

**Boston University British Programmes
Seminar in International Marketing
Lecturer: Jacqui Bishop
Spring 2006
SMG MK 485
Monday Afternoons: 1.00 – 5.00pm
Macdonald Room
Placement Phase - Elective B**

Lecturer

Jacqui Bishop, 07957 691 990, jacqui@bbdirections.com

Course Description

Knowledge of international markets and how to exploit them is essential in business. International markets are inherently riskier and more complex than domestic markets but they provide great opportunities for corporations and interest on a personal level.

The principal objective of this course is to help you develop a critical appreciation of the opportunities and challenges associated with the increasingly globalised markets. You will reflect on the theory and application of international marketing while gaining insights from companies that have adjusted their marketing strategies to the international macro-environment. The readings and cases are designed to help you understand the complexities of the macro-environment and how companies have developed their marketing strategies to exploit it.

International marketing concepts that we will study include environmental analysis, globalisation, international marketing orientation, international market entry strategies and the international marketing mix.

Course Objectives

On completion of this unit, you should:

- appreciate the complexity of the international macro environment, including the role of governments and international institutions
- assess various international markets through comparative analysis, using recognised tools and techniques, and recognise how this analysis informs marketing strategy
- distinguish between companies' international marketing orientation and the impact of orientation on the international marketing mix
- be able to use a range of strategic marketing tools and techniques to develop an international marketing strategy
- recognise the skills, knowledge and systems required to implement successful international marketing strategies

Course Structure

Classes will be formed of lectures, discussions, videos, exercises, presentations and group discussions. Relevant case studies, articles and academic papers will enable you to examine topical, practical international marketing issues during class.

Prerequisites

It is a mandatory requirement that students should have either taken SMG MK 323 Introductory Marketing Management or have taken some introductory marketing course prior to taking this course, the introductory course CANNOT be the London course COM CM 521 British and European Marketing Strategy or other BU COM classes. For those students that have not completed an introductory course in marketing, the lecturer will recommend additional precourse reading that will be mandatory and will be assessed at the start of the course.

Required reading

International marketing is a dynamic subject and you should read a broadsheet newspaper regularly (*The Financial Times*, *The Times*, *The Independent*) and a business journal such as *The Economist*. Your reading will be supplemented by papers and case studies given weekly by the lecturer or made available through the BU London website: <http://www.bu-london.co.uk/MK485.html>.

The **textbook** for this course is:

- I. Doole and R. Lowe, *International Marketing Strategy* (4th edn, 2004) Thomson Publishing (ISBN 1844800253)

Other useful texts include:

- P. Cateora and P. Ghauri, *International Marketing* (European edn, 1997) McGraw Hill (ISBN 0256236542)
- W. J. Keegan and B. B. Schlegelmilch, *Global Marketing Management: A European Perspective* (2000) FT Prentice Hall, (ISBN 0138418268)
- V. Terpstra, *International Marketing* (1999) Thomson Publishing (ISBN 0030211123)
- S. Hellensen, *Global Marketing: A Decision Oriented Approach* (2004) FT Prentice Hall, (ISBN 0273678396)
- Siew Meng Leong, Swee Hoon Ang and Chin Tiong Tan, *Marketing Insights for the Asia Pacific* (1996) Heinemann (ISBN 9971645327)

Assessment

Class participation	20%
Current event report	10%
Seminar paper	30%
Macro-environmental analysis	20%
Examination	20%

Class participation (20%)

Satisfactory in-class contribution requires attendance at every session of the course, preparation of all materials for every session, and active participation in class discussions. Any absence will affect your final grade for the course. An excused absence must be requested and arranged with the lecturer before class.

The success of case study discussions depends on your preparation. You will be expected to discuss and debate the issues at length during class.

Current event report (10%)

International marketing is a dynamic subject and you are expected to keep up with world events and company strategy. Therefore, we will select two students randomly each week to discuss a current event report. You are expected to report on a news article that is relevant to the topic we have discussed in class. The article should be less than 3 months old.

Seminar Paper (30%)

This is a group project. You will be allocated a topic from those below and your group is expected to give a presentation during class in the appropriate week. You are expected to investigate your seminar topic, ensuring that you use current literature and statistics. Your seminar presentation should be 30 minutes long and you should expect challenging questions (15 minutes) from other class members.

This course places particular emphasis on your ability to think critically. Research findings should be critically analysed and interpreted so that you can draw valid conclusions. Straightforward repetition of literature is unacceptable.

Seminar topics are:

1. Evaluate the role of the WTO in international trade. (Your presentation should include the history and development of the WTO).
2. Continuing cultural convergence means that cultural factors are unimportant in developing marketing strategy. Discuss.
3. Evaluate the impact of the single currency on marketing strategy. (Your presentation should include the history and development of the European Union).
4. Globalisation results in higher living standards for consumers across the globe. Discuss
5. Using company examples, evaluate each of the international market entry strategies.
6. Using company examples, evaluate ethnocentric, polycentric and geocentric approaches on marketing strategy.
7. Critically examine the case for using one advertising agency to create and implement an international advertising campaign.
8. Examine two strategic alliances indicating the advantages and disadvantages for each company.

Macro-environmental analysis (20%)

This is an individual assignment. You should select a country from the list below. You are expected to perform a full macro-environmental analysis and identify market opportunities within your selected country. Your presentation should last 20 minutes and you are expected to hand in an 800 word report that details your findings.

China
India
Mexico
Czech Republic
Greece
Philippines
Poland
Singapore
Thailand
Turkey

Examination (20%)

This will be a two-hour examination see www.bu-london.co.uk web site for time and location.

Grading Criteria

The following **Boston University School of Management** table explains the grading system that will be used for this course: -

Grade	Honour Points	Usual %
A	4.0	93-100
A-	3.7	90-92
B+	3.3	87-89
B	3.0	83-86
B-	2.7	80-82
C+	2.3	77-79
C	2.0	73-76
C-	1.7	70-72
D	1.0	60-69
F	0.0	Below 60

"Incomplete" grades are not permitted, because of the obvious difficulty in making up missed work once the student has left the country. All work must be completed on time. The grades reflect the quality of the work. Lecturers and students should use the following criteria for an understanding of what each grade means.

- A,** This exceptional grade is assigned only to work that has persistently outstanding quality in both substance and presentation. The student must demonstrate a sustained capacity for independent thought and extensive study, producing rigorous and convincing analyses in well-ordered prose.
- A-** Awarded to work that is clearly focused and analytical, and based on wide reading. The student must cover all the principal points of a question and systematically develop a persuasive overall thesis, allowing for one or two venial omissions or inapt expressions.
- B+, B, B-** This range of grades indicates that the student has shown some evidence of original thought and intellectual initiative. The student has cited sources beyond the class materials, and shown a degree of originality in perception and/or approach to the subject. The work will show thoughtful management of material, and a good grasp of the issues. The differences between a B+, a straight B and a B- may reflect poor presentation of the material, or mistakes in punctuation, spelling and grammar.
- C+, C, C-** Work in this grade range is satisfactory, but uninspiring. If the work is simply a recitation of the class materials or discussions, and shows no sign of genuine intellectual engagement with the issues, it cannot deserve a higher grade. Should an essay fail to provide a clear answer to the question as set, or argue a position coherently; the grade will fall within this range.

Quality of presentation can lift such work into the upper levels of this grade range. Work of this quality which is poorly presented, and riddled with errors in grammar, spelling and punctuation, will fall into the lower end of the range.

To earn a passing grade, the work must demonstrate that the student is familiar with the primary course material, be written well enough to be readily understood, be relevant to the assignment, and, of course, be the student's own work except where properly cited.

- D or F** The failing grade indicates the work is seriously flawed in one or more ways:
- Obvious lack of familiarity with the material
 - So poorly written as to defy understanding
 - So brief and insubstantial that it fails to properly address the subject
 - Material presented is not relevant to the assignment
 - Demonstrates evidence of plagiarism

Course Schedule

Session 1: The dynamics of international marketing

On completion of this class, you should be able to:

- identify key trading nations and outline world trade patterns
- discuss the currents and cross currents driving world trade
- recognise trade facilitators and institutions that foster world trade (trading blocs, WTO, etc.)
- outline the history and development of the EU and its impact on marketing strategy
- identify the key stages of the internationalisation process

Seminar briefings

Case: **The IKEA approach**
(Discussion areas: currents and cross currents, Ikea and the internationalisation process)

Reading: Chapters 1 & 2
International Marketing Strategy, Doole & Lowe.

Session 2: The International macro environment

On completion of this class, you should be able to:

- explain the purpose and methodology of comparative analysis
- use the PEST factors to assess international markets
- recognise the impact of protectionist measures on world trade
- discuss and evaluate social and cultural factors impacting on international marketing strategy

Seminar 1

Macro environmental analysis 1

Case: **McDonald's: A global cultural icon?**
(Discussion areas: culture and consumer attitudes to McDonald's, McDonald's reactions to boycotts in the international environment)

Reading: Chapter 3
International Marketing Strategy, Doole & Lowe.

Paper: **China's Five Surprises**, Edward Tse, 1/16/06

Session 3: Assessing international marketing opportunities

On completion of this class, you should be able to:

- recognise the components of the 12C analysis
- appreciate the role of international marketing research and the research process
- outline primary research techniques and associated issues
- recognise the components of the international marketing information system

- outline the complexities of consumer behaviour and international market segmentation

Seminar 2

Macro-environmental analysis 2

Case: **EuroDisney**
 (Discussion areas: errors and successes within the international marketing environment, marketing strategy)

Reading: Chapter 4
International Marketing Strategy, Doole & Lowe.

Paper: W. McEwen et al., 'Inside the mind of the Chinese Consumer', *HBR* (March 2006), pp. 68-78

Session 4: Strategic development

On completion of this class, you should be able to:

- appreciate the various aspects of globalisation
- compare alternative global strategies and company orientations
- recognise factors influencing international strategy formulation
- outline organisational structures appropriate to international marketing
- discuss strategies for creating international competitive advantage

Seminar 3

Macro-environmental analysis 3

Case: **Nestle**
 (Discussion areas: company structure, approach to international markets, globalisation, the role of branding in globalisation)

Reading: Chapters 5 & 6
International Marketing Strategy, Doole & Lowe.

Paper: T. Levitt, 'The globalization of markets', *HBR* (May-June 1983), pp. 2-11

Session 5: International market entry strategies

On completion of this class, you should be able to:

- evaluate the alternative market entry strategies available to companies seeking to enter new markets
- compare levels of involvement, control and risk
- identify criteria to select appropriate entry strategies
- entry strategies

Macro-environmental analysis 4

Macro environmental analysis 5

Case: **Gucci: The rise and fall of a luxury family brand**
(Discussion areas: company entry strategy, company orientation, strategic issues)

Reading: Chapter 7
International Marketing Strategy, Doole & Lowe.

Session 6: International product and service strategy decisions

On completion of this class, you should be able to:

- explain the terms standardisation, adaptation and globalisation
- evaluate the factors affecting international product strategy
- evaluate various branding strategies and recognise the complexities associated with branding internationally
- explain how environmental trends affect product portfolio management and outline the new product development process in international markets
- recognise the complexities of services marketing

Seminar 4 Macro-environmental analysis 6

Reading: Chapter 8
International Marketing Strategy, Doole & Lowe

Discussion: Coco-colonisation ('The Rebel Sell', Chapter 8)

Paper: C. Gronroos, 'Internationalization strategies for services', *Journal of Services Marketing*, 13/4-5 (1999), pp. 290-297

Session 7: International communication strategy

On completion of this class, you should be able to:

- recognise the complexities in developing an international communications plan
- discuss each element of the communications mix
- appreciate factors in selecting appropriate media and the problems arising from national variations in media supply
- appreciate the role of negotiation and the art of personal selling and their associated complexities
- apply the Keegan approach to communications planning

Seminar 5 Macro-environmental analysis 7

Case: **The Harley Davidson approach**
(Discussion areas: positioning strategy, targeting women, strategy development)

Reading: Chapter 9
International Marketing Strategy, Doole & Lowe.

Paper: D. M. Sanford and L. Maddox, 'Advertising agency management of domestic and international accounts', *International Marketing Review*, 16/6 (1999), pp. 504-517

Session 8: International pricing strategy

On completion of this class, you should be able to:

- compare domestic and international pricing
- appreciate the additional complexities in international pricing
- explain the purpose and practice of multinational pricing
- appreciate the impact of the Euro on pricing in European markets
- appreciate currency considerations and commodities markets
- identify techniques for managing the risk of non-payment
- appreciate different forms of countertrade and its role in international trade

Macro-environmental analysis 8

Macro environmental analysis 9

Reading: Chapter 11
International Marketing Strategy, Doole & Lowe.

Paper: C. Vignali, 'Kellogg's: internationalisation versus globalisation of the marketing mix', *British Food Journal*, 103 (2001), pp. 112-130

Session 9: International distribution strategy & Revision

On completion of this class, you should be able to:

- appreciate the challenges in international distribution strategy including the regulations of exporting and importing
- recognise the importance of Incoterms and associated import and export documentation
- explain methods to select, manage and control overseas intermediaries (particularly franchisees)

During this session we will also revise the syllabus and discuss examination requirements

Macro environmental analysis 10

Case: **The Body Shop**
(Discussion areas: distribution strategies and market entry strategies)

Reading: Chapter 10
International Marketing Strategy, Doole & Lowe

Paper: R. E. Johnsen and T. E. Johnsen, 'International market development through networks', *International Journal of Entrepreneurial Behaviour and Research*, 5/6 (1999), pp. 297-312

Session 10 Final Exam - see www.bu-london.co.uk web site for time and location.

Terms and Conditions

****Attendance at all classes is mandatory. Students missing lectures without a doctor's letter or authorisation from the Director or from the Placements' Team will automatically be docked a – or a + from their final grade. Persistent lateness will also be penalised in the final grade.** A register of attendance will be taken at the beginning of each session and marks will be awarded for attendance. Absence can be conveyed either by advising a senior member of staff in the Academic Affairs Office with a request that the information be passed on to me; or by emailing the lecturer prior to class. Leaving it to another class member to convey messages will not be acceptable. Appointments for interviews for internships should not conflict with attendance at classes.

Any student who is unable to attend a class, or take part in an assignment because of religious reasons, must give notice in advance of class. He/she will be required to make up for time lost. In this situation arrangements must be made with another student for class notes to be shared. Written papers must be delivered before agreed deadline, failure to hand in the paper will result in deducted marks.

I will make some time available in each session for students to raise questions etc. Should students wish to discuss matters with me in person I will also be available during the break mid-lecture and at the end of class. Alternatively, please feel free to e-mail me with questions. If you have problems with the availability of reading materials (all of which should be in the library) please contact me either through the Academic Affairs Office or via e-mail.

Plagiarism

Boston University's *Code of Student Responsibilities* states:

The value of any grade, credit, honour or degree received by a student presupposes that all work submitted by a student is his or her own. A student who uses or relies upon the work of others or who, except under conditions expressly permitted by the instructor, furnishes assistance to another student, violates the standards of the University. Students must insist upon academic honesty and integrity from their fellow students and must report promptly any case of alleged violation of academic conduct. Failure to do so is a violation of this code.

Plagiarism can take many forms, including the reproduction of published material without acknowledgement, or representing work done by others as your own. This includes the increasingly common practice of purchasing and downloading work from Internet "paper mills." You should be extremely careful when submitting work for this course that all work is correctly sourced. Prints outs of websites that have been used in research may be required by the lecturer in cases of a grade dispute and all website based reference material should be kept by the student until after the end of the semester