



Victoria Management School

MMBA 557
INTERNATIONAL MARKETING

Trimester 1 2005

COURSE OUTLINE

Contact Details

Greg Walton

Office: Rutherford House 1117

Email: greg.walton@vuw.ac.nz

Telephone: 463-5529 Fax: 463-5531

Class Times and Room Numbers

Wednesdays 19:40 – 21:30 RH GO4

Final Examination Period 30 May – 18 June

Course Objectives

The Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. Integral to this capability is an understanding of the dynamics of marketing, marketing management and strategy development concepts of internationally focused companies. The thinking is designed to build global competitiveness. The course will examine the dynamic global environment NZ companies and entities must compete in and study strategy development and appropriate (marketing) responses companies need to make. Contemporary issues that are faced by NZ exporters will also be discussed.

By the end of this course, you should be able to:

- build frameworks that address strategic development/global competitiveness that reflect the environment NZ firms have to operate and compete in
- understand both conventional and importantly, unconventional (international) marketing and marketing management knowledge and advanced thinking in IM

- comprehend and critique contemporary IM issues and be able to competently assess their relevance and impact
- consider IM in a managerial context/as a managerial function

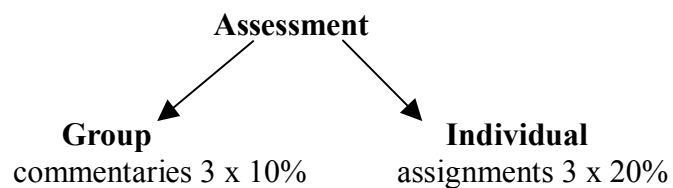
Required Text: **‘Global Marketing: a decision-oriented approach,’** by Svend Hollensen, 3rd ed, published by Prentice Hall Prentice Education 2004.

Suggested readings: Trade Mark, major dailies, Asia Week, The Economist, Far Eastern Economic Review, Asian Wall Street Journal, NBR, Ministerial Announcements, old copies of Export News, relevant academic journals on IM and IB. Significant website research for the contemporary issues work will be necessary.

Learning methodology: Various methods of learning technique including lectures, facilitating debate, presentation and discussion, workshop technique, problem based case studies and maybe guest speakers will be employed in what is essentially an ‘experiential learning’ environment.

Expectations: Advanced preparation, class participation, desk and field research and your critical thought and contribution are expected.

Assessment: Assessment will involve individual & group internal assessment and an exam.



Complete 3 **assignments** on salient IM topics. Individual. Not at all compulsory but you may feel better able to address the themes of the assignments by applying them to a practitioner, maybe your own organisation. Otherwise, create your own framework of discussion. Your call.

You're asked to complete **3** short and concise pieces of work in groups, that seek your '**commentary**' on a topic of contemporary relevance. This work requires critical thought and discussion of the implications. Web based research will be useful.

Assignment	Weight	Due	Word max.
1	20%	16/3'	2500
2	20%	11/5'	2500
3	20%	8/6'	2500
Commentaries	3 x 10%	monthly	1200

Assignment 1: Discuss the process of becoming globally competitive. You'll probably want to address the sequential themes of exposure, motivations, competencies, readiness to internationalise and strategy development.

Assignment 2: Two themes. Develop a 'market attractiveness framework' and assess the opportunities for a product or service of your choice (or a client) in a selected overseas market. This conceivably leads to a market/country profile report (which is not required). Emphasis should be placed on commercial objectives. I'm seeking clear rationale for approach and methodology. I am also seeking evidence of the application of decision models to your outcomes.

The second theme is the corollary of an IMS process. Construct an International Market Entry (MES) strategy for a/client's product/service in your selected overseas market.

Assignment 3: MMBA 557 is as much about 'global marketing management' as the marketing strategy and operational aspects of assignments 1 and 2. Discuss global marketing management in the light of the frameworks and contemporary global environment NZ exporters must compete in. Discuss the business decision areas managers must address.

Late assignments: In fairness to all students and to me, I will not accept late submissions. However, I am not an unreasonable person and always receptive to mitigating circumstances such as your death.

General guidelines: You are free to excite my senses with original and reasoned thought. In fact, it is your reasoned and innovative thought that pushes my buttons and determines reward! Please demonstrate the impact of your thinking on the issues you're defining. I expect to see relevant application the models and conceptual frameworks we discuss in class to marketing problems. Be critical and objective. Debate the relevant theory. For the commentaries, don't just tell me about them. Step off the fence and take a position. Persuade me to your point of view. Do you agree or disagree with the content/position of the author?

Passing the Course: In order to pass this course, students are required to participate in each class and obtain at least fifty percent of the total marks available.

Proposed Course Timetable (subject to change):

Week 1 (24/2'), 2 (2/3')

- Course introduction (themes, briefing for 1st assignment and commentaries).

- Introduction. What does internationalism mean?
- Summary of stats, NZ, world trade, trends in NZ's export statistics (balance of payments, etc).
- Examine the forces and drivers likely to shape future market opportunities
- Why market internationally? Why export? The decision whether to internationalise.
- Examine export motivations and misconceptions
- Examine barriers to export

Readings: Hollensen chps 1 & 2
 'One World Ready or Not,' (1999), Ohmae, Kenichi
 'Growing Pains: New Zealand Qualitative Evidence on Hurdles to Exporting Growth,' (2002), NZ Treasury Working Paper, 02/10, Simmons, Geoff
 'Viewpoint: The Myth of Globalisation,' Rugman, A. (2001), IMR, v 18, no. 6, pages 583-588

Week 3 (9/3'), 4 (16/3')

- Development of a firm's competitive strategy, competitiveness
- 'Titan Industries Ltd' case study p127
- 'Bridgestone Tyres' case study p112
- 'CWF Hamilton' case study in supplementary readings
- Guest speaker TBA unless too much else happening!
- Assignment 1 due 16/3'

Readings: Hollensen pages 64-71 (SME internationalisation & 'born globals') and chp 4
 'Titan Industries Ltd' case study p127
 Hollensen p132-139 only
 'Bridgestone Tyres' case study p112
 'CWF Hamilton' case study in supplementary readings
 Shaw, V and Hassan, V (2002), 'The Characteristics of Successful International Services Providers: A Study of New Zealand Firms.'

Week 5 (25/3'), 6 (13/4')

- Strategic direction options
- Validating the decision to enter new markets
- Deciding which markets to enter and the market selection process
- Customer selection challenges, market segmentation, customer profiles. Models and innovative views in market selection choices
- Risk transfer and economic, political, legal, and cultural considerations in IM
- 'Orca' case study in supplementary readings
- 'Tipperary Mineral Water Company' case study p 251
- 'Know thy Competitor' (p565 Fletcher) in supplementary readings

Readings: Hollensen chp 8 for 25/3'
 'Evaluating International Markets,' (1999), Wood V R and Robertson K R.

‘Challenging Conventional Notions of IMS,’ (2002) Walton G (currently under review with IMR)
3 case studies

Week 7 (20/4’), 8 (27/4’) & 9 (4/5’)

- Developing market entry strategy
- Guest speaker TBA
- ‘Hong Guan Technologies’ case study in supplementary readings
- ‘Pulse Data’ case study in supplementary readings

Readings: Hollensen read introductory pages beginning p 271 and chps 9, 10, 11, & 12
‘Selecting Overseas Markets and Entry Modes: Two Decision Processes or One?’, (2001), Koch A J.
‘Factors Influencing Market and Entry Mode Selection: Developing the MEM Model,’ (2001), Koch A J.
2 case studies

Week 10 (11/5’)

- Global marketing management
- Business decision areas and response development
- Assignment 2 due 11/5’

Readings: Hollensen read introductory pages beginning p 390 and chp 14 only
‘Globalisation Is Not Inevitable,’ (2001), Kelly James
‘Viewpoint: Competing in the Next Millennium: Challenges facing international marketers.’ (1999), Douglas S. and Craig S C.
‘Viewpoint: Marketing in the Information Age – Can we plan for an unpredictable future?’ (1998), Schlegemilch, B. and Sinkovics, R.
‘Executive Insights: Global Marketing Management: At the Dawn of the New Millennium,’ (2000), Lazer W and Shaw E.
‘Viewpoint: Limits of Internationalisation Theories in an unlimited World,’ (2001), Axinn, C N and Matthyssens, P, IMR, vol 19, No 5, Pages 436-449.
‘Viewpoint: A Dynamic Behavioural Approach to Internationalisation,’ (2004) Walton, G

Week 11 (18/5’)

- Challenges in contemporary IM
- Global e-marketing

Readings: Hollensen chp 14
‘Reed Publishing’ case study in supplementary readings
‘Born Globals: Old Wine in New Bottles,’ (2001) Knight J, Bell J and McNaughton R.

Week 12 (25/5’)

- Implementation
- International marketing planning
- ‘Bathrooms Ltd’ case study
- Course review and summing up

Readings: ‘Bathrooms Ltd’ case study

Additional:

Victoria MBA Grading Standards

- Victoria MBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.
- Victoria MBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- Victoria MBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria MBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.
- Please note that the MBA Board of Studies (End of Course Marks Meeting) reserves the right to adjust final grade distributions in order to achieve meaningful grading standards and equity in the application of evaluation standards across various MBA courses.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the MBA Programme Director, then the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other

electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.