

SYLLABUS

Global Marketing & Innovation Strategy - Spring 2017

MKTG 3231-001 Course # 26112
Belk College of Business, UNC-Charlotte

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| | <u>Time</u> | <u>Place</u> |
|---------------|---|--------------------------------------|
| Class | Mondays 2:00 - 4:45 pm | Friday 111 |
| Office | Tuesdays 9:30 - 10:30 am or by appointment | Friday 352-B (3 rd floor) |

Course Introduction

Building on the fundamentals of marketing, this course introduces the context of the global environment. We will examine the cultural, social, legal, political, financial and geographic dimensions of the global marketplace. Using primarily qualitative methods, the course assesses the impact and integration of global factors in marketing programs and innovation strategies.

Course Objectives

- Understand major macro-environmental factors in global markets;
- Develop skills to adapt marketing strategies to specific international market needs while observing local constraints;
- Use innovation strategies on a global scale for competitive positioning and foreign market penetration;
- Apply basic and advanced marketing concepts to develop integrated marketing plans in global markets;
- Appreciate position of global marketer in issues of social responsibility and ethics.

Course Prerequisite

Marketing Concepts (MKTG 3110) with a grade of C or better

Reading materials will be specified and/or posted on Canvas on the relevant class days.

Student Expectations

Besides the academic training a student should expect to gain in this course, various skills should also be acquired, including:

- Awareness of different cultural markers (e.g. body language of different cultures);
- Sensitivity to impact on global market of current events;
- Elevator speech - distill information, condense into a succinct summary, and deliver message with conviction;
- Oral presentation skills - compose and deliver comprehensive and concise report;
- Working with a team;
- Report writing - compose and present systematic, professional reports.

Course Schedule will be posted on Canvas.

Course Structure

A combination of lectures, visiting speakers, discussions, a group project, reading assignments, written assignments, case studies and exams will be used to achieve the objectives of this course.

Attendance

Regular attendance is necessary for doing well in this course. As upper-level students you are expected to exercise responsibility in managing your general commitments. I appreciate that you have manifold claims on your time, so attendance in regular classes is not mandatory. Exam material comes principally from lectures, class discussions, assigned readings, and elevator speeches. Schedule changes are announced in class. You are responsible for any and all materials in missed classes.

ATTENDANCE is required at all guest lectures and all group presentations. Absences will be penalized (-25% total participation grade; -25% total project grade). Absence is expensive.

Practice professional conduct. Tardiness and early departure is disruptive and disrespectful, and are strongly discouraged. (Visit the restroom before or after class, not during class.)

Grading

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| 1. Exams 3 x 14% each | 42% |
| 2. Case Analyses 2 x 7% each (best 2 of 3) | 14% |
| 3. Group Project | 20% |
| 4. Class Participation | 10% |
| 5. Homework Assignments | <u>14%</u> |
| | <u>100%</u> |

Grade Distribution

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| A: 90-100 |
| B: 80-89 |
| C: 70-79 |
| D: 60-69 |
| F: lower than 60 |

1. Exams (3 x 14%)

All exams are closed-book and must be taken on the assigned dates during the semester. The exams will be based on material from texts, lectures and class discussions. It is imperative that you keep up with readings and attend class.

There will be no make-up exams. If you have to miss an exam, you must have a verifiable University excused absence (e.g. a medical emergency or a university athletic event).

Exam ownership. Exams take many hours to prepare and, as a form of intellectual property, belong to those who create them (your professors). Consequently, exams must remain in my possession or under my control at all times unless you are given explicit written permission to keep or copy them. **This means that exam papers cannot be taken out of the room during their administration or during their review at a later class meeting, unless explicitly permitted by the instructor.**

Students are encouraged to review their exams during office hours or by appointment for study purposes. Failure to return an exam after taking or reviewing it or removing an exam from my presence at any time will be considered theft of intellectual property. Such action will result in an exam grade of zero and may warrant further disciplinary action.

Grade appeals. If you believe that the grade you received on an assignment, exam, or other graded course component was in error or unfair, you can appeal to the instructor in writing within 10 calendar days of the receipt of your grade. The appeal should clearly state the reasons why you believe the grade to be unfair or the nature of the error. Overdue appeals will not be considered.

2. Case Analyses (2 x 7%)

Cases are to be prepared with one partner.
Work with a different partner for each case.

3 cases are assigned for analysis and subsequent class discussion:

- **Case 1:** Skewed Sex Ratio in India
- **Case 2:** Nestlé
- **Case 3:** AIDS, Condoms & Carnival

You are expected to prepare ALL cases as written reports and for class discussion. Your 2 best grades will count toward your overall course grade.

Requirements for each Case Write-up:

- You and your partner should submit one write-up together. List your names in alphabetical order (by last name). Present your analysis as a team, i.e. “we recommend ...” rather than “I think ...”
- Every effort should be made to work with a partner rather than on your own. Opportunities will be offered during class time to find partners.
- You may repeat a partnership, but there will be a penalty of -10%. Repeating a case on your own constitutes repetition, thus attracts the repetition penalty of -10%.
- Your write-up must be 4 - 6 pages, typed and double-spaced, excluding exhibits and appendices. Presentation is important. Attention to details is important. Number your pages.
- Please do not hand in your case in a folder. Stapled pages are fine.
- Grading rubric is available on Canvas. Read the rubric carefully before writing up your first case.
- Case discussion questions may help you identify key issues of the cases.
- Your Case Write-up **MUST** use the following categories. Use these headings:
 - Executive Summary (1 paragraph on 1st page). This typically includes major features of the background, and your assessment of major problem(s) and their solutions (i.e. Recommendations). Executive summary ≠ an introduction.
 - Background (brief summary of case as you see it)
 - Problems (be incisive; identify all problems you see, including those identified in case text)
 - Courses of Action (look at several possibilities)
 - Recommendations (which course of action?)
 - Conclusions
 - Exhibits, appendices, references (include case text and at least one other; use any recognized academic system to acknowledge reference materials)

Along with your grade, you will receive individual qualitative feedback from the instructor. You are expected to read and heed this feedback; this is useful to improve your professionalism and help avoid making the same mistakes in future case studies.

Please review “How to write a great CASE STUDY” on Canvas.

Hand in a hard copy of your write-up at the beginning of class on the day of the case discussion. If you need your write-up for the class discussion, please print an extra copy for yourself ahead of class time.

3. Group Project (20%)

The group project is a simulated, hands-on experience in the development of global marketing strategies. Students form their own groups of 6 students to work on the project.

The Group Project has 3 components:

- Project Proposal 10%
 - Final Report 60%
 - Oral Presentation 30%
- 100%

Your contribution to the Group Project will be evaluated by each member of your group, using a confidential peer evaluation form. Peer evaluations will be included in your individual grade for the group project.

Project Details

Each group is required to develop a Marketing Proposal for a designated company.

Select a specific product/brand and assume your group is the management team running the company marketing the product/brand. Your product/brand should NOT be marketed in that country yet. The product/brand may be real or fictitious.

Select any country (excluding the US and Canada), where your company will market your chosen product/service. Each country can be chosen by only one group on a first-come-first-served basis. Let me know as soon as your group chooses a country.

Use the comprehensive Country Notebook guideline in the text book. Some points in the guideline are relevant to some countries but not to others. Use your own judgment based on what we learn during the semester. Do not include information irrelevant to your project.

- The Project Proposal should:
 1. **introduce** the background of the specific firm/product/brand you have selected;
 2. **explain** why you think it has great potential in the target country; and
 3. **discuss** potential concerns and challenges when marketing this product/brand in the target country.

Hand in ONE Project Proposal per group at beginning of class on Monday, February 20. Your Proposal should be 2 pages, double-spaced, and include names of all group members in alphabetical order.

- The Final Report should contain:

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| 1. executive summary; | 4. economic analysis; |
| 2. product/service information/history; | 5. market audit & competitive analysis; and |
| 3. cultural analysis; | 6. preliminary marketing plan. |

Hand in ONE Final Report hard copy and **ONE** soft copy per group in class in the Oral Presentation class on May 8.

The Final Report hard copy may not exceed 20 pages, double-spaced; it must include a title page, and names of all group members in alphabetical order. The page limit excludes appendices, exhibits, references/bibliography in any recognized academic format.

Cite references appropriately. Place your bibliography at the end of the report.

- The Oral Presentation will be:
 1. presented by ALL group members, i.e. everyone has a speaking part;
 2. 15 minutes long (too long or too short will be penalized), followed by a 3 minute question-and-answer session;
 3. evaluated by the instructor and all your classmates. These evaluations will constitute your grade for the presentation.

Hand in ONE PPT hard copy and **ONE** PPT soft copy per group in class on May 8.

4. Class Participation (10%)

Class Participation points are designed to encourage students to demonstrate active interest in the subject at hand. Full and enthusiastic engagement in class discussion is expected. Practice critical thinking and creativity. Listen attentively, and treat peers with patience and respect.

- **CLASSROOM DISCUSSIONS** - Participate enthusiastically and constructively. Demonstrate preparation by referring to assigned readings.
 - QUALITY of your contributions is important; QUANTITY counts too, but less so.
 - Clarifying questions do not count as contributions to class participation.
 - Final Group Presentations do not count toward class participation.
- **CASE STUDIES** - Be prepared for class discussions.
- **OBSERVE Classroom Etiquette** (details below).
- **ELEVATOR SPEECHES** - Sign up for 1 slot. Be prepared. There will be no feedback afterwards. Completion grade (i.e. if you do it, you get 100%).
- **ATTENDANCE is required at guest lectures and all group presentations. Absences will be penalized (-25% total participation grade; -25% total project grade).**
- **USE NAME TENTS** at all times. If I don't know your name, I can't give you credit.
- Use of **CELL/SMART PHONES** in class is distracting and discourteous. Your participation will be penalized.
- **NEGATIVE PARTICIPATION GRADING** - If you engage in behaviors that distract from the class's learning environment (such as using a smart phone, allowing screens other than the relevant power point, showing disrespect for classmates, arriving late or leaving early without notice), you will receive **-1%** for each such infraction.

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| Classroom discussions* | 5 points per session | 19 segments | 60 points max.* |
| Case discussions | 7 points per case | 3 cases | 21 points max. |
| Elevator speeches | 10 points | 1 speech | 10 points max. |
| Attend guest speakers | 5 points per session | 2 sessions | 10 points max. |
| TOTAL | | | 101 points max. |

Each student's Class Participation points will be totaled at the end of the course. The total will constitute 10% of the final grade.

Note: * Classroom discussions - Technically, 5 points per day for 19 segments = total 95 points. However, it is not possible or necessary for every student to speak up in every class, so this is an incentive for students who contribute frequently to give speaking opportunities to others.

Classroom Etiquette

Inappropriate behavior in class distracts from the ability of others to benefit from their in-class experiences. Such inappropriate behavior includes arriving late, leaving early, conducting independent conversations, surfing the web during class, etc. Rude and inappropriate behavior will not be tolerated. Since it is the instructor's responsibility to provide an environment that is conducive to learning for everyone in the class, points will be deducted from the grade of any student who chooses to repeatedly distract others. In particularly egregious cases, the student will be permanently removed from the class.

Under no circumstances will students be permitted to spend their class time working on assignments for other classes, checking email, surfing the web, or printing out homework. Attempts to pursue such activities will be reflected in lower grades and may lead to removal from the class.

Electronic Devices in Class

Use of smart phones and similar devices are prohibited in the classroom (University rule). Phones must be turned off during class. Students are not permitted to use their phones during class time, including texting.

Laptop computers may be used to take notes during class, as long as this does not distract you or other students. Please sit in the back row or at the sides of the classroom to minimize distraction of others.

Exam Protocols

All electronic devices are prohibited during exams. Anyone with a phone on his/her person during an exam will be asked to leave the exam.

No hats.

If you leave the exam room during an exam, you will not be permitted to return.

Please note that exam time includes time for bubbling in multiple choice answer sheets. Extra time will not be granted for this purpose.

Visiting Speaker Protocols

No devices/screens. Take notes the old-fashioned way (paper and pen/pencil).

No hats.

Sign in before the speaker begins.

Smart phone photos of screens, slides, etc., are not allowed without the speaker's permission.

Quality of Work

Professional quality work is expected, both in terms of content and presentation.

- Spelling, grammar, punctuation, clarity of expression, and presentation will count in every piece of work you do in this course. If these issues are challenging for you, or if you'd just like to improve your writing, take advantage of the free services of the Writing Resource Center.
- You are graded in this course (and likewise judged in the 'real' world) based on what you say or write and how you present. If mechanics are sloppy, your good ideas may be difficult to appreciate. If presentation is polished but ideas are sloppy, results will be mediocre, accordingly.
- Students whose native language is not English must meet the same quality requirements as others.

Team Work (group project)

Each team is responsible for organizing itself, dividing up the work, and deciding how relative contributions should be measured. Remember, peer evaluation at the end of the project constitutes part of your grade for the project.

Suggestion: At the very beginning of the project, formulate and record team rules and expectations. These will drive the culture of your group and should facilitate smooth functioning. In case there are dysfunctional team dynamics, it is your responsibility to promptly inform the instructor and to seek her help. In extreme circumstances, uncooperative group members may be removed from the project.

The group project is a semester-long team project. Once you have defined and submitted your proposal, you should notice numerous relevant topics discussed during classes. It may be useful to nominate a team member to record such topics, in order to have them handy when you work on the project. Being a semester-long endeavor, it is strongly recommended that you do not leave research and compilation to the weekend before your hand-in.

Homework (14%)

- All assignments are due at the beginning of class, i.e. 2:00 pm on the due date.
- There are 10 homework assignments. Your best 7 grades will be counted.
- You may drop or ignore up to 3 assignments. Use your freedom to drop assignments as a way of dealing with illness, injury, necessary travel and attendant delays, death in the family, fire or other calamity in your residence, dogs eating homework, malfunctioning or stolen cars, malfunctioning computer, printer, USB, or memory. Dropping the first 3 assignments with plans to do the last 7 is a risky strategy.
- If you turn in all 10 assignments satisfactorily, you will receive an extra 1% on your final grade for the course.
- Subject matter from all 10 assignments may be on exam questions.
- Assignments must be printed, double-spaced, in 12-point type, and no longer than 1 page.
- YOU are responsible for printing your assignment. Campus printers are notoriously out of order when assignments are due. Plan for such contingencies.
- Please put your name in the top RIGHT corner of your paper.

1. **DUE Jan.23:** Knife & Fork exercise

Go to a restaurant of your choice with a friend who knows about European dining customs. Sit down to eat. Eat the entire meal using a knife only in your right hand and a fork only in your left hand, in the European/English manner. (If you are left-handed, you can use the utensils the other way around. If you are not permitted to use your left hand for eating, you may complete this exercise using chopsticks in an Asian restaurant.)

Write about your impression of the purpose of this exercise.

2. **DUE Jan.23:** Poorly Made in China by Paul Midler

Read excerpt on Canvas. In addition it will be helpful to read the following articles about this book:

- The Economist (May 2009) http://www.economist.com/books/displaystory.cfm?story_id=13642306
- Digital Journal (August 2009) <http://www.digitaljournal.com/article/276715>

What have you learned?

Why do you think this book is on The Economist magazine's list of Best Books of 2009?

3. **DUE Jan.30:** Foreign Corrupt Practices Act

“Business leaders have long contended that the law is overly broad and too aggressively enforced, while federal authorities view it as a powerful means to police the overseas conduct of American companies.” <http://dealbook.nytimes.com/2012/04/30/taking-aim-at-the-foreign-corrupt-practices-act/?emc=eta1> Do you agree with the business leaders or the federal authorities? In addition to writing up and handing in your opinion, prepare for a debate about the FCPA in class. Make sure you can substantiate your opinions.

4. **DUE Feb.6** (TBC): What did you learn?

Send me an e-mail in memo format telling me one interesting thing you learned from our guest speaker's presentation.

No attachments, please. Maximum 200 words; minimum 100 words. State word count.

5. **DUE Feb.6:** Social Responsibility & Ethics article

Find a news item from any 2015-2017 media source (print or internet) regarding Social Responsibility and/or Ethics in the global arena. Give the name and source of your news item. Write a brief précis of your article. (Note the meaning of 'précis'.)

6. **DUE Feb.20:** the art of woo by G. Richard Shell & Mario Moussa

Read summary of "the art of woo" book in Knowledge@Wharton (link below). What are the main ideas proposed in this book? <http://knowledge.wharton.upenn.edu/article/the-art-of-woo-selling-your-ideas-to-the-entire-organization-one-person-at-a-time/>

7. **DUE Feb.27:** IKEA visit

Visit the IKEA store near campus. What is unique about IKEA? How does it differ from most American furniture/housewares stores? What is IKEA's usual market entry strategy?

Address: 8300 IKEA Blvd, Charlotte, NC 28262 (at exit 43 off I-85) Store hours: Mo-Sa 10am-9pm; Su 10am-7pm

8. **DUE Apr.3:** Unconventional Communications

Global media planners must think 'outside the box'. Find out about an unusual media usage in the global marketplace. Describe it.

9. **DUE Apr.10:** New Product

Define what makes a product new. (Research this.) Describe a product that is new on the world market (i.e. not just marketed in the US). What is the product and what makes it new? Note: a new model or version of an existing product does not qualify as 'new'.

10. **DUE Apr.17:** Visit the Kuehne & Nagel web site: www.kn-portal.com

Send me an e-mail in memo format telling me one interesting thing you learned from the site. No attachments, please. Maximum 200 words; minimum 100 words. Include word count.

6. Writing Resources Center Extra Credit (1½ % + 1¾ %)

Effective and professional writing is essential for all business students, and especially in the field of marketing. If you can't market yourself properly, how can you be entrusted with marketing a brand?

The Writing Resources Center (WRC) is a free resource on campus, offering one-to-one tutoring to UNCC students, faculty and staff. Your tutor can help you with essential skills like grammar, proofreading, editing, and avoiding plagiarism. This is a great place to gather advice on correct ways to list references. The WRC's mission statement says, "Our goal is not to fix papers, but to develop better writers."

WRC offices are in several locations, including Cameron 125, Atkins library and Cone 268; or use virtual consultation for free and professional assistance. Make an appointment: <https://uncc.mywconline.com/>

Even if you are already a strong writer, you can benefit from a visit to the WRC. You may take any MKTG 3231 written assignments to the WRC for tutoring assistance. Ask your tutor to email the standard 1-page report to you afterwards. If you forward that report to me within a week of the assignment's due date, you will receive extra credit for that assignment:

- Case Analysis Write-Up - both partners must attend for both to receive credit (if only one partner attends, only that partner receives extra credit)
 - extra credit = 25% of your grade on that case
 - maximum 1 case may be used for extra credit
- Homework Assignments - extra credit = 25% of your grade on that assignment
 - maximum 3 assignments may be used for extra credit

UNIVERSITY POLICIES & CLASSROOM EXPECTATIONS

Cell phones & Computers in class:

1. The use of cell phones, beepers, and other communication devices is disruptive, and is therefore prohibited during class.
2. Students may use computers during class for note-taking and other class-related work **only**.

Students using cell phones or using computers during class for work not related to that class must leave the classroom for the remainder of the class period.

Academic integrity: All UNCC students have the responsibility to be familiar with and to observe the requirements of The UNCC Code of Student Academic Integrity. Imprint these on your brain.

This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNCC. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to F. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor.

<http://www.legal.uncc.edu/policies/ps-105.html>

Statement on Diversity: *The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.*

Accommodations for Disabilities: In accordance with University policy and in compliance with the Americans with Disabilities Act (ADA), all qualified students enrolled in this course are entitled to “reasonable accommodations.” Please notify the instructor during the first week of class of any accommodations needed for the course.