

NEW JERSEY INSTITUTE OF TECHNOLOGY
MARTIN TUCHMAN SCHOOL OF MANAGEMENT
COURSE SYLLABUS

COURSE TITLE:
Global Marketing Management

COURSE NUMBER:
MRKT 620-101 (Hybrid/Flipped Classroom)

SEMESTER:
Fall 2016

INSTRUCTOR:
Dr. Rajiv Mehta

E-MAIL:
mehta@njit.edu

NEW JERSEY INSTITUTE OF TECHNOLOGY
MARTIN TUCHMAN SCHOOL OF MANAGEMENT

<u>COURSE TITLE:</u> GLOBAL MARKETING MANAGEMENT	<u>SEMESTER:</u> FALL 2016
<u>COURSE NUMBER:</u> MRKT 620-101 (HYBRID/FLIPPED CLASSROOM)	<u>INSTRUCTOR:</u> DR. RAJIV MEHTA
<u>CLASS TIMINGS:</u> MEET FACE-TO-FACE IN-CLASS ON ALTERNATE TUESDAYS 6:00-9:05 p.m. STARTING 13 TH SEPTEMBER	<u>OFFICE:</u> CAB 3018
<u>CLASS LOCATION:</u> KUPF 108	<u>TELEPHONE:</u> 973.596.6419 (Office)
<u>OFFICE HOURS:</u> TUESDAY 2:00-4:00 p.m., EMAIL FOR APPT.	<u>E-MAIL:</u> mehta@njit.edu

COURSE MATERIALS

TEXTBOOK: Cateora, P., M.C. Gilly, J. Graham and R. Bruce Money (2016), *International Marketing*, 17th Edition, McGraw-Hill/Irwin. [The course assignments/exams are primarily based on readings and cases in the 17th edition, which contains updated concepts, examples and illustrations that are quite different from the previous edition of the textbook. Students who have access to or want to purchase an older edition do so at their own risk. As there are many updates in the current edition, it is not possible to provide you a complete list of differences between the current and previous editions of the text.]

TEXTBOOK FORMAT OPTIONS:

Loose-Leaf: ISBN 978-1259305702

Hardcover: ISBN 978-0077842161

- Note:**
1. Connect Based Activities will NOT be used.
 2. Please confirm the ISBN with the NJIT bookstore.

HARVARD BUSINESS SCHOOL (HBS) CASES: Purchase HBS Coursepack using the following link: <http://cb.hbsp.harvard.edu/cbmp/access/53483917>. (See Appendix for details.)

JOURNAL ARTICLES: Some journal articles and optional cases are provided on Moodle; download the other articles using your UCID and password from NJIT library's electronic databases, such as Academic Source Premier at <http://library.njit.edu/>. (See Appendix for details.)

COURSE OVERVIEW AND COURSE OBJECTIVES

COURSE OVERVIEW: Provides an understanding of how global product, pricing, promotion and distribution strategies are influenced by international environmental factors (political, legal, economic, competitive, socio-cultural, infrastructure, and technological). Topics discussed include market segmentation, global marketing ethics, standardization or adaptation of the strategic marketing mix, selection of foreign market entry strategies as well as international strategic alliances. Course concepts are integrated using contemporary business readings, cases, videos, and class projects.

COURSE OBJECTIVES: The course will enable students to:

- Holistically understand the concept of globalization

- Understand what motivates firms to market products globally
- Appreciate the risks involved in global marketing
- Acquire an understanding of how global marketing differs from domestic marketing
- Acquire an understanding of how to evaluate the global uncontrollable environmental factors that include economic, socio-cultural, technological, competitive, geographic, infrastructure, political, and legal factors in determining entry into foreign markets
- Develop skills to address the plethora of decisions in designing the global marketing mix, which includes product, pricing, promotion and distribution strategies
- Understand how global marketing programs are shaped by the cultural, political-legal, geographic, economic, technological and competitive forces
- Attain a critical understanding of the extent to which global product, promotion, distribution, and pricing strategy should be standardized or adapted
- Critically analyze how to select the optimal global market entry strategies that include exporting, licensing, franchising, joint ventures and international strategic alliances, and
- Develop competence in planning, evaluating, and controlling global marketing operations

**PROGRAM LEARNING GOALS AND OBJECTIVES (PLGO) AND
PROGRAM LEARNING OUTCOMES (PLO): M.B.A. AND M.S.M**

M.B.A. PROGRAM LEARNING GOALS AND OBJECTIVES (PLGO) AND PROGRAM LEARNING OUTCOMES (PLO): The program integration of inter-related courses yields the following themes in MTSOM's graduate curriculum. Thus, upon completion of this course, student skills and learning will be augmented in the following areas:

PLGO 1: CRITICALLY INTEGRATE AND SYNTHESIZE THE STRATEGIC FUNCTIONAL AREAS TO PROVIDE BUSINESS SOLUTIONS

- ***PLO 1.1:*** Students will be able to critically think and provide solutions for business problems.

PLGO 2: ORAL ARTICULATION AND WRITTEN COMMUNICATIONS

- ***PLO 2.1:*** Students will be able to effectively deliver technology driven digital multi-media presentations.
- ***PLO 2.2:*** Students will have the ability to write cogent reports.

PLGO 3: LEADERSHIP AND MANAGEMENT OF TEAM DYNAMICS

- ***PLO 3.1:*** Students will be able to employ proven team building strategies and management principles that foster team cooperation as well as processes for conflict resolution.

PLGO 4: MORAL, ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

- ***PLO 4.1:*** Students will formulate effective business decisions that are grounded upon moral and ethical decision making frameworks.
- ***PLO 4.2:*** Students will make sound business decisions that embed corporate social responsibility and sustainability principles.

PLGO 5: EMPLOYING TECHNOLOGY FOR DATA ACQUISITION AND ANALYSIS

- ***PLO 5.1:*** Students will be able to employ appropriate quantitative methods and technological tools (hardware and software) to resolve business problems.

PLGO 6: IMPACT OF GLOBALIZATION ON BUSINESS

- ***PLO 6.1:*** Students will be able to identify emergent strategies for leveraging globalization efforts that attain super-ordinate organizational goals.

M.S.M. PROGRAM LEARNING GOALS AND OBJECTIVES (PLGO) AND PROGRAM LEARNING OUTCOMES (PLO):

The program integration of inter-related courses yields the following themes in MTSOM's graduate curriculum. Thus, upon completion of this course, student skills and learning will be augmented in the following areas:

PLGO 1: CRITICAL THINKING AND ANALYTICAL KNOWLEDGE RELATED TO THE TECHNOLOGY APPLICATIONS IN BUSINESS

- **PLO 1.1:** Students will exhibit the ability to analyze and use quantitative methodologies to evaluate financial policies.
- **PLO 1.2:** Students will demonstrate the ability to assess, evaluate and compare similar technologies.

PLGO 2: ABILITY TO PROVIDE SOLUTIONS TO MANAGEMENT PROBLEMS RELATED TO THE AREA OF SPECIALIZATION

- **PLO 2.1:** Students will be able to critically synthesize appropriate concepts that provide integrated solutions to problems in the selected concentration area.

PLGO 3: ORAL ARTICULATION AND WRITTEN COMMUNICATIONS ACROSS DISCIPLINES

- **PLO 3.1:** Students will be able to effectively deliver technology driven digital multimedia presentations.
- **PLO 3.2:** Students will have the ability to write cogent reports.

COURSE POLICIES

INSTRUCTIONAL METHOD: The instructional delivery system will primarily consist of video lectures, and course related discussions on the text, articles, and cases that exemplify the various global marketing concepts.

COURSE ASSIGNMENTS: Assignments must be handed in by the predetermined date and time. No late assignments are accepted.

WEEKLY LECTURE PREPARATION: Students should have read the assignments in advance and be prepared to discuss the material during the class, i.e., **complete preparations before the class meets, which will help you answer the Discussion Questions on Chapters, Cases, Videos, and Articles that I will ask in class.**

CONTACTING THE INSTRUCTOR: You may contact me by email or by telephone (office or home). If I am not available, please leave your name, phone number and message. Your call will be returned as soon as possible.

ATTENDANCE POLICY: Students are expected to be punctual for all classes. Attendance will be taken in every class in accordance with University policies, but is not mandatory. However, missing too many classes will negatively affect your class participation grade.

COURSE DELIVERABLES AND PERFORMANCE EVALUATION CRITERIA

TEAM GLOBAL MARKETING PROJECT: Each team is responsible for writing a **Global Marketing Term Report** on a topic approved by the instructor. The written project should be between **35 pages** (single-spaced), not counting the appendices. Team project guidelines will be provided to help you write the **Term Report**.

TEAM CASE ANALYSIS ORAL PRESENTATIONS: **Two** cases will be analyzed and orally presented by each group during the term. See case analysis guidelines that are provided to help you analyze and orally present the cases.

INDIVIDUAL CLASS PARTICIPATION AND DISCUSSION: Class participation is important and will be graded. It includes **raising interesting questions, answering questions intelligently, and contributing to class discussion on a continuing, not intermittent, basis. Your answers to Discussion Questions must be clear, substantive, deliberate, well thought out, cogent, and meaningful. If your answers are**

cursory, short, and perfunctory, you have NOT contributed to class discussion and will be assessed as incomplete and incorrect.

CONFIDENTIAL PEER EVALUATION: Your performance on team assignments will be graded by your peers based on which you will receive a peer evaluation grade. **It is mandatory to submit the peer evaluation form by the deadline.** If it is not submitted, you will receive a **0 (zero)** on your peer evaluation grade.

<u>COURSE DELIVERABLES AND PERFORMANCE EVALUATION CRITERIA</u>	
<u>COURSE DELIVERABLES</u>	<u>POINTS</u>
Team Global Marketing Project:	200 points
Two Team Case Analysis Oral Presentations: ¹	200 points (100 points/case)
Individual Class Participation and Discussion:	50 points
Confidential Peer Evaluation:	50 points
	500 points
<u>COURSE GRADE SCHEDULE</u>	
<u>GRADE</u>	<u>PERCENTAGE</u>
A (Superior)	90 - 100%
B+ (Excellent)	87 - 89%
B (Very Good)	80 - 86%
C+ (Good)	77 - 79%
C (Acceptable)	70 - 76%
F (Inadequate)	Below 70%

GRADING POLICY: **Once assigned, grades will not be changed under any circumstances unless there is a computational error. There are no exceptions to this rule. No additional assignments are given to increment your grade.**

NJIT HONOR CODE: If I believe an exam or test or case has been compromised, I reserve the right to retest the whole class or any individual in the class. Students are expected to comply with the University Honor Code. Violations of the University's academic code include, but are not limited to: possession of or use of unauthorized materials during exams; providing information to another student. Any Violations to the Honor Code will be brought to the immediate attention to the Dean of Students, which will result in academic penalties, including receiving an "F" in this course. The University Honor Code can be accessed at: <http://www.njit.edu/academics/honorcode.php>.

COURSE WITHDRAWALS: In order to insure consistency and fairness in application of the NJIT policy on withdrawals, student requests for withdrawals after the deadline will not be permitted unless extenuating circumstances (major family emergency or substantial medical difficulty) are documented.

CAVEAT: **The instructor reserves the right to change or revise the syllabus during the course of the term in consultation with students.**

¹ **Note: If the class size is very large, then one team oral presentation (100 points) and one team written case analysis (100 points) instead of two team case analysis oral presentations (100 points each).**

TENTATIVE SCHEDULE
LECTURE TOPICS AND ASSIGNMENTS FOR WEEK OF:

1	September 6 (Distance Learning Moodle On-Line Class)	<p style="text-align: center;"><u>COURSE, STUDENT PROFESSOR INTRODUCTIONS AND COURSE OVERVIEW</u></p> <p>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 0 = COURSE OVERVIEW (DR. MEHTA) NEW</p> <p style="text-align: center;"><u>CHAPTER 1: THE SCOPE AND CHALLENGE OF INTERNATIONAL MARKETING</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. The benefits of international markets 2. The changing face of U.S. business 3. The scope of the international marketing task 4. The importance of the self-reference criterion (SRC) in international marketing 5. The increasing importance of global awareness 6. The progression of becoming a global marketer <p>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 1 = CHAPTER 1 (INTRODUCTION) NEW</p> <p style="text-align: center;"><u>CHAPTER 2: THE DYNAMIC ENVIRONMENT OF GLOBAL BUSINESS</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. The basis for the reestablishment of world trade following World War II 2. The importance of balance-of-payment figures to a country's economy 3. The effects of protectionism on world trade 4. The seven types of trade barriers 5. The provisions of the Omnibus Trade and Competitiveness Act 6. The importance of GATT and the World Trade Organization 7. The emergence of the International Monetary Fund and the World Bank Group <p>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 2 = CHAPTER 2 (ECONOMIC ENVIRONMENT) NEW</p> <p>HBR ARTICLE: ANALYZE "GLOBALIZATION OF MARKETS" HBR ARTICLE: ANALYZE "MANAGING IN A BORDERLESS WORLD" HBR ARTICLE: ANALYZE "WHAT MAKES A COMPANY GLOBAL" IMR ARTICLE: ANALYZE "THE FUNDAMENTALS OF STANDARDIZING GLOBAL MARKETING STRATEGY" #</p> <p style="text-align: center;"><u>VIDEO ASSIGNMENT:</u> <u>VIEW "Going Global: Secrets of Branding" VIDEO ON-LINE</u></p>
2	September 13 (Meet Face-to-Face In Class)	<p>HBS CASE: ANALYZE "MARY KAY COSMETICS: ASIAN MARKET ENTRY" (ASSIGNMENT: NOTE—ANALYZE CASE FOR IN-CLASS DISCUSSION. MAKE AND BRING EXTENSIVE CASE ANALYSIS NOTES AND CASE SOLUTIONS TO CLASS FOR TEAM EXERCISE)</p> <p style="text-align: center;"><u>TEAM FORMATION:</u> <u>EMAIL TEAM MEMBERS NAMES, EMAIL ADDRESSES, AND TELEPHONE NUMBERS</u></p>
3	September 20 (Distance Learning Moodle On-Line Class)	<p style="text-align: center;"><u>CHAPTER 4: CULTURAL DYNAMICS IN ASSESSING GLOBAL MARKETS</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. The importance of culture to an international marketer 2. The origins of culture 3. The elements of culture 4. The impact of cultural borrowing 5. The strategy of planned change and its consequences

		<p align="center"><u>CHAPTER 5: CULTURE, MANAGEMENT STYLE, AND BUSINESS SYSTEMS</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. The necessity for adapting to cultural differences 2. How and why management styles vary around the world 3. The extent and implications of gender bias in other countries 4. The importance of cultural differences in business ethics 5. The differences between relationship-oriented and information-oriented cultures <p><u>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 3 = CHAPTER 4-5 (CULTURAL ENVIRONMENT) NEW</u></p> <p><u>EJM ARTICLE: ANALYZE “LEADERSHIP STYLE, MOTIVATION AND PERFORMANCE IN INTERNATIONAL MARKETING CHANNELS: AN EMPIRICAL INVESTIGATION OF THE USA, FINLAND AND POLAND”</u></p> <p align="center"><u>CHAPTER 6: THE POLITICAL ENVIRONMENT: A CRITICAL CONCERN</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. What the sovereignty of nations means and how it can affect the stability of government policies 2. How different governmental type, political parties, nationalism, targeted fear/animosity, and trade disputes can affect the environment for marketing in foreign countries 3. The political risks of global business and the factors that affect stability 4. The importance of the political system to international marketing and its effect on foreign investments 5. The impact of political and social activists, violence, and terrorism on international business 6. How to assess and reduce the effect of political vulnerability 7. How and why governments encourage foreign investment <p><u>CHAPTER 7: THE INTERNATIONAL LEGAL ENVIRONMENT: PLAYING BY THE RULES</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. The four heritages of today’s legal systems 2. The important factors in jurisdiction of legal disputes 3. Jurisdiction of legal disputes and the methods of dispute resolution 4. The unique problems of protecting intellectual property rights internationally 5. How to protect against piracy and counterfeiting 6. How legal differences between countries affect international marketing plans 7. The different ways U.S. laws can be applied to U.S. companies operating outside the United States 8. The steps necessary to move goods across country borders <p><u>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 4 = CHAPTER 6-7 (POLITICAL-LEGAL ENVIRONMENT) NEW</u></p> <p><u>JBR ARTICLE: ANALYZE “PHARMACEUTICAL MARKETING PRACTICES...WORLD”</u></p> <p align="center"><u>VIDEO ASSIGNMENT:</u> <u>VIEW “Fostering Brands: Secrets of Branding” VIDEO ON-LINE</u></p>
4	September 27 (Meet Face-to-Face In Class)	<p><u>HBS CASE: ANALYZE “GRUPO TELEVISA” (ASSIGNMENT: TEAM CASE ANALYSIS POWERPOINT PRESENTATION—SEE CASE ALLOCATIONS)</u></p> <p><u>HBS CASE: ANALYZE “CIBA-GEIGY PHARMACEUTICALS: PHARMA INTERNATIONAL” (ASSIGNMENT: TEAM CASE ANALYSIS POWERPOINT PRESENTATION—SEE CASE ALLOCATIONS)</u></p>
5	October 4 (Distance	<p align="center"><u>CHAPTER 13: PRODUCTS AND SERVICES FOR CONSUMERS</u></p> <p>Chapter Learning Objectives:</p>

	<p>Learning Moodle On-Line Class)</p>	<ol style="list-style-type: none"> 1. The importance of offering a product suitable for the intended market 2. The importance of quality and how quality is defined 3. Physical, mandatory, and cultural requirements for product adaptation 4. The need to view all product attributes in order to overcome resistance to acceptance 5. Country-of-origin effects on product image <p>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 5 = CHAPTER 13 (GLOBAL PRODUCT STRATEGY) NEW</p> <p>HBR ARTICLE: ANALYZE “CUSTOMIZING GLOBAL MARKETING”</p> <p style="text-align: center;"><u>VIDEO ASSIGNMENT:</u> VIEW “Marketing: Secrets of Branding” VIDEO ON-LINE</p> <p style="text-align: center;"><u>VIDEO ASSIGNMENT:</u> VIEW “Innovation: Secrets of Branding” VIDEO ON-LINE</p>
6	<p>October 11 (Meet Face-to-Face In Class)</p>	<p>HBS CASE: ANALYZE “KENTUCKY FRIED CHICKEN” (ASSIGNMENT: TEAM CASE ANALYSIS POWERPOINT PRESENTATION—SEE CASE ALLOCATIONS)</p> <p>HBS CASE: ANALYZE “AIRBUS A3XX: DEVELOPING THE WORLD’S LARGEST JET” (ASSIGNMENT: TEAM CASE ANALYSIS POWERPOINT PRESENTATION—SEE CASE ALLOCATIONS)</p>
7	<p>October 18 (Distance Learning Moodle On-Line Class)</p>	<p style="text-align: center;"><u>CHAPTER 16: INTEGRATED MARKETING COMMUNICATIONS AND INTERNATIONAL ADVERTISING</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. Local market characteristics that affect the advertising and promotion of products 2. The strengths and weaknesses of sales promotions in global marketing 3. When global advertising is most effective; when modified advertising is necessary 4. The communication process and advertising misfires 5. The effects of a single European market on advertising 6. The effect of limited media, excessive media, paper and equipment shortages, and government regulations on advertising and promotion budgets <p>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 6 = CHAPTER 16 (GLOBAL PROMOTION STRATEGY) NEW</p> <p style="text-align: center;"><u>VIDEO ASSIGNMENT:</u> VIEW “The Power of Brands: Secrets of Branding” VIDEO ON-LINE</p>
8	<p>October 25 (Meet Face-to-Face In Class)</p>	<p>HBS CASE: ANALYZE “DELL: NEW HORIZONS” (ASSIGNMENT: TEAM CASE ANALYSIS POWERPOINT PRESENTATION—SEE CASE ALLOCATIONS)</p>
9	<p>November 1 (Distance Learning Moodle On-Line Class)</p>	<p style="text-align: center;"><u>CHAPTER 15: INTERNATIONAL MARKETING CHANNELS</u></p> <p>Chapter Learning Objectives:</p> <ol style="list-style-type: none"> 1. The variety of distribution channels and how they affect cost and efficiency in marketing 2. The Japanese distribution structure and what it means to Japanese customers and to competing importers of goods 3. How distribution patterns affect the various aspects of international marketing 4. The functions, advantages, and disadvantages of various kinds of middlemen 5. The importance of selecting and maintaining middlemen. 6. The growing importance of e-commerce as a distribution alternative 7. The interdependence of physical distribution activities <p>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 7 = CHAPTER 15 (GLOBAL DISTRIBUTION STRATEGY) NEW</p>

		<p><u>JGM ARTICLE: ANALYZE “GLOBAL MARKETING CHANNELS AND THE STANDARDIZATION CONTROVERSY” #</u></p> <p style="text-align: center;"><u>VIDEO ASSIGNMENT:</u> <u>VIEW “Is Wal-Mart Good For America?” VIDEO ON-LINE</u></p>
10	November 8 (Meet Face-to-Face In Class)	<p><u>HBS CASE: ANALYZE “FISHER-PRICE: BENELUX” (ASSIGNMENT: TEAM CASE ANALYSIS POWERPOINT PRESENTATION—SEE CASE ALLOCATIONS)</u></p>
11	November 15 (Distance Learning Moodle On-Line Class)	<p style="text-align: center;"><u>CHAPTER 18: PRICING FOR INTERNATIONAL MARKETS</u></p> <p><u>Chapter Learning Objectives:</u></p> <ol style="list-style-type: none"> 1. Components of pricing as competitive tools in international marketing 2. How to control pricing in parallel imports or gray markets 3. Price escalation and how to minimize its effect 4. Countertrading and its place in international marketing practices 5. The mechanics of price quotations 6. The mechanics of getting paid <p style="text-align: center;"><u>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 8 = CHAPTER 18 (GLOBAL PRICING STRATEGY) NEW</u></p> <p><u>JIM ARTICLE: ANALYZE “FACTORS INFLUENCING THE DEGREE OF INTERNATIONAL PRICING STRATEGY STANDARDIZATION” #</u></p> <p style="text-align: center;"><u>CHAPTER 12: GLOBAL MARKETING MANAGEMENT: PLANNING AND ORGANIZATION</u></p> <p><u>Chapter Learning Objectives:</u></p> <ol style="list-style-type: none"> 1. How global marketing management differs from international marketing management 2. The need for planning to achieve company goals 3. The important factors for each alternative market-entry strategy 4. The increasing importance of international strategic alliances <p style="text-align: center;"><u>MULTIMEDIA POWERPOINT: VIEW VIDEO MODULE 9 = CHAPTER 12 (GLOBAL MARKET ENTRY STRATEGY) NEW</u></p> <p><u>HBR ARTICLE: ANALYZE “THE WAY TO WIN IN CROSS-BORDER ALLIANCES”</u> <u>HBR ARTICLE: ANALYZE “GROUP VERSUS GROUP: HOW ALLIANCE NETWORKS COMPETE”</u> <u>HBR ARTICLE: ANALYZE “COOPERATE TO COMPETE GLOBALLY”</u> <u>HBR ARTICLE: ANALYZE “THE GLOBAL LOGIC OF STRATEGIC ALLIANCES”</u></p> <p style="text-align: center;"><u>VIDEO ASSIGNMENT:</u> <u>VIEW “Expansion: Secrets of Branding” VIDEO ON-LINE</u></p>
12	November 22	<p style="text-align: center;"><u>NO CLASS: THURSDAY CLASSES MEET ON NOVEMBER 22</u></p> <p style="text-align: center;"><u>THANKSGIVING BREAK: THURSDAY TO SUNDAY, NOVEMBER 24-27</u></p>
13	November 29 (Meet Face-to-Face In Class)	<p><u>HBS CASE: ANALYZE “MINOLTA CAMERA COMPANY” (ASSIGNMENT: NOTE—ANALYZE CASE FOR IN-CLASS DISCUSSION. MAKE AND BRING EXTENSIVE CASE ANALYSIS NOTES AND CASE SOLUTIONS TO CLASS FOR TEAM EXERCISE)</u></p> <p style="text-align: center;"><u>ASSIGNMENT: (1) DELIVER TWO COPIES OF TEAM GLOBAL MARKETING PROJECTS DUE NOVEMBER 29, AT 3 P.M. TO PROFESSOR IN OFFICE.</u></p> <p style="text-align: center;"><u>(2) UPLOAD M.S. WORD FILE OF TEAM PROJECT IN GLOBAL MARKETING PROJECT TURNITIN FOLDER ON MOODLE.</u></p>

14	December 6 (Meet Face-to-Face In Class)	<p><u>HBS CASE: ANALYZE “XEROX AND FUJI-XEROX” (ASSIGNMENT: TEAM CASE ANALYSIS POWERPOINT PRESENTATION—SEE CASE ALLOCATIONS)</u></p> <p><u>CASE: ANALYZE “AIRLINES TAKE TO THE SKIES” (ASSIGNMENT: <u>NOTE</u>—ANALYZE CASE FOR IN-CLASS DISCUSSION. MAKE AND BRING EXTENSIVE CASE ANALYSIS NOTES AND CASE SOLUTIONS TO CLASS FOR TEAM EXERCISE)</u></p> <p><u>COURSE SUMMARIZATION AND CONCLUDING REMARKS</u></p> <p><u>ASSIGNMENT: (1) DELIVER CONFIDENTIAL PEER EVALUATION FORM DUE DECEMBER 6 AT 3 P.M. TO PROFESSOR IN OFFICE, OR IN CLASS AT 6 P.M.</u></p>
15	December 13 (Distance Learning Moodle On-Line Class)	<p><u>VIDEO ASSIGNMENT:</u> <u>VIEW “The Diamond Empire” VIDEO ON-LINE</u></p> <p><u>COURSE SUMMARIZATION AND CONCLUDING REMARKS</u></p> <p><u>COURSE CONCLUDES: TUESDAY, DECEMBER 13</u></p> <p><u>READING DAY: THURSDAY, DECEMBER 15</u></p>
16	December 20	<p><u>FINAL EXAM PERIOD: DECEMBER 16-22</u></p> <p><u>CHECK HIGHLANDER PIPELINE FOR GRADES: DECEMBER 25</u></p>
<i>HAVE A PRODUCTIVE SEMESTER!!!</i>		

- Note:** (1) # Instructor will provide if students cannot get these articles from the NJIT library databases.
- (2) * Because of no class during Thanksgiving week, there is only one instance when we will meet face-to-face in class during 2 consecutive weeks.

APPENDIX

<u>INFORMATION ON HARVARD BUSINESS SCHOOL CASES COURSEPACK</u>		
<u>NO.</u>	<u>HARVARD BUSINESS SCHOOL CASES</u>	<u>PRODUCT NO.</u>
1	HBS CASE: MARY KAY COSMETICS: ASIAN MARKET ENTRY	9-594-023
2	HBS CASE: GRUPO TELEVISA	9-593-090*
3	HBS CASE: CIBA-GEIGY PHARMACEUTICALS: PHARMA INTERNATIONAL	9-589-108
4	HBS CASE: KENTUCKY FRIED CHICKEN (JAPAN)	9-387-043
5	HBS CASE: AIRBUS A3XX: DEVELOPING THE WORLD'S LARGEST JET	9-201-028
6	HBS CASE: FISHER-PRICE BENELUX	9-584-039*
7	HBS CASE: MINOLTA CAMERA COMPANY	9-577-017
8	HBS CASE: DELL NEW HORIZONS	9-502-022
9	HBS CASE: XEROX AND FUJI-XEROX	9-391-156

Note: (1) Purchase HBS Coursepack of above cases using the following link:
<http://cb.hbsp.harvard.edu/cbmp/access/53483917>
 (2) * Instructor will provide if these 2 cases are unavailable from HBS.
 (3) Instructor has provided other cases on Moodle.

<u>INFORMATION ON JOURNAL ARTICLES</u>		
<u>NO.</u>	<u>JOURNAL ARTICLES</u>	<u>SOURCE</u>
1	Levitt, T. (1983), "Globalization of Markets," <i>Harvard Business Review</i> , (May-June), 92-102.	NJIT Library Database
2	Ohmae, K. (1989), "Managing in a Borderless World," <i>Harvard Business Review</i> , 67, 152-161.	NJIT Library Database
3	Kogut, Bruce (1999), "What Makes a Company Global?" <i>Harvard Business Review</i> , (January-February), 165-170.	NJIT Library Database
4	Viswanathan, Nanda K., and Peter R. Dickson (2007), "The Fundamentals of Standardizing Global Marketing Strategy," <i>International Marketing Review</i> , 24 (1), 46-63.	NJIT Library Database #
5	Mehta, Rajiv, A. J. Dubinsky and R. E. Anderson (2003), "Leadership Style, Motivation and Performance in International Marketing Channels: An Empirical Investigation of the USA, Finland and Poland," <i>European Journal of Marketing</i> , 37 (1/2), 50-85.	NJIT Library Database #
6	Smith, N. C., and J. A. Quelch (1991), "Pharmaceutical Marketing Practices in the Third World," <i>Journal of Business Research</i> , 23 (1), 113-126.	NJIT Library Database #
7	Quelch, John A. and E. J. Hoff (1986), "Customizing Global Marketing," <i>Harvard Business Review</i> , (May-June), 59-68.	NJIT Library Database
8	Rosenbloom, B., T. Larsen, and Rajiv Mehta (1997), "Global Marketing Channels and the Standardization Controversy," <i>Journal of Global Marketing</i> , 11, 49-64.	NJIT Library Database #
9	Theodosiou, Marios and Constantine S Katsikeas (2001), "Factors Influencing the Degree of International Pricing Strategy Standardization," <i>Journal of International Marketing</i> , 9, (3), 1-18.	NJIT Library Database #
10	Perlmutter, Howard V. and David A. Heenan (1986), "Cooperate to Compete Globally," <i>Harvard Business Review</i> , (March-April), 136-152.	NJIT Library Database
11	Ohmae, K. (1989), "The Global Logic of Strategic Alliances," <i>Harvard Business Review</i> , (March-April), 143-154.	NJIT Library Database
12	Bleeke, Joel and David Ernst (1991), "The Way to Win in Cross-Border Alliances," <i>Harvard Business Review</i> , (November-December), 127-135.	NJIT Library Database
13	Gomes-Cassares, Benjamin (1994) "Group Versus Group: How Alliance Networks Compete," <i>Harvard Business Review</i> , (July-August), 62-74.	NJIT Library Database

Note: (1) # Instructor will provide if students cannot get these articles from the NJIT library databases.
 (2) Using the UCID and password, students can download the articles above from NJIT library's electronic databases, such as Business Source Premier or Academic Source Premier at <http://library.njit.edu/>.

TEAM CASE ANALYSIS ORAL PRESENTATION GUIDELINES

The guidelines below should be followed in analyzing and orally presenting the cases. The cases should be professionally presented the duration of which should not be more than **30 minutes**. **(Please comply with the time limit.)**

Read the case carefully and cull the important aspects of the case. Use appropriate analytical tools to analyze the case. For instance, you could use a **PEST** or **SWOT** analysis (only if necessary), or set-up Tables that summarize the **advantages, disadvantages and managerial implications** of a particular decision.

Take the position of a senior global marketing manager, who needs to advise and convince upper management of the right action to take.

The case analysis presentations should contain the **following sections**, each with separate headings:

I. INTRODUCTION

First, provide a brief description of the case and what you are proposing to do.

II. PROBLEM IDENTIFICATION

Second, clearly **identify problem** or issue the company faces that needs to be resolved. If a company has multiple problems or issues then you should clearly identify them. An alternative way to identify **ALL** the decisions that need to be made that will resolve the problem(s), i.e., **ACTION ISSUES**.

III. IDENTIFY AND DEVELOP ALTERNATIVE SOLUTIONS

Third, develop **alternative solutions** for each action issue or problem. **THINK OF A FLOW CHART OF DECISIONS THAT NEED TO BE MADE THAT WILL RESOLVE THE PROBLEMS IN THE CASE**. If a company has multiple problems or action issues then identify alternative solutions for **EACH** problem that will resolve the problem(s). **EXPLAIN** the criteria used for each alternative solution.

Present pros and cons of each alternative solution **AND** identify and discuss the **implications** and **ramifications** of each action.

IV. BEST OPTION(S)

Fourth, identify the optimal solution for each action issue if there are multiple issues. Indicate why it is “best or optimal” solution.

Supplement, augment, and bolster your arguments and contentions using Tables and **APPROPRIATE** analytical techniques (e.g., SWOT, and Spreadsheets) that show your suggestions have merit. Place **ALL** exhibits in the Appendix.

For each decision you articulate that will resolve the each of the various problems and action issues which you have identified in the case, you need to show ample and suitable evidence or proof which convinces the upper management (and the professor) that each decision you have made is based on solid research, solid reasoning and solid rationale. Towards that end, all the material in the appendix such as a SWOT analysis or environmental analysis (and it can be an unlimited amount of material) is put there to bolster your contentions that the decisions you make are solid. This is evidence that you have done your homework. In other words, for each decision you suggest, you are offering evidence or proof by documenting strong support for each decision. This documents why the decisions you made were solid. Doing anything less means you have not offered convincing arguments and it

is possible to conclude that you have made your decisions “out of thin air” that may be well be fallacious and perfunctory, which could result in losses for the firm. That is what a complete case analysis does; it leaves no stone unturned and supports every decision you make. In sum, doing anything less means your case analysis is superficial.

This is the most important section. I want to understand your reasoning/rationale for making these suggestions.

VERY IMPORTANT NOTE: If you conclude that a firm should continue with its plans to enter a foreign market, then:

- (a) Identify the target market towards which the marketing strategy is crafted;**
- (b) Suggest the entire global marketing strategy (product, pricing, promotion, and distribution—standardized or adapted) should they employ in detail;**
- (c) Identify the appropriate foreign market entry strategy (i.e., exporting, licensing, joint ventures, strategic alliances, etc.) to employ for the firm’s global marketing program.**

V. CONCLUSIONS AND RECOMMENDATIONS

Fifth, present your recommendations, and conclusions.

End your presentation with final remarks and a Question and Answer Session.

TEAM CASE ANALYSIS *ORAL* PRESENTATION GUIDELINES: **ADDITIONAL SUGGESTIONS**

- (1) Make sure that the case presentation has a title page, topic of the case, your names, term, year, etc.
- (2) **Do not copy and present Tables and Charts that are in the case. Instead, use the information from the case to construct your own Tables, Charts, and exhibits that support your arguments and contentions. All exhibits must be properly labeled and titled.**
- (3) **Only use the information presented in the case. That is the information the managers in the case have on which to base their decisions. Do not use external research to bring the case up-to-date and base your answers on the current information you may find.**
- (4) The case should be **professionally presented, and carefully edited for grammar and spelling.** You will be graded on the overall case analysis, content, professional outlook, grammar, etc. In general, you must do a professional job. The case should have structure, content and style (verbal and visual).
- (5) **All** members of your group should present the case using PowerPoint after which there will be a 10-minute question and answer session. (Please comply with the time limit.)
- (6) Email copies of case analysis presentation to the instructor and students in advance and bring few copies to class.
- (7) **Approximate number of PowerPoint Slides: 17-20 (+/- 3). The cover slide and concluding slide do not count.**
- (8) You may use this case analysis method or one suggested by HBS, or use your own framework.
- (9) For most of the HBS cases I have the solutions as provided by the authors of the case. However, I am not interested in seeing if your alternative solutions and optimal suggestions are consistent to those of the case author. I am more interested in the process of how your optimal suggestions and conclusions were arrived at and if your analysis has merit.

TEAM WRITTEN CASE ANALYSIS GUIDELINES (IF NECESSARY)

One case will be analyzed in written form by each team during the semester.

The guidelines below should be followed in analyzing and writing the case.

The **Team Written Case Analysis** should not be longer than **2000 words** not including Exhibits, which should be labeled and presented in the Appendix. The exhibits **do not count** towards the 2000 word analysis.

Read the case carefully and cull the important aspects of the case. Use appropriate analytical tools to analyze the case. For instance, you could use a **PEST** or **SWOT** analysis (only if necessary), or set-up a Table that summarizes the advantages or disadvantages of a particular decision.

Take the position of a senior global marketing manager, who needs to advise and convince upper management of the right action to take.

The written case analyses should contain the **following 6 sections**, each with separate headings:

I. INTRODUCTION

First, provide a brief description of the case and what you are proposing to do.

II. PROBLEM IDENTIFICATION

Second, clearly **identify problem** or issue the company faces that needs to be resolved. If a company has multiple problems or issues then you should clearly identify them. An alternative way to identify **ALL** the decisions that need to be made that will resolve the problem(s), i.e., **ACTION ISSUES**.

III. IDENTIFY AND DEVELOP ALTERNATIVE SOLUTIONS

Third, develop **alternative solutions** for each action issue or problem. If a company has multiple problems or action issues then identify alternative solutions for **EACH** problem that will resolve the problem(s). **EXPLAIN** the criteria used for each alternative solution,

Present pros and cons of each alternative solution **AND** identify and discuss the **implications** and **ramifications** of each action.

IV. BEST OPTION(S)

Fourth, identify the optimal solution for each action issue if there are multiple issues. Indicate why it is “best or optimal” solution.

Supplement, augment, and bolster your arguments and contentions using Tables and **APPROPRIATE** analytical techniques (e.g., SWOT, and Spreadsheets) that show your suggestions have merit. Place **ALL** exhibits in the Appendix.

For each decision you articulate that will resolve the each of the various problems and action issues which you have identified in the case, you need to show ample and suitable evidence or proof which convinces the upper management (and the professor) that each decision you have made is based on solid research, solid reasoning and solid rationale. Towards that end, all the material in the appendix such as a SWOT analysis or environmental analysis (and it can be an unlimited amount of material) is put there to bolster your contentions that the decisions you make are solid. This is evidence that you have done your homework. In other words, for each decision you

suggest, you are offering evidence or proof by documenting strong support for each decision. This documents why the decisions you made were solid. Doing anything less means you have not offered convincing arguments and it is possible to conclude that you have made your decisions “out of thin air” that may be well be fallacious and perfunctory, which could result in losses for the firm. That is what a complete case analysis does; it leaves no stone unturned and supports every decision you make. In sum, doing anything less means your case analysis is superficial.

This is the most important section. I want to understand your reasoning/rationale for making these suggestions.

VERY IMPORTANT NOTE: If you conclude that a firm should continue with its plans to enter a foreign market, then:

- (a) Identify the target market towards which the marketing strategy is crafted;**
- (b) Suggest the entire global marketing strategy (product, pricing, promotion, and distribution—standardized or adapted) should they employ in detail.**
- (c) Identify the appropriate foreign market entry strategy (i.e., exporting, licensing, joint ventures, strategic alliances, etc.) to employ for the firm’s global marketing program.**

V. CONCLUSIONS AND RECOMMENDATIONS

Fifth, present your recommendations, and conclusions.

VI. APPENDIX

Sixth, present all exhibits in the Appendix. If exhibits are presented in the appendix, it is for augmenting your decisions. So be sure to refer to this material in the body of the paper. Use the information from the case to construct your own Tables, Charts, and exhibits that support your arguments and contentions. The exhibits, which are very important, must be properly labeled and titled.

TEAM WRITTEN CASE ANALYSIS GUIDELINES: ADDITIONAL SUGGESTIONS

- (1) Make sure that the case analysis has a cover page, topic of the case, your name, term, year, etc.
- (2) As it is difficult (but not impossible) to write a case analysis in 2000 words, I suggest that you put all supporting documentary evidence (Tables, Charts, Graphs, etc.) in the Appendix. (Read the HBS case analysis attachment that was assigned for the first class.)
- (3) **Do not copy and present Tables and Charts that are in the case. Instead, use the information from the case to construct your own Tables, Charts, and Exhibits that provide evidence to support your arguments and contentions. All exhibits must be properly labeled and titled.**
- (4) **Only use the information presented in the case. That is the information the managers in the case have on which to base their decisions. Do not use external research to bring the case up-to-date and base your answers on the current information you may find.**
- (5) The case should be **professionally written, and carefully edited for grammar and spelling.** It should be typed using a standard word processing package. Be sure to use consistent fonts, font sizes, and spacing. (Suggested: Times Roman, Size 10, and double-spaced.) Please indicate the word count on the cover (not counting Appendices). You will be graded on the overall case analysis, content, professional outlook, grammar, etc. In general, you must do a professional job. The case should have structure, content and style (verbal and visual).
- (6) You may use this case analysis method or one suggested by HBS, or use your own framework.

- (7) **IMPORTANT NOTE: For most of the HBS cases I have the solutions as provided by the authors of the case. However, I am not interested in seeing if your alternative solutions and optimal suggestions are consistent to those of the case author. I am more interested in the process of how your optimal suggestions and conclusions were arrived at and if your analysis has merit. Present conclusive evidence that your team has made the optimal decision(s).**

WRITTEN CASE ANALYSIS

FISHER-PRICE BENELUX

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Dr. Rajiv Mehta**

**Prepared by:
Patrick Murphy
Jack Gault
Mimi Soprano
John Malter**

Word Count: 1998

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