

IMBA PROGRAM
COLLEGE OF COMMERCE
NATIONAL CHENGCHI UNIVERSITY
SPRING 2015

A. Instructor: Professor Glen H. Brodowsky
email: glenbrod@csusm.edu
Class Hours: Sundays 9:10-16:00 pm
Office Hours: Sundays 16:00 – 17:00 pm and by appointment

B. Books – Articles and Cases

<https://cb.hbsp.harvard.edu/cbmp/access/35520566>

C. Course Objectives

Description

Successful firms realize that exchange of goods and services occurs within a global context. The domestic environment is part of the global environment. This course focuses on marketing strategies that firms might choose at different stages of their involvement in global markets. These stages include entry into new markets, growth opportunities in expanding new markets, and streamlining firm activities to take advantages of synergies on a global scale.

- To understand the marketing within the complexity of the global economic, cultural, political, and historical environment
- To appreciate the opportunities for both standardizing marketing strategies as well as the need for localizing marketing strategies.
- To examine the how firms and their strategies evolve as they become increasingly involved with and influenced by global forces.

D. Grading Policy

Since marketing involves the management of a system of exchange of equal value between two parties, I am willing to exchange excellent grades for excellent work. Your work will be evaluated in terms of substantive content as well as the quality of presentation. I will be grading your work based upon your ability to clearly demonstrate that you understand the concepts presented in class. The following weights will be assigned to the below-listed components of the course:

Group Case Presentation	150 Points
2 Individual Case Analyses	150 Points
Exam	200 Points
Group Screening Presentation	200 Points
Country Screening Exercise	300 Points
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Total	1,000 points

ACADEMIC HONESTY IS EXPECTED.

PLAGIARIZED WORK WILL RESULT IN A GRADE OF ZERO.

E. Important Notes and Policies

Written Work:

In terms of writing, you will be responsible for three short individual case analyses and one 10-12 page group country screening report. You will be judged as much for the quality of your written work as for the substantive content therein. If you have problems with writing, please see me for help. This is an excellent chance for you to hone your English writing skills for use in your business career. Take advantage of it. I emphasize that neatness, good grammar, and spelling all count in your written work. All assignments are to be typed, double-spaced, with 1-inch margins on all sides. Font size should be at least 11 point (this document is written in 11-point). Remember, late work is not acceptable to your boss, nor will it be acceptable in our class.

Timeliness:

Late work is unacceptable. If you cannot meet a deadline, you must see me at least one week in advance of the due date so that alternative arrangements can be made.

Attendance:

Your attendance in class is expected. Poor attendance will result in poor grades. Remember, you will be graded on class participation and you cannot participate if you are not present.

CLASS SCHEDULE

#	Date	Content	Reading	Case
1.	3/7	Introduction and Overview The Evolution of Global Marketing	Douglas and Craig 1987	
2.	3/14	Competing in the Global Marketplace	Models for Present Day Rationalization	
3.	3/21	The Global Environment– Economic, Political and Cultural Forces Analyzing Global Opportunities – How to conduct your Country Screening	The Rise of India	
4.	3/28	Market Entry Strategies		Case Harley Davidson in India
5.	4/4	Standardization vs. Adaptation – Product and Service Strategies	Leavitt Douglas & Wind	Carlsberg in Emerging Markets
6.	4/11	Adapting Communication Strategies		Swiss Army: Diversifying into the Fragrance Market
7.	4/18	Adapting Pricing and Distribution Strategies Country Screening Exercise Due	The Axis of Evil The China Price	HTC Corporation: A Smartphone Pioneer from Taiwan
8.	4/25	Student Presentations – Country Screening Exercise Due, Final Exam		In Class Final Exam

Country Screening Exercise: Due in Class 7

Goal: This exercise is intended to develop familiarity with country screening procedures based on secondary data.

You will have the opportunity to use basic statistical data on a wide range of countries. Please work in groups of 4-6 students. Your final report should be 8-10 typed pages.

1. Product Selection

You must select a consumer or industrial product that is currently made and sold in your country. Examples may include: cameras, construction equipment, cosmetics, fast food, household appliances, medical equipment or toys.

2. Establish Your Positioning

Briefly explain your product's positioning. Why is it better/faster/stronger, or cheaper than the competition? Who is the target customer in the domestic market?

3. Opportunity Identification

You then collect data to identify and evaluate potential marketing opportunities for your product in another market beyond the domestic one. This involves a multi-stage screening process similar to that described in class.

a) First, you should develop a number of preliminary screening criteria, for example: minimum population size, minimum GNP per capita. You must consider at least five screening criteria. This will enable you to eliminate countries that are not feasible to enter and focus your attention on smaller set of feasible countries to examine to investigate in greater depth.

B) The second screen relates to product market data. This should include data relating to product sales, growth rate, product usage, as well as data relating to sales and growth of competing and substitute products. As far as possible, information relating to the presence and market share of key competitors should also be collected. You should consider a minimum of 3 criteria.

C) The final screen, which should be conducted in relation to three to five countries, should consist of information relating to the market infrastructure of the country and the ease of market entry. Depending on the specific product or service, this might include information relating to distribution channels and access, media costs and availability, product and pricing regulation, marketing presence and strategy of key competitors. This state may also entail collection of qualitative, journal or press articles, interviews with nationals, industry or country experts to make a final assessment of market potential.

4. Country Selection

Now that you have completed the task of screening countries, you will have identified the best country for initial market entry. This decision should be based on the assessment of the market potential as well as a competitive analysis and the aggressiveness of the company's strategy for initial

5. Entry Mode

Please describe and justify your proposed mode of entry

