries for entry. Products will either be a business or consumer product or service. You will be able to choose your fellow team members. Each team should consist of 3-4 members.

(See detailed “Market Entry Project - Guidelines”, provided separately posted on Blackboard). Grading rubrics are also shown in this document.

Successful execution of the market entry plan will require extensive research from a wide variety of sources including books, academic and trade journals (e.g., ABI Inform and Business Industry databases), news periodicals (e.g., Lexis Nexis database), government sources (e.g., Department of Commerce, embassies, etc.), and internet sites. You will find a myriad of internet resources on the textbook website (see link above under “Required Materials” above). The textbook website also includes several chapter-specific questions to guide your marketing plan research. I will post a listing of other useful websites on Blackboard.

You are encouraged to meet with me while you are working on your marketing plan. My goal is to provide you with as much early feedback as possible so that this project will be a rewarding learning experience.

Student teams will need to work quickly to complete the project successfully. The written paper will be completed in THREE stages.

Please read carefully Market Entry Report Outline, posted on Blackboard (and at the end of your textbook) – this will give you useful guidance on how to structure your paper.

Stage 1 - In the first stage, student teams will complete two fully drafted sections: (1) a company and product/service overview and (2) a market/country attractiveness assessment (e.g., environmental overview, competitive analysis, segmentation and target market analysis, etc.). They will also include an outline of the final three sections: (1) market entry strategy, (2) marketing mix strategy, and (3) further research
suggestions and conclusions. The professor will provide detailed feedback on this deliverable. You will be expected to meet the professor as a team to get his feedback on your submission.

Stage 2 – Teams will respond to the professor’s feedback and complete the draft of the marketing plan. Then teams will present a 20-minute overview PowerPoint presentation of their marketing plan on an assigned day (Market Entry Plan Workshop). Other students in the class will be assigned to provide detailed peer feedback on the draft.

Stage 3 – Teams will respond to the feedback provided by their peers, revising the paper. The revised document will be graded as the final marketing plan.

You will be given in-depth directions for this project when team assignments are made. During the course of the project I will guide you based on my own experience launching and leading a major consumer goods company and its brands in several markets. Please stay in touch with me during the course of this project so I may guide you.

Peer Review of Marketing Plan (10%)
Students are expected to read the handout, “How to Write a Strong Peer Review” before completing a peer review of a market entry plan assignment. Each peer review should provide explicit, detailed feedback to the student team, identifying issues related to both marketing plan content and writing. The peer review should take the form of a memo (approximately 3 pages). Peer reviews should include a mix of feedback in the form of praise, questions, and suggestions (see “How to Write a Strong Peer Review” for details, posted in Blackboard).

In terms of content, envision this assignment as a cumulative application exercise. Review your class notes carefully first. Has the market entry plan fully applied concepts you have learned in IBUS6201? How can the marketing plan make further connections to and applications of course concepts and terminology? Also, try to look at the market entry plan from a holistic business perspective. Are there any uncertainties or ambiguities that concern you in the market entry and marketing plan? What additional information might be required? What contingencies should be taken into account?

Peer evaluations should also give the student teams input on ways to better express or organize their thoughts. If you can think of a better, more concise or eye-catching way to communicate or organize information, share that with the team. Point out aspects or parts of the text that are unclear or wordy. If there is a statement provided in the text that should be supported by a reference citation, point that out.

Case Analysis (25%)
Towards the end of the semester, we will discuss two cases that integrate many of the concepts, terms, and themes discussed in class. Each student will be assigned one of these cases to analyze in-depth. Case assignments will be made early in the semester. Students must register and pay for course cases, available on Harvard business Review website [http://hbsp.harvard.edu/](http://hbsp.harvard.edu/). Links will be provided to assigned cases.

Your case analysis should answer the following questions – expected length is about 5 pages, single spaced.
**Burberry - Global**

1. How is Burberry perceived? How does this compare to its past and the key success factors that made the brand so successful?
2. As the new CEO of Burberry, what would be your biggest challenges and what would you choose to focus on? What would you be planning as your next steps?
3. As the world changes, globalization develops, ease of travel improves and the quality of the production in outsourced factories improves, does outsourced production really have a substantial negative impact? Is the “Made in Britain/Italy/France” label critical for luxury brands in order to keep a luxury status?
4. What are the operational and marketing changes that Burberry can make? What are potential future impacts of the company’s actions on Burberry’s position within the market?

**Tesco – India**

1. How should Tesco sustain the advantage of being the first global multi-brand retailer to be allowed to invest in India?
2. How should Tesco fine-tune its tried and tested global business model to suit the Indian retail market?
3. How should Tesco avoid the kind of failure it had recently experienced in its U.S. business?

**Case Analysis Grading Rubrics** – Your case write up will be graded as follows:

1. Formatting and clarity of write up – 25/100 points
2. Assessment of Issues - 25/100 points
3. Completeness of discussion - 25/100 points
4. Merits of recommended actions - 25/100 points

**Class Participation (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, I have very high expectations for your level of preparation and participation for class. You are strongly encouraged to ATTEND ALL CLASSES, your attendance will impact your class participation grade. You are expected to have done more than just skim the reading for the day. I will call on students to provide an overview summary, critique, or analyze what you have been assigned to read for the day (textbook, articles, and/or cases). I will score each of you individually after each class based on your participation for the day.

**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.

**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 PLAIGERIZED 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 (POST THEM) BEFORE THE DEADLINE TIME). Failure to turn in assignments by the due date and time will result in a zero for the assignment.

**Group Management.** You are expected to participate diligently and professionally in your assigned team. Groups in trouble should contact the professor and seek guidance for improving team dynamics and performance. Team members should get to know their fellow group members and set early research and draft writing deadlines to ensure that all team members will be contributing equally to the project. Please bring any issues in group work participation early to the attention of the professor.

**Final Grades.** Final grades will reflect the student’s total points earned in the course. You will be able to track your points in the Blackboard grade book. All grades are final. THERE WILL BE NO EXTRA CREDIT OFFERED IN THIS COURSE.

**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.

**HOW TO SUCCEED IN THIS COURSE**
- ✓ Attend all classes. And, actively participate.
- ✓ 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. 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 your group project EARLY. It is very detailed and complex. 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.
- ✓ Set early deadlines for your group members.
✓ Prepare for the Harvard case discussions carefully. You may want to get together with a group of fellow students to discuss the 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!

NOTE – This is an elective course so I hope each one of you has registered because of your interest in the subject and because you believe this
will give you important skills as an international business leader and marketer. I am looking forward to teaching the course – and exploring the
subject with you. I have recently concluded a 30-year marketing and business career at a major multinational company. Of these, I spent 16
years in international and global roles. I hope my personal experience will help bring to life for you many of the topics that are part of this
curriculum.

Syed Qaisar Shareef
August 11, 2015
Please take the time to read the syllabus posted on Blackboard carefully. This consists of two documents:

1. Syllabus – detailed instructions about the course elements, attendance, distribution of grades etc.
2. Course outline – week by week teaching plan (this document)

- Introduction: Global Marketing…In a World of Nations?
- Impact of Global Economic factors on global business and marketing environment – Note: we will start this discussion in the first class and continue into the second class meeting.

**PREPARATION MATERIALS**

**READ:** Textbook Chapter 1 – Intro to Global Marketing

Chapter 2 – The global economy

Read article -
From FORTUNE: Welcome to the Great Global Business Revolution. [http://for.tn/1gpnaen](http://for.tn/1gpnaen)

**WEB SURF & LEARN:** Go to the Geert Hofstede Web Page here: [http://www.geert-hofstede.com](http://www.geert-hofstede.com) Learn about Geert Hostede’s research about cultural dimensions and become familiar with the definitions of the power distance, uncertainty avoidance, individualism, masculinity, and long-term orientation indices. Click on an assortment of countries (e.g., compare Brazil, Turkey, and the US) to see how countries differ from one another according to these indices.
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<th>Date</th>
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<th>Topics</th>
<th>Reading/Activities</th>
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| 9/8 TU (Session 2) | ✔️ Impact of Environment Characteristics (*Cultural, Economic, Political, Legal*) on International Marketing Activities - (cont’d) ✔️ The Market Entry Plan Assignment: Research Resources, Team Formation | READ: Read Chapter 3, - Cultural and Social Forces  
Read article: Wall Street Journal, June 2, 2012 “IKEA’s Products Make Shoppers Blush in Thailand” (find through Google search)  
**MARKET ENTRY PLAN TEAM FORMATION:** Read Marketing Entry Plan project description handout. Form a team of 3-4 students. As a team, prioritize your project preferences. In class on 9/15, a representative of each team will draw a number. The team that selects the #1 will get to choose their “first pick” marketing plan project, and remaining teams will follow in turn until all projects have been assigned (only one team per project). |
| 9/15 TU (Session 3) | ✔️ Impact of political and regulatory climate on International Business | READ: Chapter 4 – Political and Regulatory Climate  
Cases - read and be prepared to discuss:  
4.1 Cuba: Reentering the World  
4.2 Coke Under Fire  
4.3 Evaluating National Regulatory Environments |
| 9/22 TU (Session 4) | ✔️ Global environment and competition, Market Research, Buyer Behavior, & Segmentation in a Global Environment ✔️ Individual HBR cases assigned – Tesco – India; ✔️ Burberry - Global | READ: Chapter 5 – Global Markets  
READ: Chapter 6 – Global Competitors |
| 9/29 TU (Session 5) | ✔️ Global environment and Competition, Market Research, Buyer Behavior, & Segmentation in a Global Environment. ✔️ How counterfeiters and smugglers hurt global businesses. | READ: Chapter 7 – Global Marketing Research  
Read articles on BLACKBOARD OUTLINE: To be assigned  
| 10/6 | ✔️ Market Opportunity Analysis, | READ: Chapter 8 – Global Market Participation  
READ: Chapter 9 – Global market Entry Strategies |
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<td>10/13 TU</td>
<td>✓ Guest speaker (TBD) – Investing in emerging market projects</td>
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<td>✓ Marketing plan team work</td>
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<td>10/20 TU</td>
<td>✓ Product/Services and Brand Building Strategies in a Global Market – stay global versus localize – how does it work with branding, in a globalized market place?</td>
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<td>10/23 FR</td>
<td>ASSIGNMENT - MARKETING PLAN PART 1 DUE – MUST BE POSTED TO BLACKBOARD ASSIGNMENTS BY NO LATER THAN 12 midnight!</td>
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**WEB SURF & LEARN:** Check out the amazing resources that GlobalEdge has on country data; an online resource tool developed by the Center for International Business Education and Research at Michigan State University. The tool is available here: [http://globaledge.msu.edu/](http://globaledge.msu.edu/). What information is available for your team’s marketing plan country?

**PREPARE CASE FOR CLASS DISCUSSION:** To be assigned.

**READ:** Chapter 10 – Global Product Strategies

**READ:** Chapter 11 – Strategies for services, brands and social marketing

Cases – 10.1 Making products Ethical; 10.3 Launching Intuition; 11.1 Chasing Pirates

Building the Warby Parker brand – Class discussion (look up Warby Parker website)

I will set up time with each team to provide face-to-face feedback on Part 1 of your report. Exact date(s) will be provided in the class. Will try my best to accommodate students’ timing constraints.
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<td>Pricing Strategies in a Global Market – Local competitive forces, tariffs and corridor pricing</td>
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<td>Complexity of pricing decision – impact of taxes and tariffs on pricing – corridor pricing</td>
<td>READ: Chapter 12 – Pricing for International and Global Markets Readings to be assigned</td>
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<td>PREPARE CASE FOR CLASS DISCUSSION: Cases – 12.1 Price of Coffee in China; 12.2 The Price of Life</td>
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<td>11/3</td>
<td>Discuss – HBR cases 1. Tesco – India 2. Burberry - Global</td>
<td>PREPARE CASES FOR CLASS DISCUSSION – Each student has been assigned one of two cases, but you will be expected to have read both and participate actively in the class discussion.</td>
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<td>We will spend half the class time on each of the two cases. You are expected to participate actively.</td>
<td>Your assignment is to submit a paper (4-5 pages) on the case assigned to you.</td>
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| 11/10     | Placement (Distribution) Strategies in a Global Market  
|           | Emerging markets, versus mature developed markets.  
|           | The growing influence of major retailers  
|           | Setting up complex multi national supply chain in emerging markets | READ: Chapter 13 – managing Global Distribution Channels Readings to be assigned  
|           | PREPARE CASE FOR CLASS DISCUSSION: Cases – 13.1 Giants in Asia; 13.2 Who’s to Blame |
| 11/13     | Upload individual case analysis write up (4-5 pages) on Blackboard, no later than midnight, Nov. 13. |  |
| 11/17     | Promotion Strategies in a Global Market  
|           | Managing advertising campaign and brand positioning in a global market place | READ: Chapter 14 – Global Promotion Strategies  
|           | READ: Chapter 15 – Managing Global Advertising  
|           | CASES for Class Discussion-  
|           | - 14.1 The South American Sales’ Dilemma;  
<p>|           | - 15.2 ShanghaiCosmopolitan.com |</p>
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<td>11/20 FR</td>
<td>ASSIGNMENT – MARKET ENTRY PLAN FULL REPORT DRAFT DUE – MUST BE POSTED TO BLACKBOARD ASSIGNMENTS BY NO LATER THAN 9AM. THESE DRAFTS WILL BE USED BY FELLOW STUDENTS TO WRITE A PEER REVIEW.</td>
<td>Please read “How to Write a Strong Peer Review” Market Entry Project report (draft) due Nov. 20</td>
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<td>11/24 TU (Session 13)</td>
<td>✓ Organizing for &amp; Managing Global Marketing Operations **** COURSE WRAP UP *****</td>
<td>READ: Chapter 16 – Organizing for Global marketing You will be given time at the end of class to meet with your team to work on finalizing your Market Entry Plan project and presentation.</td>
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<td>12/1 TU (Session 14) Last class meeting</td>
<td>Market Entry Plan Presentations – – All Student teams present their Market Entry Plans in class. Presenting teams’ Power point presentations should be posted on Blackboard no later than midnight. STUDENTS PERFORMING A PEER REVIEW SHOULD BRING A HARD COPY OF THE REVIEW TO CLASS AND BE PREPARED TO DISCUSS.</td>
<td>NOTE: Student teams present their market Entry plans in class. Each team will be given 20 minutes to present followed by 10 minutes of critique and discussion.</td>
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<td>12/4 FR</td>
<td>Peer reviews of Market Entry Projects must be posted on assignments no later than midnight and emailed to the project team.</td>
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<td>12/11 FR</td>
<td>ASSIGNMENT – FINAL MARKETING PLANS – RESPONSIVE TO FEEDBACK FROM PROFESSOR AND PEER REVIEW BE POSTED TO BLACKBOARD BY NO LATER THAN 9AM.</td>
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