

San Diego State University  
Imperial Valley Campus

MKTG 376  
International Marketing Strategy

Spring, 2006

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## TEXTBOOKS

Rakesh Mohan Joshi (2005), *International Marketing*, New York: Oxford University Press, ISBN: 0195671236.

Nitish Singh and Arun Pereira (2005), *The Culturally Customized Web Site: Customizing Web Sites for the Global Marketplace*, Burlington, MA: Butterworth-Heinemann, ISBN 0750678496.

## COURSE DESCRIPTION

"International marketing and trade principles; comparative economic and sociocultural systems; entry, counter-trading, transfer pricing, and promotion."

## COURSE OBJECTIVES

1. Appreciate how rapidly changing and varied cultural, legal, and economic factors affect marketing opportunities throughout the world for both small and large businesses.
2. Develop skills useful in finding and analyzing information needed to make global marketing management decisions.
3. Develop the communication skills needed by managers to function effectively in the global business world.
4. Appreciate the roles of formal analysis and creative work in approaching global marketing problems.

## TENTATIVE SCHEDULE OF EVENTS

Week	Date	Topic(s)	Chapters
1	1/24/2006	Introduction	Joshi: 1, 2
2	1/31/2006	Economics and trade policy Legal systems	Joshi: 3
3	2/7/2006	Culture	Joshi: 4,
4	2/14/2006	Culture	Joshi: 5
5	2/21/2006	Environmental Scanning Marketing Research	Joshi: 6
6	2/28/2006	Decision-making Processes for Country Entry	

TENTATIVE SCHEDULE OF EVENTS			
Week	Date	Topic(s)	Chapters
		<b>MIDTERM I</b>	
7	3/7/2006	Market Entry Product Strategy	Joshi, 7
8	3/14/2006	<b>SPRING RECESS</b>	
9	3/21/2006	Product Strategy <b>CASE #1: Revlon—China.</b> <u>If chosen, the case must be BOTH turned in on paper in class and uploaded to TurnItIn.com.</u>	Joshi: 8,9
10	3/28/2006	Product Strategy and Branding Services	
11	4/4/2006	Pricing Decisions <b>CASE #2: Boeing.</b> <u>If chosen, the case must be BOTH turned in on paper in class and uploaded to TurnItIn.com.</u>	Joshi, 10
12	4/11/2006	<b>MIDTERM II</b>	
13	4/18/2006	Pricing Decisions Distribution Promotion	Joshi, 11
14	4/25/2006	Promotion <b>CASE #3: ArtDeco.</b> <u>If chosen, the case must be BOTH turned in on paper in class and uploaded to TurnItIn.com.</u>	Joshi, 12
15	5/2/2006	E-commerce	Singh & Pereira, 1-9
16	5/9/2006	Emerging Issues <b>CASE #4: Unilever.</b> <u>If chosen, the case must be BOTH turned in on paper in class and uploaded to TurnItIn.com.</u> <b>PROJECT DUE.</b> <u>The project must be BOTH turned in on paper in class and uploaded to TurnItIn</u>	Joshi, 17
17	5/16/2006	<b>FINAL</b>	

## ASSIGNMENTS AND GRADING

Unless negotiated otherwise, grading in this course will be based on the following weights:

Component	Points possible
Midterm I	50
Midterm II	150
Final	300
Case "Memo to Management" (4 to choose from)	100
Term project or three additional "memos to management."	300
Class participation and in-class assignments	100
<b>TOTAL</b>	<b>1,000</b>

Individuals who attend fewer than seventy-five percent of all class meetings in their entirety must still complete all work in a satisfactory manner but cannot receive a higher course grade than that warranted by the final score.

Subject to adequate attendance as discussed above and in the section on “In-class Assignments,” grades are guaranteed to be no lower than “straight” scale.

**IN-CLASS ASSIGNMENTS:** On twelve occasions during the term, we will have a brief in-class assignment. Most people who attend class consistently can expect to do well on these assignments.

Students are expected to attend classes consistently and in their entirety. You must be present at the beginning of class, at the end, and any time in between. If you miss more than two classes in their entirety, part of a class four times, or any combination thereof (e.g., one full class and parts of two classes) and have a compelling reason for having missed the class(es) in question, you should complete a makeup paper on the topic scheduled for the day. Instructions for completing these papers will be posted on the course web site. For full credit, makeup papers should be generally completed within two weeks of the day missed (but no later than the day of the final) unless other arrangements have been made in advance. A course grade deduction of 30 points for each complete class missed, or 15 points for each class missed in part, will be made for each absence in excess of the two complete class equivalents permitted. For example, a person missing four classes in their entirety and two classes in part would have  $(4-2)*30+2*15=90$  points deducted. This is in addition to points forfeited on in-class assignments.

**MIDTERM I.** An initial midterm on February 28 will consist of five short answer questions, out of which you will be asked to choose any four to answer. Material covered in class and readings assigned up to February 14 will be covered.

**MIDTERM II.** The main midterm on April 11 will consist of ten short answer questions. You will be asked to answer eight of these questions, leaving two blank, such that you will have an opportunity to address those questions on which you feel most confident. You will be provided up to one half page to respond to each question. Some of these questions can be answered in two to three sentences. Separate study guides will be provided for material covered in class and for assigned reading.

The exam will tend to cover *substantive* issues and applications to real firm situations. It is, for example, extremely unlikely that you will be asked to regurgitate a definition, but you may be *given* a definition and then be asked *to discuss its significant parts and implications*—a much more difficult task. Please be forewarned that one of my favorite words is “implications”—you should always be prepared to discuss why something is important to a firm in a given situation.

Separate study guides will be provided for material covered in class and for the textbooks.

**FINAL:** The format is the same as the midterm. It will emphasize material covered since the midterm but will contain some cumulative material as indicated in the study guide.

**“MEMOS TO MANAGEMENT” (interchangeably referred to as cases):** Since the World is changing very quickly, we will consider cases based on articles published in the popular business or trade press within the last twelve months. Four cases are assigned for the semester.

Although articles may address the situation of several companies, one firm has been chosen for each company as the "target" company--the one whose interests you should consider in writing the case:

Case #	Date	Target firm	Article
1	3/21	Revlon—China	"The New Land Of Opportunity: Non-Chinese Companies, From Multinational To Mid-Sized Exporters, Longing To Enter China's US\$6.3 Billion Cosmetic Market, Are Challenged To Enter Mainland Distribution Channels," (2005), <i>Global Cosmetic Industry</i> , 173(11): 24, November
2	4/4	Boeing	Dominic Gates (2005), "Boeing Snares Coveted Qantas 787 Deal," <i>Seattle Times</i> , December 14.
3	4/25	ArtDeco	"Creating Trends in Colour" (2005), <i>European Cosmetic Markets</i> , 22(11): 441, November.
4	5/9	Unilever	Laurel Wentz (2005), "Talking Dirty For Detergents Leads Executive To `Brand Conversation,'" <i>Advertising Age</i> , 76(42): 42, October 17

In approaching your memo (case analysis), you should pretend to be a consultant hired by the firm. Your charge is to apply class concepts to the needs of the firm--what can the firm do to improve its marketing efforts in the given situation and/or remain successful in the future?

**Note that the emphasis should be on what the firm *should* be doing, or thinking about doing, rather than what is currently being done--today's solutions are unlikely to work tomorrow in a rapidly changing global environment. Cases should *not* dwell on past mistakes, although it may be useful to consider the implications for future practice of what the firm has learned from its experience.**

(If this charge sounds ambiguous, keep in mind that a firm needs to rely on the self-direction and insight of a manager or consultant to recognize and attack issues that are most critical and relevant. At the risk of using a cliché, as in learning to ride a bicycle, there is no substitute trying on one's own).

**TERM PROJECT OPTIONS:** Please choose one of the following three options:

1. Consulting to a firm. Select a firm doing business internationally that is of particular interest to you. You have been hired by this firm to produce a consulting report identifying international marketing threats and opportunities based on issues discussed in this course and through additional research.

**Please note that information about what the firm is already doing is *not* of interest** since the firm already knows about its current strategy and operations. Instead, you should identify new opportunities and issues that should be analyzed by the firm. You may, however, need to analyze current strategies and behaviors of competitors, clearly identifying implications for your client firm.

This project has deliberately been designed to be broad enough to accommodate a range of interests and approaches. You are encouraged to seek any clarification needed and/or to "bounce off" ideas on the instructor.

The following criteria will be heavily weighted in the grading of projects:

- A demonstration of a *genuine understanding* of the material discussed, rather than unexamined "parroting" of others' ideas;

- Evidence of a balance between analytical thinking and creativity;
- Well documented, *thorough research*, with documentation of facts as needed from credible sources;
- An *application of material to the specifics of a situation*—a clear indication of how this material can be applied to the needs of the specific firm;
- A demonstration of thought going beyond what a firm is currently doing, emphasizing *new* ideas for the firm to consider in improving its performance and/or adapting to changing conditions;
- *Organization* and clear, concise writing.

The project, if chosen, is due on May 10, but you are encouraged to turn in drafts of parts of the paper throughout the term.

2. Other project negotiated with the instructor.
3. Three additional memos to management, for a total of 4.

## INSTRUCTIONS FOR SUBMITTING ASSIGNMENTS TO TURNITIN.COM

Unfortunately, plagiarism is a major problem in the academic community today. It has therefore become necessary to take drastic measures to ensure that work submitted has actually been completed by the individual who claims to have written it. You will need to either (1) upload your papers to TurnItIn.com or (2) turn copies of all sources consulted—whether read or not—along with a signed statement that the paper is your own work and that no more than three consecutive words have been copied from any source without quotation marks. **If you elect to upload your papers to TurnItIn.com, these papers will be stored in a central database that will be used to compare papers submitted by others in the future.** If you wish to select the alternative procedure, you must provide the instructor with a written petition.

If you have not previously used TurnItIn.com, you will need to set up an account. SDSU pays for this service, so there is no cost to you. Please:

1. Go to <http://www.TurnItIn.com> (<http://www.turnitin.com>).
2. In the upper right corner, double-click on “create a user profile.”
3. Supply the required information.
4. Follow instructions for registering for this course. The course ID for this course is **1438766** . The password will be provided in class.

Please see the SDSU notice on under “Policies” on the next page. Additional SDSU policy and procedures information is available at <http://www-rohan.sdsu.edu/dept/its/resources/turnitin/> .

## POLICIES

- 1) SDSU policy requires that the following notice be placed in the syllabus of a course where TurnItIn.com is used: **“Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. You may**

submit your papers in such a way that no identifying information about you is included. Another option is that you may request, in writing, that your papers not be submitted to Turnitin.com. However, if you choose this option you will be required to provide documentation to substantiate that the papers are your original work and do not include any plagiarized material.”

- 2) University regulations on academic integrity are in effect. All work submitted must be your own. In writing papers, if you take any more than three consecutive words from any source—even if placed in footnotes or in tables—these must be put in quotes. Even if you do not quote directly, you must still give credit, by way of a citation, to any author’s ideas you use. The university provides serious sanctions for plagiarism and it is my policy to assign a failing grade for the entire course to anyone found to have engaged in academic dishonesty.
- 3) Classes should be missed only under truly compelling circumstances.
- 4) Extensions assignments may be granted under *exceptional* circumstances. You must petition the instructor as soon as possible after finding out the circumstances that you believe to justify an extension. Unless an explicit waiver is obtained in advance, extensions are expressly contingent on continuous attendance between the original due date and the extended deadline. Makeup examinations require serious and compelling reasons and appropriate documentation. If at all possible, these should be requested in advance.
- 5) Students are responsible for having a correct e-mail address on record with the instructor. If you do not have an e-mail address, you can obtain a free account on sites such as Yahoo or Hot Mail.
- 6) Individuals who wish to claim as an excuse that “the dog ate [their] homework” must furnish proof of ownership of a dog of sufficient size to be plausibly able to consume an assignment of the size in question.

#### NOTE

**On the first page of each assignment turned in, please write and sign the following statement: “This is my own work.”**

### A PERSONAL NOTE

I have a mild case of Asperger’s Syndrome, a neurological condition that in effect involves a “trade,” albeit involuntary, of certain abilities for others. My symptoms are modest but frequently noticeable—the most significant ones involve difficulty in maintaining effective eye contact (I am often perceived as “staring”), impaired transmission and interpretation of non-verbal communication, excessive sensitivity to noise and other stimuli, poorly controlled body movements, limited spatial ability, and extreme difficulty in “learning” faces. Please understand that my mannerisms are not an indication of lack of interest or regard, that it may take me several weeks to learn your name even if I have a photograph of you available, and that I may need several extra moments to recognize you if we run into each other outside class.

## QUALITY OF SOURCES FOR RESEARCH

### Sources That Are Likely to Be of Higher Quality:

- **Books**
- **Periodicals**—can be found through library databases such as Lexis-Nexis and ABI/Inform
  - **General news** (Note: These sources are sometimes available online and it is fine to use any online version).
    - **Newspapers**—e.g., *Los Angeles Times*, *Wall Street Journal*, *Financial Times*
    - **Magazines**
      - **Business oriented**—e.g., *Business Week*, *Fortune*, *Forbes*, *American Demographics*.
      - **General**—e.g., *Newsweek*, *Time*, *Economist*
      - **Specialty magazines**—if appropriate and relevant—e.g., *PC Magazine*
    - **Trade publications**—e.g., *Air Cargo World*, *Ice Cream Reporter*
- **Reference materials published by a reputable source**—if relevant and appropriate—e.g., encyclopedias and almanacs
- **Directories**—e.g., *Best Customers*
- **Government publications**—e.g., *Statistical Abstracts of the United States*
- **Selected web sites from credible sources**: U.S. Government, United Nations, World Bank. (Note: Most other web sites are not appropriate).

### Sources That Are Likely to Be of Low Quality and/or to Be “Suspect” in Some Way:

- **Most web sites:**
  - **Private sites.** The person who wrote this may not be qualified to discuss this issue, may have done a sloppy job, or may have a special interest. This includes sites hosted on “.edu” domains unless the writer is clearly identified as a professor or researcher. If the source is credible this way, you must identify this fact in the citation.
  - **Company sites.** These are glorified advertisements for the firm and are intended to make the firm look good. Accuracy may be less important to the firm than coming across well!
  - **Trade group sites.** These are supposed to make the industry look good. See above!
  - **Foreign government sites.** Many of these are intended to make the firm look good. Some countries do not have the resources to collect accurate information. Much of the information contained may represent wishful thinking rather than reality.
  - **Political, social, or organizational sites.** Sites run by religious groups, social or ethnic groups, political groups, or other groups that exist to promote one kind of viewpoint, policy, or “truth” cannot be taken at face value.
- **Company advertisements and annual reports.** Selected objective and audited information may be useful, but management opinions and claims are suspect.
- **Trade group brochures.** Again, the publisher has an agenda!

Yes, it is easier to try to find things through search engines such as Google rather than consulting a reputable source. It is also easier to guess! Neither approach is acceptable.

## NOTES ON QUOTATIONS AND CITATIONS

**Quotations and paraphrasing.** Generally, it is better to *paraphrase* statements made in articles and other documents. A direct quote of more than a few words should ordinarily be used only under exceptional circumstances—e.g., when it is exceptionally succinct, insightfully phrased, ironic, otherwise forceful, or revealing, as appropriate, of a significant player's personality, predisposition, or strategy.

Note that occasionally using just a few judiciously selected words from a quote may add a nice flavor. For example:

John Smith, lead petrochemicals analyst at Arthur Anderson & Co., remarked that it is "quite unlikely" that Nigeria will be able provide a "sufficiently dependable" supply benzene for major industrial customers.

Frequently, direct quotes tend to be longer than a good paraphrase, and the reader will not be spending time thinking about what kind of point the direct quote was intended to make.

If you do decide to use a quote, it must be *introduced* in some way--e.g.,

According to Jack Intrascopolus, a leading authority on "raponomics" (the economics of rap music), "The prospects for rap music in the Middle East, at the moment, appear to be...."

**Citations.** In all papers, you must cite your sources in the body of the text and provide a complete bibliography at the end of the paper. You must cite a source when you use information from it even if you do not quote directly. For example:

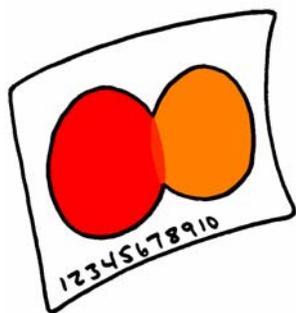
It appears that rap music has so far met success in North America, Western Europe, and certain more affluent Asian countries, with penetration in Latin America and the Middle East so far being quite limited. (Intrascopolus, 2000).

(The author's last name and the year of publication are put in parentheses at the end of the sentence). The source should be listed completely (author, title, publication, date, and, if available, page numbers) at the end of the paper. E.g.,

Intrascopolus, James Q. (2000), "Rapping Against a Cultural Wall," *International Journal of Rappology*, 4(2), 423-450.

### Reminders

- All work turned in must be your own.
- On the first page of all papers turned in from now on, please write and sign the statement: "This is my own work." When web sites are submitted, this statement must be made in the e-mail announcing the URL (web site address).
- If more than three consecutive words are used from any source, these must be put in quotes.
- All sources used must be cited, even if they are paraphrased and not directly quoted.
- You must have read each source listed in my references.



## EXTRA CREDIT OPPORTUNITY– *Secondary Marketing Research*

For up to 10 points of extra credit:

1. Identify a question related to international marketing that would be of interest to a firm. Please discuss clearly how the answer to this question would be useful to the firm. E.g.,
  - What kinds of prospects does America Online face in the European internet access provider (ISP) market? You might look at issues such as the existing and potential competition and consumer interest in Internet access.
  - A rap musician on a shoe string budget can afford to visit only two European trips on a tour to promote his new album. Which two countries might provide the best prospects? You might look at factors such as the number of fifteen to twenty-five year olds in the country and articles about popularity of rap music in the various countries.
2. Use any *two* sources of secondary marketing research to answer this question.
3. Briefly discuss your findings and the implications for the firm.

Please note:

- You must use at least two different tools to get full credit. No matter how many periodical articles you cite, they will count together for no more than one source.
- You may use Web sites created by the U.S. Government, United Nations, the World Bank, or other independent organization, but Web sites run by private companies and individuals do *not* count.

If you choose to do this extra-credit assignment, it is due May 2, 2006.

Creativity (within limits of good taste) is encouraged!