



MKT 7300 (3.0 CH)
INTERNATIONAL MARKETING
Summer 2011

INSTRUCTOR

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COURSE DESCRIPTION

This course is a study of problems and opportunities of marketing in foreign environments. It will focus on the cultural, economic and geographical problems encountered in managing the marketing function from a Canadian manager's perspective.

INTRODUCTION

This course aims to: a) provide students with a panoramic overview of some of the most leading strategies and practices in international marketing, and b) lead them to, in a comparative manner, investigate the application of those strategies and practices to both the Canadian and Global Markets. For that purpose, the course will have as its objectives to:

1. Develop skills and knowledge to understand, interpret, and analyze modern international marketing strategies and practices;
2. Build a strong foundation for critical thinking in the area of international marketing;
3. Investigate and report on leading international marketing issues, practices, and ideas.
4. Analyze current international trends and developments, similarities and differences, and convergences and divergences among trade systems – as related to cultural, political, religious, social, economic, and global variables and influences.

Therefore, the focus will be on understanding the current international business environment vis-à-vis local, national, and regional market conditions, cultural, legal and political influences, and global governance organizations (e.g. WTO, WBG, IMF, etc.) It will also provide an opportunity for the students to understand how MNC's and governments are facing the challenges and tensions that are taking place around the world as national borders blur and global trade issues call for renewed thinking about national sovereignty and MNC accountability

COURSE ORIENTATION

The above topics will be covered mostly through discussions of the readings, student participation and input, group presentations, mock debates, various exercises, case analyses and films. The readings represent past and present work in international marketing and related disciplines.

This unit has to be viewed in the context of a full MBA program. In other words, the topic is not being studied for its own sake but rather as a part of the total program. Therefore the emphasis is on integration and application. Students are expected to apply the previously learned principles and theory to the project and assignments.

The pace of the course is quite brisk, with new topics being introduced each class. Material introduced builds on previous topics. It is essential that you prepare and stay ahead in this unit.

COURSE MATERIALS

Country Manager: International Marketing Simulation by Lawrence Feick, Martin Roth, Michael Deigham, and Stuart James, Interpretive Software

Reading package available at the UM BookStore.

COURSE EVALUATION

Grading Weights

Class participation	10%
Final exam	30%
Case write-up	30%
Group Marketing Simulation	30%
Simulation plays	20%
Final Presentation	10%

Grading Guideline (The following grading points serve as references only)

93-100	(A+)	75-79.9	(C+)
88-92.99	(A)	70-74.99	(C)
85-87.99	(B+)	60-69.99	(D)
80-84.99	(B)	<60	(F)

COURSE ELEMENTS

1. **Readings** – All of the readings assigned to this course are important and you should read them before coming to class. Not all material in the readings will be covered in class. Similarly, some of the material covered in class does not appear in the readings, but through the reading you have a much better understanding of the subject.
2. **Class Participation** – Students are expected to attend every class and participate in everyday class discussion. I am going to assign some readings (cases and articles) as the course progresses. Each student should be prepared to discuss the assigned chapter readings, articles and cases at all times. You will be called upon randomly, so you must be prepared at all times. Class participation count for 10% of the final grade, so each student should take them seriously. **Participation in case discussions will have a higher weight in the calculation of your overall class participation grade.**

3. **Final Exam** – The examination will be given during scheduled exam week. The material covered in the exam will be through Class #9. All questions will be based on **both** lectures and readings, including cases, articles and group assignments. These questions will test your understanding of the basic concepts and your ability to apply them appropriately to marketing scenarios.
4. **Case Write-UP** – Throughout the course we will be discussing some cases that parallel the discussions from the text. Each student is responsible to hand in case analyses write-ups of two out of the eight case studies assigned for this course. The first case write-up is worth 10% and the second is worth 20% of your final grade. Only one member from a group may write up a particular case. Thus, you must decide among your group members who will write up which case on an individual basis. One case must be selected from the first four cases to be discussed (i.e., from May 19th to May 31st) and the second individual case write up must be from the later four cases to be discussed (i.e., from June 2nd to June 14th).

All case assignments **MUST BE** typewritten, **double-spaced**, 12 Times New Roman or 11 Arial fonts with a maximum of eight pages. **Handwritten case write-ups will not be accepted.** A maximum of 10 pages of exhibits may also be included. The cover page should indicate the title of the case, the date, course number, and student number. **Do not put your name on any written submissions. You should identify yourself only by your student number. If you put your name on any assignment, 3% will be deducted from your grade for that assignment.**

The case write-up MUST be submitted at the beginning of the class that it has been assigned to be discussed. NO LATE SUBMISSION WILL BE ACCEPTED. YOU HAVE TO SUBMIT THE CASE THAT HAS BEEN ASIGNED TO YOU BY YOUR GROUP. YOU WILL NOT BE ABLE TO CHANGE THAT AFTER IT HAS BEEN ASSIGNED TO YOU. AS YOU KNOW WAY IN ADVANCE THE DUE DATE FOR YOUR CASE WRITE-UP, THERE WILL BE NO EXCEPTIONS TO THE ABOVE RULES. Please, do not approach me with any excuse for not handing in your case assignment on the due date.

5. **Group Marketing Simulation (Country Manager)** - You will apply your course learning in an international marketing simulation. Each student group (to be assigned by the instructor) will act as a marketing team in Allstar Brands, a U.S.-based consumer products company, for a toothpaste brand. The team will make decisions for entering and managing the brand business effectively in Latin America, focusing on six possible countries (Argentina, Brazil, Chile, Mexico, Peru, and Venezuela). *Teams should thoroughly read the manual and instructions for operating the software.*

Your team will discuss and analyze the company, and make decisions for seven (7) decision periods, or years, for the brand. Decisions for each period should be entered on-line by one team member; it is important to *double check the input before finalizing and advancing the program*, so there is no inadvertent error. *Decisions, except for two, cannot be altered or replayed once the program is advanced.* Each team plays directly against the other student teams. Since there are seven periods of play, there is opportunity to learn over time. Grading of the simulation will be based on the overall quality of decision making, learning and corrective action over time, and the team's performance by the end of the game.

FINAL COMMENTS

1. **Responsibility** - It is the student's responsibility to be aware of all handouts, assignments, and announcements given in class.
2. **Read carefully** - It is highly recommended that you read every word of this syllabus before you do anything else for this course and that you reread the relevant sections carefully before preparing any assignment.
3. **Difficulty** - If you are having difficulty in the course or experience a situation that affects your class performance, do let me know right away. **Don't wait until the end of the course, allowing a minor difficulty to escalate into a serious problem.**
4. **Group Conflict** - Group project, like any group work in the business world, can sometimes be a frustrating experience. Group members sometimes feel that the division of labor is not equitable. However, learning how to effectively manage the group work experience and outcome is essential to successful professional performance; you need to not only contribute yourself but also encourage others to contribute to the group project. **Setting clear and explicit expectations of the group at the outset and communicating frequently and openly throughout the semester are key.**

All problems arising within the group, including those related to relative contributions of the group members, are to be handled internally by the group; this is an essential part of the group project experience. However, you will have the opportunity to evaluate your group members at the end of the course based on the quality and quantity of their contributions. Your individual grade will go up or down based on these evaluations if there is consensus regarding over- or under-contribution.
5. **Plagiarism** is considered a serious issue in our school. Therefore, all work must be original and written in your own words. You may quote authors where necessary, but they must be appropriately referenced. No cheating or dishonest behavior will be tolerated. Copying the work of a current or past student, or plagiarizing in any way, will result in a grade of "F" for the assignment. **See attached handout (Academic Integrity).**
6. **Attendance** – Attendance will be taken at every class. Absences will be handled as follows:
 - 1st absence is automatically exempted, no excuse is required.
 - 2nd absence can be justified with normal excuses (e.g., job interview, sick, participation in external competition, etc), if not, I will deduct 2 participation points for that absence.
 - Each additional absence (beyond the first two mentioned above) will cost you 2 participation points. So, please use the first three absences wisely.
 - **If a student misses more than 30% of the total number of classes (3 classes), he/she must immediately talk to me to avoid the risk of getting "F" as his/her final grade.** The logic is if a student missed that many classes, he or she did not learn as much as he or she should.
 - **You are responsible to make sure that you sign the attendance sheet before you leave the classroom.** You will not be able to sign it (prove your attendance) afterwards. Signing for
 - **THERE ARE NO EXCEPTIONS TO THE ABOVE RULES.**

7. **Unacceptable behaviors:**
 - a. **Consistently coming up late or leaving early.** You will not be allowed to sign the attendance sheet if you arrive more than 20 minutes late for the class.
 - b. **Reading materials that do not belong to the classroom materials.** I consider this kind of behavior to be rude and disrespectful. **If you do that, I might ask you to leave the class. So, avoid the embarrassment.**
 - c. **Unauthorised use of laptop computers during classes.** Research has shown that the use of laptop computers distract students from the main subject been discussed in class. For this reason, I will not accept the use of laptop computers during case discussion classes. Students will be asked to turn off their computers during those classes.
 - d. **Sleeping in class.** I consider this kind of behavior to be rude and disrespectful. If you feel you are too tired and can't stand the class, go for a short walk on the corridor and/or go and wash your face at the washroom. If after that, you still think you can handle it, you are excused to leave the class earlier. **If you sleep in my class, I might ask you to leave the class. So, avoid the embarrassment.**
8. **Insurance Point** – When a course is organized on a point basis, there are always students who end up only one point away from the next highest grade. You have the opportunity to avoid this situation. If you are only one point away from the next highest level, I will automatically jump you to the next level if you satisfy all of the following conditions:
 - a. **You did not miss more than 2 classes;**
 - b. You handed in all of the required individual assignments; and
9. You got full marks for class participation (10%).
10. **Students with Disabilities** - Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirement.

TENTATIVE SCHEDULE OF CLASSES/ASSIGNMENTS

CLASS	DATE	TOPIC	READINGS/ ASSIGNMENTS
1	May 17 (T)	<ul style="list-style-type: none"> General Introduction Country Manager Description and Overview The Importance and Scope of IM 	Country Manger Manual
2	May 19 (R)	<ul style="list-style-type: none"> The Dynamic Environment of IM The Canadian Perspective in IM 	Case Study: Lenovo: Building A Global Brand
3	May 24 (T)	<ul style="list-style-type: none"> The Social and Culture Environments of IM 	Case Study: Louis Vuitton in India 1 st Country-Manager Decision is due
4	May 26 (R)	<ul style="list-style-type: none"> The Economic and Technological Environments of IM The Political and Legal Environments of IM 	Article: China vs. the World Case Study: China's Trade Dispute 2 nd Country-Manager Decision is due
5	May 31 (T)	<ul style="list-style-type: none"> Conducting IM Research The Importance of Multinational Market Regions and Market Groups 	Article: Cracking the Next Growth Market: Africa Case Study: Nanosolar, Inc. 3 rd Country-Manager Decision is due
6	June 2 (R)	<ul style="list-style-type: none"> The Importance of Emerging Markets Strategies for International Expansion 	Article: Strategies that Fit Emerging Markets Case Study: Chabros International Group: A World of Wood 4 th Country-Manager Decision is due
7	June 7 (T)	<ul style="list-style-type: none"> Products and Services in IM Distribution in IM 	Case Study: LG Electronics: Global Strategy in Emerging Markets 5 th Country-Manager Decision is due
8	June 9 (R)	<ul style="list-style-type: none"> Pricing in IM Integrated Marketing Communications in IM 	Case Study: Procter & Gamble: Always Russia 6 th Country-Manager Decision is due
9	June 14 (T)	<ul style="list-style-type: none"> Negotiating in IM 	Article: The Hidden Challenge of Cross-Border Negotiations Case Study: Medical Equipment Inc. in Saudi Arabia Last Country-Manager Decision is due
10	June 16 (R)	<ul style="list-style-type: none"> <u>Group presentations</u> 	

MKT 7300 - Guidelines for Case Analyses

Executive Summary:

This is a one-page summary of the report. It is not an introduction. Given the decision to be made, highlights of the analysis, what criteria were used, the alternatives and a statement of the recommendation.

Decision Statement:

This is a statement which clearly and concisely tells the reader what the decision is that has to be made. It may also include any sub-decisions. The reader should be able to go from this statement to the "Recommendation" section and read what decision you are recommending. (It is what is in between these sections that forms the "meat" of the report.) The decision statement should only be 3 or 4 sentences long. **(Do not give the company history here. Do not restate case facts.)**

Analysis:

Here, you should analyze the situation. This section tells the reader what the environment the decision maker is working in is like. **Again, do not simply restate case facts.** The reader knows the facts that are in the case. Your job is to use these facts to build a case.

There is no set way this section should be formatted. However, it should include an analysis of the company and its present strengths and weaknesses, as well as an analysis of the macro-environment, the consumer, the market/industry, and the competition. You may also use exhibits here to provide analysis, if you do, give the "bottom-line" figure, conclusion, etc. in the text (e.g. the growth rate over the last 3 years has been 7.8% (see exhibit 2)).

Below are some factors that should be examined when carrying out the analysis. These are not meant to be exhaustive, nor will they apply to every case. Rather, they are a guide to get you started.

Internal Analysis:

- What are our strengths and weaknesses?
 - Management expertise
 - Market share and growth rate
 - Finances, R&D, Production, etc.
 - Present marketing mix

Macro-Environment:

- Are there any significant changes in the political/legal environment?
- Are there any significant changes in the economic environment?
- Are there any significant changes in the social environment?
- Are there any significant changes in the technological environment?

Consumer Analysis:

- Who buys? Why? When? How? Where?
- What are they buying? (What need is being met?)
- What is the decision process?
- What is the level of involvement?
- Is this a one-time purchase or is it repetitive?
- What is the decision making unit?
- How is the product positioned in the minds of the consumers?
- Are there switching costs?

Market/Industry Analysis:

- Market Size?
- Market growth rate?
- Stage in life cycle?
- What influences demand?
- On what basis can the market be segmented?
- Is demand constant or cyclical?
- Are there substitute products?
- What are the characteristics of the channel members?
- Who has the control in the channels of distribution?
- Are there multiple suppliers or just a few?
- What are the keys to success in this market?

Competitive Analysis:

- Who are the major competitors?
- Have there been any changes in market share among the competitors?
- Are there any new or potential competitors?
- What is their market share? Has this been constant over time?
- What is the basis of competition (e.g., price, service?)
- What segments is the competition serving?
- What are their strengths and weaknesses? Are they a threat?
- How will the competition likely respond to our actions?
- How fast can they react?
- What are the barriers to entry?
- What are the barriers to exit?

Criteria:

What criteria will be used to evaluate the alternatives? There will likely be both quantitative and qualitative criteria. **If possible, the criteria should be quantified** (e.g., Must achieve a projected sales level of 5,000 units in the first year).

Alternatives:

You should evaluate the most feasible alternatives. Some cases give clear alternatives, others do not. In this section, you must remain objective and not give recommendations. You should examine the pros and cons of adopting a particular alternative in light of your analysis of the internal and external environment. This is good place to be using your exhibits to back up your arguments. For example you could say the following, "This alternative would require a break even of \$100,000 which is 10% of the market (see exhibit 6)."

Recommendation:

From your alternatives, you should choose a recommended course of action. It may be a combination of the two or more alternatives. Be clear and concise, with a brief rationale as to why you have chosen this alternative over the others. You should include a plan of action (POA). This will include specifics on such things as the timeline for implementation, who would be responsible for what actions, and specifics on the target market and marketing mix. You should also acknowledge the downside risks of your plan and any contingencies to overcome those risks.

Exhibits:

Up to 10 pages of exhibits are allowed. More than one exhibit may appear on a page, but do not squeeze 5 on one page. These must be labeled (i.e., Exhibit 1, Exhibit 2, etc.), and titled (e.g., Sales Growth in \$000 for 2007-2010).

Exhibits are to add value to your analysis. **DO NOT simply reproduce exhibits from the case or simply amalgamate figures from the case. This would be a fatal mistake!**

Make sure that your exhibits are easy to follow. Remember that the reader may not have followed the same logic as you have, so it is your job to lead the reader through your analysis. Make sure that assumptions are clearly stated (perhaps in footnotes). Be sure that the reader knows what your numbers stand for. That is, do not simply have $100 \times 6 \times 3000 = 1,800,000$. This is meaningless, unless the reader knows what the numbers stand for.

Be sure that each exhibit is referred to in your report and they must also be referred to in order. That is, the first exhibit referred to must be Exhibit 1, not Exhibit 6. The next new exhibit referred to must be Exhibit 2, etc.

Stylistic Issues:

- A cover page should be used that has the case name, the course number, your student number and the date. **DO NOT WRITE YOUR NAME ON THE CASE ANALYSIS.**
- The reports may have **a maximum of 8 pages of text** (excluding the Executive Summary and exhibits), double spaced, 2.54 cm. margins
- Use 3rd person voice
- Number the pages
- Use headings and subheadings
- **Be sure not to simply restate case facts** – your job is to analyze the facts to build an argument. You can use the facts to back up your conclusions though.



ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading "Plagiarism and Cheating." Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty involving a graduate student (i.e. MBA, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.



MEDICAL ABSENTEEISM FORM

I.H. Asper School of Business, The University of Manitoba

STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	_____
Telephone Number	Fax Number	
_____	_____	
<p>To the attention of the physician: Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a <u>valid reason</u> to miss an important <u>exam</u> or <u>assignment</u>. Your professional evaluation is necessary to ensure that only valid cases are excused.</p>		
<p>I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.</p>		
<p>The student's condition will likely span the following dates:</p>		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____		_____
Physician's Signature	Date	

NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is NOT SUFFICIENT to provide a note that only indicates the student visited the doctor's office.



FACULTY BIOGRAPHY

I.H. Asper School of Business, The University of Manitoba

Sergio W. Carvalho, Ph.D.

Associate Professor

Department of Marketing

Dr. Carvalho has a multi-cultural perspective on much of his academic scholarship. From his native Brazil, both his academic formation and professional work experience provided an understanding of the functioning of the marketplace. Dr. Carvalho's work experience included marketing and financial executive positions and a year in general management as the General Manager of the BMC Bank in Sao Paulo. From academic training in the US, France and Brazil, his perspective was widened to include an experiential understanding of the cultural operators that influence business processes.

Dr. Carvalho has published and presented papers reflecting his research interests in the links between social identity and consumer behavior. He has presented his papers at the Conferences of the Academy of International Business, Association for Consumer Research, European Association for Consumer Research, Society for Consumer Psychology, and American Marketing Association. As a university instructor at both the graduate and undergraduate levels, Dr. Carvalho has taught courses in a range of marketing disciplines, focusing on consumer behavior, consumer research, and business strategy (international and domestic.) He has taught in the US, Canada, Finland, Switzerland, Taiwan, Hong Kong, Singapore, Israel and Brazil. His efforts as an instructor were recognized in Brazil with a "best professor" award in the Graduate School of the University of Fortaleza. He has also been nominated for the 2003 Presidential Excellence Award for Distinguished Teaching and received the 2004 Dean's Distinguished Teaching Award both at Baruch College. In addition, he received the University of Manitoba-UMFA Merit Award for teaching for the last four consecutive years (2010, 2009, 2008, and 2007) and The Olive Beatrice Stanton Award for Excellence in Teaching in 2009.

Dr. Carvalho received his Ph.D. in Business/Marketing from Baruch College/The Graduate School of the City University of New York, his MBA in Finance from Northeastern University, and his BBA from the University of Fortaleza, Brazil. In addition, he completed two Post Graduate Diplomas – in International Business at the Ecole Supérieure de Commerce in France and in Finance at FGV-Fundacao Getulio Vargas in Brazil.