Course Title: International Marketing
Course Number: MBA 718, Section 002, Fall 2014
Course Description: International Marketing addresses marketing process for products and services within major international markets. Topics include marketing mix strategies using standardization, localization, or globalization approaches. Emphasizes the introduction of service innovations and new products in the global market.
Prerequisites: Completion of MBA core requirements, or permission of instructor.
Class Location: Founders Hall, Room 446
Arlington campus
Class Meeting Time: Monday, 6:30 P.M. to 10:05 P.M.
Final Exam: Saturday, October 25, 2014, TBD
Instructor: Jeffrey Kulick
Contact information:
I usually return email and phone mail messages the same day I receive them.
University office: Room 136, Enterprise Hall
Telephones (leave a message at any of these numbers):
University: 703-993-2197
Home office: 703-281-2588
Cell: 703-851-6450
Fax: 703-993-1809
E-mail addresses:
University: jkulick@gmu.edu
Personal: jeff.kulick@verizon.net
Office hours: By appointment, in Arlington or Fairfax.
Course Materials
The text for the course is a custom text designed specifically for this course. It is available in softcover from the GMU bookstore or as an e-book from the publisher. If you did not receive an email discussing the options, please contact me separately.

As it is designed specifically for this course, we will complete all chapters and articles. The text introduces many concepts, so it is imperative that you read the chapters on a timely basis. The custom text does not repeat introductory marketing material, but features very specific topics from other texts, articles and technical notes. While international marketing shares many basic principles and theories as basic marketing, there are also significant differences.

Students are expected to keep up with current events in marketing and international marketing in particular. Marketers must be curious.

Three cases will be discussed. They are available through the bookstore or Print Center (Arlington) for your convenience. These cases are:

- “Ethnic Consumers Consulting,” S. Ramesh Kumar, Nitya Guruvayrappan and Madhuriya Banerjee, Ivey Publishing

From time to time, class work and the text will be supplemented by suggestions for outside reading. These suggested materials will be for your interest and development, and they will not be the basis for examinations.

Course Objectives
The course objectives will map to the School of Business Graduate Learning Goals as follows:

4. Our graduates will develop a working knowledge of the tools and frameworks of the business disciplines.

At the completion of this course you will have a solid foundation in the discipline of international marketing, the tools of international marketing, the international marketing mix and how international marketing is integrated into the organization as a whole. The focus of the course is to prepare you to be able to make informed, responsible and creative decisions affecting the organization and in marketing.
As the course is integrated into the MBA program, Learning Goals 1, 2, and 3 will not directly be addressed in this course, though the course supports the goals indirectly.

Your progress against this goal will be measured as noted below.

**Class structure**

The course incorporates three basic elements or approaches – introduction of concepts through reading and presentations, application of these concepts through class exercises and discussion, and integration of the concepts through case studies and a course-long project.

You are responsible for your learning. Classes will include a brief overview of the topics, but the focus will be on expanding the concepts through related materials, integration of other elements of the text, supplemental materials and the experience you and your colleagues bring to the class.

Class participation is essential for students to get full value from the class. You will be evaluated on the quality of your class participation.

Your learning will be evaluated in four different ways:

- Examinations. There will be one mid-term exam and one final exam.
- Case studies. You will work on three case studies for class discussion. These cases will focus on elements of the materials being discussed and developed. They will focus on applying the knowledge.
- Course-long project. You will prepare two papers, at the beginning and end of the course examining a topic in international marketing
- Class participation. See page 5.

You will be provided with descriptions of the assignments.

**Grades**

You may earn up to 1,000 points during the course of the class. Your grade will be determined by the total points you earn. Individual exams and assignments are not given letter grades.

Excellent demonstrations of understanding, application, integration and clear understanding will distinguish efforts that receive the highest points in assignments. Concise, insightful responses and comments are preferred over rambling, unfocused responses.
Points may be earned as follows:

- **Exams**
  - Mid-term Exam: 150 points
  - Final Exam (comprehensive): 250 points
- Points from Examinations: 400 points
- Case Studies Discussions: 100 points
- Marketing topics papers assignment (total): 400 points
- Class participation: 100 points

**TOTAL POINTS TO BE EARNED**: 1,000 points

Your final grade for the course will depend on the total number of points you earn:

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<thead>
<tr>
<th>Points</th>
<th>Letter Grade</th>
<th>Grade Points</th>
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<tbody>
<tr>
<td>940 – 1,000</td>
<td>A</td>
<td>4.0</td>
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<tr>
<td>900 – 939</td>
<td>A-</td>
<td>3.7</td>
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<tr>
<td>870 – 899</td>
<td>B+</td>
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<tr>
<td>830 – 869</td>
<td>B</td>
<td>3.0</td>
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<tr>
<td>800 – 829</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>770 – 799</td>
<td>C+</td>
<td>2.3</td>
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<tr>
<td>700 – 769</td>
<td>C</td>
<td>2.0</td>
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<tr>
<td>Below 700 points</td>
<td>F</td>
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Students are reminded that the MBA program has specific expectations of students in terms of grades.

**Examinations**

Exams will be closed-book, without notes. The final will be comprehensive. The exams will consist of essay questions. The exams will cover the textbook materials, supplemental materials from the class and all in-class presentations.

Any use of electronic devices during the testing times will be interpreted as a violation of the University Honor Code. These devices include portable music players, cellular phones, electronic translators, calculators and similar devices. Any student using such devices during an exam or any form of cheating during the exam will result in a grade of zero for the test.

Consistent with University policy, only *provable*, i.e., *documented*, absences due to personal illness or family emergencies constitute acceptable absences for missing exams. If an examination is missed, you must make up the exam within one week. Unless you have made prior arrangements, a missed exam will result in a penalty of 10 percent of the total for the examination.
Specific responsibilities
To meet the course objectives, you will use reading, assignments, project, discussion and research. Emphasis will be placed on learning and applying theories and techniques to a variety of situations.

Attendance is expected. Much of the material will be developed in class and in discussion. If there are emergencies or unavoidable absences, you should contact me prior to the class. You must arrange to get handouts and assignments from fellow students or Blackboard.

Detailed class and reading assignments will be made during the course. Cases and exercises for each chapter and class will be identified prior to the class. Assignments will be posted on Blackboard.

You must read the text. Lecture, notes and summaries will help you understand the text, but they cannot be considered an adequate substitute for reading the text.

Class participation
Exercises and discussion will be a part of almost all classes. All students are expected to be prepared for discussions and to participate in them.

Marketing is enhanced by dialogue, and this class will be greatly enhanced when students actively participate. Discussion and dialogue are essential to develop communication skills and explore topics in depth.

Class participation will be worth up to 100 points toward the course grade. You will be evaluated on participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings and working effectively in class. The case study presentations and discussions will be an excellent opportunity for participation.

You will complete a class participation self-assessment in the middle of the course.

To earn the full points, you should:

- Volunteer examples, insights and responses in class.
- Demonstrate having read assignments, thought about the questions and analyzed materials.
- Build on the comments of others — disagreeing where appropriate but also supporting the comments and integrating viewpoints.
- Share expertise and experiences relevant to the discussion.
Comment on the substance and topic of the classes demonstrating integration of the materials.

Not everyone likes speaking up in a class situation. If, however, a student does not enter into the discussions, there is no way to tell if he or she is learning or understanding the concepts presented. Each student is expected to contribute. You cannot participate if you do not attend class.

Written materials
All work is due at the date or the date and time specified. Late work will not be accepted unless specific, prior arrangements have been made with the instructor. If accepted, late work will receive a lower grade. All work must be completed by the final examination.

All deliverables should also be submitted electronically. Please use e-mail.

Do not use binders or portfolios.

Community Standards of Behavior
The mission of the School of Business at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni that participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following Community Standards of Behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence.

School of Business can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the School of Business.
Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

George Mason University Honor Code
Students are reminded of their responsibilities under the George Mason University Honor Code. It is understood that the students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically—cheating and attempted cheating, plagiarism, lying and stealing.
**Topics, Reading Chapters, Assignments Due Dates and Exam Schedule**

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<thead>
<tr>
<th>Class</th>
<th>Topics</th>
<th>Chapter</th>
<th>Activity</th>
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<tbody>
<tr>
<td><strong>Introduction</strong></td>
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<tr>
<td><strong>Class 01</strong> Aug. 18</td>
<td><strong>Globalization</strong>&lt;br&gt;Global markets: CAGE framework; ERPG framework; global marketing strategies; standardization vs. mass customization; value chain; global competition; rise of state capitalism; strategies to manage guarded globalization; globalization of Chinese companies; strategies of Chinese telecoms in Africa</td>
<td><strong>Global Marketing, Contemporary Theory, Practice and Cases</strong>, Alon and Jaffe, Chapter 01: Understanding Global Markets and Marketing&lt;br&gt;“The New Rules of Globalization,” Bremmer&lt;br&gt;“Chinese State-Owned Enterprises in Africa: Entrepreneurs or the Long Arm of the State,” Cassé and Anthony</td>
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<td><strong>The International Marketplace and the Practice of Management</strong></td>
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<td><strong>Class 02</strong> Aug. 25</td>
<td><strong>Markets, country assessments and culture</strong>&lt;br&gt;Historical context for trade and marketing; economic aspects and risks; currency markets; environmental scanning; domestic political issues; international payment guarantee systems; international financial networks; WTO: regional trade agreements; NGOs; social differences and trends; ethnocentrism; demographics; infrastructure; technology; culture; national character; subcultures; Hofstede’s five dimensions; Schwartz value survey; culture and communications; global customers</td>
<td><strong>International Marketing</strong>, Clarke and Wilson, Chapter 05: International marketing environmental audit&lt;br&gt;<strong>Global Marketing, Contemporary Theory, Practice and Cases</strong>, Alon and Jaffe, Chapter 03: Evaluating Cultural and Social Environments</td>
<td>Introductory Paper due Saturday, August 30</td>
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<td><strong>Class 03</strong> Sept. 01 Online</td>
<td><strong>Managing the Marketing Function</strong>&lt;br&gt;Three C’s model; self-management and international marketing skills; culture and leadership; developing skills; team management; organizational systems and culture; structures and networks; core competencies; managing the international marketing plan; learning</td>
<td><strong>International Marketing</strong>, Clarke and Wilson, Chapter 12: Relationships and management of international market&lt;br&gt;“Learning How to Grow Globally,” Bingham and Davis</td>
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<td>Class</td>
<td>Date</td>
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<td>Readings</td>
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| 04    | Sept. 08 | Strategy and future forces | *International Marketing*, Clarke and Wilson, Chapter 06: Core strategy dimensions in international marketing  
*“Strategic Choices in Converging Industries,”* Haclin, Battistrini and Von Krogh  
*“How to Win in Emerging Markets,”* Shankar, et al  
*“Global Capitalism at Risk: What Are You Doing About It?”* Brower, Leonard and Paine  
*“When You Shouldn’t Go Global,”* Alexander and Korine |
| 05    | Sept. 15 | Entry Strategies and Segmenting, Targeting and Positioning | *Global Marketing, Contemporary Theory, Practice and Cases*, Alon and Jaffe, Chapter 09: Segmenting, Targeting and Positioning for Global Markets  
*Global Marketing, Contemporary Theory, Practice and Cases*, Alon and Jaffe, Chapter 08: Entering Global Markets  
*“Creating Sustainable Local Network Enterprises,”* Wheeler, et al |
| 06    | Sept. 22 | Mid-term exam | |
| Class 07  | Entrepreneurship and innovation | “Unleash Innovation in Foreign Subsidiaries,” Birkinshaw and Hood  
|          | MNE; subsidiaries; international network; Spanish MNEs; political skills; middle markets; new product development for specific markets; new model; managing global innovation; entrepreneurial network characteristics; risk profiles in other countries; innovation processes | “How to Conquer New Markets with Old Skill,” Guillén and Garcia-Canal  
|          | “New Business Models in Emerging Markets,” Eyring, Johnson and Nair  
|          | “10 Rules for Managing Global Innovation,” Wilson and Doz  
|          | “The Difference between Chinese and Russian Entrepreneurs,” Batjargal  
|          | “Entrepreneurs in the US Face Less Red Tape,” Pool and Wall  
|          | “Is Your Innovation Process Global?” Santos, Doz and Williamson  
|          | Chabros, International Group: A World of Wood  
|                  | **Class 08  | Products and Brands  
| Oct. 06  | OEM and OBM branding strategies; brands in an international context; country of origin; standardization or localization debate; international brand portfolios; brand protection; product planning; resurgence of global brands; global brand competition; targeting emigrants | • **International Marketing**, Clarke and Wilson, Chapter 09: International and global brands and products  
|          | “The Return of the Global Brand,” Quelch  
|          | “How Global Brands Compete,” Holt, Quelch and Taylor  
|          | “Diaspora Marketing,” Kumar and Steenkamp  
|                  | **Class 09  | Place; Internet and Price  
| Tuesday, Oct. 14  | International distribution decisions; managing international distribution channels; intermediaries; physical distribution; internet and geography; choosing a strategy; sequencing, reinventing supply chains; labels; pricing decisions; competitive, consumer and country factors; pricing policies; standardization vs. adaptation; transfer pricing; methods of payment; countertrade | • **Global Marketing, Contemporary Theory, Practice and Cases**, Alon and Jaffe, Chapter 12: Global Placement and Distribution Channels  
|          | “What is the Best Global Strategy for the Internet?” Guillén  
|          | “The Transparent Supply Chain,” New  
|          | **Global Marketing, Contemporary Theory, Practice and Cases**, Alon and Jaffe, Chapter 11: Setting Global Prices  
<p>|          | Final Paper due Thursday, October 17 |</p>
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<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Notes</th>
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<tr>
<td>Class 10</td>
<td>Promotion</td>
<td>Elements of international communications; culture; communications infrastructure; global corporate identity; strategic promotion issues; multicultural markets; B2B; international media; tools</td>
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<td>Oct. 20</td>
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<td>• <em>International Marketing</em>, Clarke and Wilson, Chapter 11: International marketing communications</td>
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<tr>
<td>Saturday</td>
<td>Final Exam</td>
<td>Mauboussin Japan: A French Gem in Asia</td>
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<td>Oct. 25</td>
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