



Business

IBUS3201
INTERNATIONAL MARKETING MANAGEMENT

Spring 2018

PROFESSOR: Anna Helm, PhD
OFFICE HOURS: MO/WE: 2:00-3:00PM & by appt.
OFFICE: Fonger Hall 403
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CLASS MEETINGS: MO/WE 12:45-2:00

LOCATION: Duques 651

COURSE OVERVIEW

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.

LEARNING GOALS

By the end of the semester, students should be able to:

- ✓ 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 and utilize models for assessing foreign market attractiveness.
- ✓ Formulate marketing plan for foreign market entry and expansion.
- ✓ Devise 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.
- ✓ Sharpen group participation, writing, presentation, and critical-thinking skills.

EXPECTED TIME COMMITMENT

Over 15 weeks, you will spend 2 ½ hours per week in the classroom (37.5 hours for the semester). You are also expected to devote around 5 hours per week outside of class to reading and completing assignments (75 hours for the semester). The course includes a 2-hour final exam for which approximately 10 hours of review is assumed.

MATERIALS

- Gillespie, Kate and David Hennessey. 2015. (4th Edition) *Global Marketing*. NY; Routledge. ISBN-13: 978-0-7656-4295-0 (select chapters)
- *CountryManager* Simulation – available at <http://schools.interpretive.com> Once you have received an e-mail from Interpretive, you can order access to the materials. Please note that this will not happen until teams have been formed a few weeks into the semester.
- Business cases which are included in the *CountryManager* Student Manual:
- Articles and other supplemental materials will be available in Blackboard.

GRADING CRITERIA

Blackboard will be used to post your grade in each assignment. Grades will fall into the following buckets:

Total Points	Grade
94-100	A
90-93.99	A-
87-89.99	B+
84-86.99	B
80-83.99	B-
77-79.99	C+
74-76.99	C
70-73.99	C-
60-69.99	D
0-59	F

COURSE COMPONENTS

Participation (<i>attendance, in-class contributions, picture sheet, etc.</i>)	25%
Green Marketing & Sustainability Project	20%
2 Case Write-Ups (7.5% each)	15%
<i>CountryManager</i> Quiz	P/F
<i>CountryManager</i> Marketing Plan	15%
<i>CountryManager</i> Board Meeting	15%
<i>CountryManager</i> Final Report & Results	10%
TOTAL	100%

INDIVIDUAL ASSIGNMENTS (60% of Final Grade)

Class Participation (25%)

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.

This is truly an active, discussion based class where your participation is critical for learning. Therefore, you are expected to be present and prepared for all sessions. It is difficult to get an A in this class without consistent and high quality class participation. You can obviously not contribute if you are not present in class. However, simply being present does not warrant full credit if you are not contributing to the discussion. You will receive no participation points if you are consistently absent from class. You have a multitude of different ways to gain participation points, for example by completing smaller tasks that relate to in-class activities, such as a picture bio sheet, peer engagement, negotiation reflection, discussion board posts, participation self-assessment, minute papers, etc.

In class, you should anticipate being called on at random, especially after in-class activities that have prepared you for a particular discussion topic. I will do this to encourage balanced involvement, ensure appropriate preparation, and raise the overall quality of class discussions.

You are expected to read all the assigned materials, and be able to discuss the theory and/or principles of the material, the facts of the case and its implications for marketing managers. In grading class participation, I will not just look at the quantity but also the quality of your class contributions. In assessing the quality of participation, I will consider the following aspects:

1. Is the comment relevant to the current discussion?
2. Does the comment contribute in an important way to what someone else has said?
3. Can the logic of the argument be traced?
4. Can you provide evidence to support the assertions that you make?
5. Does the comment further our understanding of the issue at hand?
6. Are comments made in a clear, professional and constructive manner?

Comments that are vague, unrelated or disrespectful of others will be evaluated negatively. But getting things wrong or asking basic questions of understanding is fine.

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

Case Questions (15%)

Twice during the semester, you will need to individually submit a short narrative answering a couple of questions about each case. This has to be submitted prior to the day on which the case in question is covered in class. These brief analyses are intended to prepare you for the class discussion of each case.

Green Marketing & Sustainability Project (20%)

Further information about this project will be provided during the first couple of weeks of the semester. The idea is that students will conduct research and deepen their knowledge about current trends in sustainability and green marketing.

GROUP ASSIGNMENTS (40% of Final Grade)

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 groups (4-5 people per group). The Decisions, Marketing Plan, Board Meeting, and Final Report will each be completed/submitted as a group.

Further instructions for the *CountryManager* Marketing Plan, Board Meeting, Final Report, and Results, along with due dates are provided in Blackboard.

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 Quiz (P/F)

(Please find details about the *CountryManager* Simulation Overview below!)

The *CountryManager* quiz, based on the content of the *CountryManager* Manual, will be administered in Blackboard. The quiz consists of multiple choice and true/false questions. Each individual student needs to pass the quiz prior to his/her team submitting its first decision in Period 1.

CountryManager Marketing Plan (15%)

Your team needs to develop a Marketing Plan – the roadmap for managing your entry, growth, and expansion into a region. 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 to maximize your overall cumulative contribution for the region. Your secondary goals are to maximize your market share and brand equity in each country that you enter.

Your instructions are to do a sequential entry (waterfall) strategy into a region – that is, you are not to enter more than one country at a time. For example, you will enter your first country 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, but please note that you can only enter one country at a time!

Your Marketing Plan should not exceed 10 pages of text (double-spaced, 1" margins, 12-point Times New Roman font). You may add as many original exhibits as you like. All exhibits must be referenced in your text.

Organize your Marketing Plan according to the specific guidelines available in Bb. Also be sure to review the grading rubric prior to submitting your work!

CountryManager Board Meeting (15%)

20 minute meetings will be arranged for each *CountryManager* 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. Organize your Board Meeting Presentation according to the specific guidelines available on Bb. Also be sure to review the grading rubric ahead of time!

All team members must participate in the presentation and consideration will be given to individual performance. PowerPoint slides should be presented and one hard copy submitted at your meeting.

Dress Code: Students should dress in **business formal attire** for the Board Meeting.

CountryManager Final Report & Results (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 seven (7) 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 referenced in your text.

Specific guidelines for how to organize your final report are available in Blackboard, along with a grading rubric.

Final Bottom Line Results

Students will be evaluated based on a combination of measures and rankings in *CountryManager*, which are compounded into a **balanced scorecard** (weighted total) based on the following components:

Cumulative Net Regional Contribution	(40%)
Share of Mfr. Sales	(30%)
Brand Equity	(30%)

IMPORTANT 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.

Make sure that each assignment is titled appropriately. Please use the following format: "**TeamNumber_AssignmentName**" This will save *you* – and *me* – lots of time!

PROFESSOR'S POLICIES

Late Assignments. **NO LATE ASSIGNMENTS WILL BE ACCEPTED.** 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. 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. You will be able to track your grades in the Blackboard gradebook. If you have questions about a particular assignment grade, please contact me in writing within a week after I return your grade and feedback, detailing your concerns. Refer to the assignment rubric and point out specifically in what category (or categories) you think you should have received additional points and why. Only under such circumstances will a grade for an individual assignment be reconsidered.

Laptop/Cell Phones/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.

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 quickly in this course and can get intimidating FAST!
- ✓ Do not rely on the PPT presentation as your only lecture note material! Fill in information conveyed in lecture not on the slides.
- ✓ 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! 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.
- ✓ Please take advantage of my office hours! I really enjoy meeting students in my office! You may also make appointments with me.

CAMPUS RESOURCES AND POLICIES

Academic Integrity: The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at:
<http://www.gwu.edu/~ntegrity/code.html>

Special Considerations: If a student has a special need, University policy states that the student must co-ordinate with the Office for Disability Services and present the course instructor with the appropriate documentation detailing the fair accommodations for the student. This policy is intended to ensure fairness for all students and privacy for the student with special needs. If you have a special need, please do not wait until after an exam or assignment to present the instructor with evidence of your need as consideration may not be given retroactively. The instructor ensures your privacy will be protected when accommodating special needs.

The University administration has accepted a resolution of the Faculty Senate regarding accommodations of religiously observant students and faculty. The requirements of this resolution state that students must notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty member will extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.

University Mental Health Services: The University Mental Health Services offers 24/7 assistance and referrals to address students' personal, social, career, and study skills issues. Services for students include:

- crisis and emergency mental health consultations
 - confidential assessment, counseling services (individual and small group), and referrals:
- Phone:** 202-994-5300; **E-mail:** counsel@gwu.edu