SYLLABUS
Global Marketing Management - Spring 2014
MKTG 3231-001  Course # 26006
Belk College of Business, UNC-Charlotte

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e-mail: tcohen3@uncc.edu
www.belkcollegeofbusiness.uncc.edu/tcohen3

<table>
<thead>
<tr>
<th>Time</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class</td>
<td>Mon. &amp; Wed. 11:00 am - 12:15 pm  Room 120, Denny</td>
</tr>
<tr>
<td>Office</td>
<td>Mon. &amp; Wed. 12:30 - 1:30 pm  352-B (3rd floor) Friday Building or by appointment</td>
</tr>
</tbody>
</table>

Course Introduction
Building on the fundamentals of marketing, this course introduces the context of the global environment. The course examines the cultural, social, legal, political, financial and geographic dimensions of the global marketplace. Using primarily qualitative methodologies, the course assesses the impact and integration of global factors in marketing programs and strategies.

Course Objectives
- Understand major macro-environmental factors in global markets;
- Develop skills to adapt marketing strategies to specific international market needs observing local constraints;
- Use marketing and research abilities on a global scale for strategic 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

Pages will be specified. Additional materials will be specified in this Syllabus and on the course web site. All texts for case studies can be found on line at www.mhhe.com/cateora16e.

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 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.

Grading

<table>
<thead>
<tr>
<th>Grading Item</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>1. Exams 3 x 14% each</td>
<td>42%</td>
</tr>
<tr>
<td>2. Case Analyses 2 x 7% each (best 2 of 3)</td>
<td>14%</td>
</tr>
<tr>
<td>3. Group Project</td>
<td>20%</td>
</tr>
<tr>
<td>4. Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>5. Homework Assignments</td>
<td>14%</td>
</tr>
</tbody>
</table>

Grade Distribution

- 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).

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.
- You may repeat a partnership, but there will be a penalty of -10%.
- Your write-up should be 4 - 6 pages, typed and double-spaced, EXcluding exhibits and appendices. Presentation is important. Attention to details is important.
- Grading rubric is available on instructor web site. Read 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)
  - Background (brief summary of case as you see it)
  - Problems (be incisive)
  - Courses of Action (look at several possibilities)
  - Recommendations (which course of action?)
  - Conclusions
  - Exhibits, appendices, references (include case text and at least one other)

Please review “How to write a great CASE STUDY” on the instructor’s web site.

**Hand in** a hard copy of your write-up at the beginning of class on the day of the case discussion. No folders please. If you need your write-up for the 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. You may form groups of 5-6 students to work on the project.

The Group Project has 3 components:

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

Your contribution to the Group Project will be evaluated by each member of your group, using a 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 textbook. 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 17. Your Proposal should be 2 pages, double-spaced, and include names of all group members in alphabetical order.

- **The Final Report** should contain:
  1. executive summary;
  2. product/service information/history;
  3. cultural analysis;
  4. economic analysis;
  5. market audit & competitive analysis; and
  6. preliminary marketing plan.

**Hand in ONE** Final Report hard copy and ONE soft copy per group in class on your group’s Oral Presentation date in April/May.

The Final Report hard copy may not exceed 20 pages, double-spaced; it must include names of all group members. The page limit excludes appendices, exhibits, references. 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 your group’s Oral Presentation date in April/May.
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** in regular classes is not mandatory. However if you’re not in class you can’t participate. Exam material comes principally from lectures, class discussions, assigned readings, and elevator speeches. Schedule changes are announced in class.
- **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.

<table>
<thead>
<tr>
<th>Classroom discussions*</th>
<th>6 points per case</th>
<th>16 sessions</th>
<th>60 points max.*</th>
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</thead>
<tbody>
<tr>
<td>Case discussions</td>
<td>7 points per session</td>
<td>3 cases</td>
<td>21 points max.</td>
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<tr>
<td>Elevator speeches</td>
<td>10 points</td>
<td>1 speech</td>
<td>10 points max.</td>
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<tr>
<td>Attend guest speakers</td>
<td>5 points per session</td>
<td>2 sessions</td>
<td>10 points max.</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>101 points max.</strong></td>
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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, 6 points per day for 16 days = total 96 points. However, it is not possible or necessary for every student to speak up in every class, so this is an incentive for students to give speaking opportunities to others.

**Classroom Etiquette**

- No smart phone use
- No computers other than for taking notes
- No refreshments
- Arrive on time (i.e. at the beginning of class)
- Leave on time (i.e. at the end of class)
- No wandering in and out of class (This is not a drop-in event.)
- Use name tents in every class.
- No gum
- If you use a computer for taking notes in class, please sit in the back row or at the side.
- No screens of any sort when we have visiting speakers in the classroom
<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Text/reading*</th>
<th>Homework / Hand-in</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We. Jan.8</td>
<td>Introduction &amp; Scope of International Marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Mo. Jan.13</td>
<td>Global Trade Environment</td>
<td>text book</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We. Jan.15</td>
<td>Global Cultural Environment</td>
<td>text book</td>
<td>#1 Knife &amp; Fork exercise</td>
</tr>
<tr>
<td></td>
<td>Mo. Jan.20</td>
<td><strong>MARTIN LUTHER KING DAY - no class</strong></td>
<td></td>
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<tr>
<td>4</td>
<td>We. Jan.22</td>
<td><strong>GUEST: Kurt Waldthausen</strong></td>
<td>#2 What did you learn?</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Mo. Jan.27</td>
<td>Culture &amp; Management Style</td>
<td>Poorly Made excerpt #3 Poorly Made in China</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>We. Jan.29</td>
<td>Multinational Negotiations</td>
<td>the art of woo #4 the art of woo</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Mo. Feb.3</td>
<td>Global Political &amp; Legal Environment</td>
<td>#5 FCPA</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>We. Feb.5</td>
<td><strong>CASE #1: Skewed Sex Ratio</strong></td>
<td>Skewed Ratio</td>
<td>Case # 1 due</td>
</tr>
<tr>
<td></td>
<td>Mo. Feb.10</td>
<td><strong>EXAM #1</strong></td>
<td></td>
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<tr>
<td>9</td>
<td>We. Feb.12</td>
<td>Social Responsibility &amp; Ethics in Global Marketing</td>
<td>#6 media article</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Mo. Feb.17</td>
<td>Global Market Research</td>
<td>Project Proposal due</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>We. Feb.19</td>
<td>Emerging Markets</td>
<td>The World is Flat #7 The World is Flat</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Mo. Feb.24</td>
<td>Market Entry Strategies</td>
<td>#8 IKEA visit</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>We. Feb.26</td>
<td>Multinational Strategic Alliances</td>
<td></td>
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<tr>
<td></td>
<td><strong>Mar.3 &amp; 5 SPRING BREAK - no classes</strong></td>
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<tr>
<td>14</td>
<td>Mo. Mar.10</td>
<td><strong>CASE #2: Nestlé</strong></td>
<td>Nestlé</td>
<td>Case # 2 due</td>
</tr>
<tr>
<td>15</td>
<td>We. Mar.12</td>
<td><strong>EXAM #2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>We. Mar.19</td>
<td>Global Product Decisions B2C</td>
<td>text book</td>
<td></td>
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<tr>
<td>18</td>
<td>Mo. Mar.24</td>
<td>Global Pricing Decisions</td>
<td></td>
<td></td>
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<tr>
<td>19</td>
<td>We. Mar.26</td>
<td>Global Distribution Decisions</td>
<td></td>
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<tr>
<td>21</td>
<td>We. Apr.2</td>
<td>Global Communications Decisions</td>
<td>text book</td>
<td>#10 unconventional</td>
</tr>
<tr>
<td>22</td>
<td>Mo. Apr.7</td>
<td>Global Promotions Decisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>We. Apr.9</td>
<td><strong>CASE #3: AIDS, Condoms &amp; Carnival</strong></td>
<td>AIDS, ..</td>
<td>Case # 3 due</td>
</tr>
<tr>
<td>24</td>
<td>Mo. Apr.14</td>
<td><strong>EXAM #3</strong></td>
<td></td>
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</tr>
<tr>
<td>25</td>
<td>We. Apr.16</td>
<td><strong>PROJECT WORK DAY - no class</strong></td>
<td></td>
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</tr>
<tr>
<td>26</td>
<td>Mo. Apr.21</td>
<td>Review &amp; Group Presentations</td>
<td>Country Notebook Final Report due</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>We. Apr.23</td>
<td>Group Presentations</td>
<td></td>
<td>Final Report due</td>
</tr>
<tr>
<td>28</td>
<td>Mo. May 5</td>
<td><strong>exam period</strong> Group Presentations 11:00 am – 1:30 pm</td>
<td>Final Report due</td>
<td></td>
</tr>
</tbody>
</table>

The syllabus is subject to change. Any changes will be announced in class.

* Readings will be assigned from the text book and from specified articles and excerpts. Details repeated in final slide of each previous class’s power point.
<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Text/reading*</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>We. Jan.15</td>
<td>text: pp.54-57; p.61 Crossing Borders 3.1; pp.62-63; p.78 Crossing Borders 3.3; p.79 Crossing Borders 3.4; pp.96-97</td>
</tr>
<tr>
<td>5</td>
<td>Mo. Jan.27</td>
<td>excerpt from Poorly Made in China by Paul Midler (on instructor’s web site) &amp; related articles (details in homework assignment #3)</td>
</tr>
<tr>
<td>6</td>
<td>We. Jan.29</td>
<td>summary of the art of woo book in Knowledge@Wharton (details in homework assignment #4)</td>
</tr>
<tr>
<td>8</td>
<td>We. Feb.5</td>
<td>Case study text can be found on line at <a href="http://www.mhhe.com/cateora16e">www.mhhe.com/cateora16e</a></td>
</tr>
<tr>
<td>12</td>
<td>We. Feb.19</td>
<td>Watch Thomas Friedman’s speech on MIT OpenCourseWare (details in homework assignment #7)</td>
</tr>
<tr>
<td>15</td>
<td>Mo. Mar.10</td>
<td>Case study text can be found on line at <a href="http://www.mhhe.com/cateora16e">www.mhhe.com/cateora16e</a></td>
</tr>
<tr>
<td>21</td>
<td>Mo. Mar.31</td>
<td><a href="http://www.kn-portal.com">www.kn-portal.com</a></td>
</tr>
<tr>
<td>22</td>
<td>We. Apr.2</td>
<td>Global Communications Decisions       text book</td>
</tr>
<tr>
<td>24</td>
<td>We. Apr.9</td>
<td>Case study text can be found on line at <a href="http://www.mhhe.com/cateora16e">www.mhhe.com/cateora16e</a></td>
</tr>
</tbody>
</table>

Group Presentations - Country Notebook - text: pp.593-601

* Text book readings refer to INTERNATIONAL MARKETING by Philip R. Cateora, Mary C. Gilly, John L. Graham (the required text book, details on page 1 of Syllabus).
Details of each Assigned Reading are repeated in final slide of each previous class’s power point.
5. Homework (14%)

- All assignments are due at the beginning of class, i.e. 11:00 am 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.
- Printed assignments must be 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.15:** 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 a Chinese or Japanese restaurant.)
Write about your impression of the purpose of this exercise.

2. **DUE Jan.23 by 12 noon:** What did you learn from Mr. Waldthausen?
Send me an e-mail in memo format telling me one interesting thing you learned from Mr. Waldthausen’s visit. No attachments, please. Maximum 200 words; minimum 100 words. Include word count.

3. **DUE Jan.27:** Poorly Made in China by Paul Midler
Read excerpt on instructor’s web site. In addition it will be helpful to read the following articles about this book:
What have you learned? Why do you think this book is on The Economist magazine’s list of Best Books of 2009?

4. **DUE Jan.29:** the art of woo by G. Richard Shell & Mario Moussa

5. **DUE Feb.3:** 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](http://dealbook.nytimes.com/2012/04/30/taking-aim-at-the-foreign-corrupt-practices-act/?emc=eta1) What do YOU think? Prepare for a debate in class. Make sure you can substantiate your opinions.
6. **DUE Feb.12:** Social Responsibility & Ethics article
Find a news item from any 2012-2014 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’.)

7. **DUE Feb.19:** The World is Flat by Thomas L. Friedman
Watch Thomas Friedman’s speech on MIT OpenCourseWare: [http://video.mit.edu/watch/the-world-is-flat-9145/](http://video.mit.edu/watch/the-world-is-flat-9145/). You may use alternative print/electronic summaries of this book if you like. Summarize key concepts of The World is Flat.

8. **DUE Feb.24:** 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

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.

10. **DUE Apr.2:** Unconventional Communications
Global media planners must think ‘outside the box’. Find out about an unusual media usage in the global marketplace. Describe it.

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### 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. 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 Fretwell and Atkins library. Make an appointment via email or by phone. Appointments are 30-60 minutes long. Consultations can be in person or virtual.

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  
  - 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.