

VICTORIA MANAGEMENT SCHOOL  
**MMBA 557 INTERNATIONAL MARKETING**

Trimester 2 2006

**COURSE OUTLINE**

**Contact Details**

**Course Coordinator:**

Greg Walton, Room 1117, Rutherford House, ext 5529 [greg.walton@vuw.ac.nz](mailto:greg.walton@vuw.ac.nz)

**Class Times and Room Numbers**

Monday 2.40 – 5.30pm                      RLWY 128

There will be a final examination during the period of 16 October – 12 November 2006

**Course Objectives**

The MMBA 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. Students will also examine ‘contemporary issues’ faced by NZ exporters.

**Course Content**

Complete 2 individual **assignments** on salient IM topics. Not compulsory but you are encouraged to address the themes of the assignments by applying them to a practitioner. Otherwise, create your own framework of discussion. Your choice.

You’re asked to complete **3** short and concise pieces of work in small groups. The work seeks your ‘**commentary**’ on a topic of contemporary relevance and requires critical thought and discussion of the implications. Web site based research will be useful.

A final examination will be essay style and encompass major IM themes with the focus on the final 3 weeks themes.

## Assessment

**Assignment 1:** Discuss the process of becoming and/or improving global competitiveness. You'll probably want to address the sequential themes of exposure, motivations, competencies, readiness to internationalise, competitiveness 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 (IME) strategy for a/client's product/service in your selected overseas market.

**Examination theme:** The final closed-book examination (2 hours) will be held during which students will be expected to apply their knowledge to organisational problem situations described by means of a case vignette. The examination will be about the themes of the last 3 classes (global marketing management, marketing strategy and operational aspects of assignments 1 and 2). I'm seeking your insightful thought about this topic in light of the frameworks and contemporary global environment NZ exporters must compete in. Discuss the business decision areas managers must address.

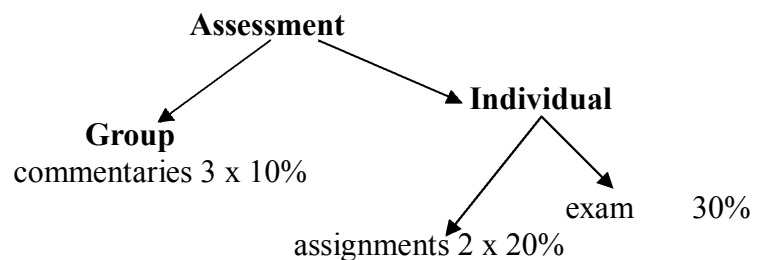
## Readings

**'Global Marketing: a decision-oriented approach,'** by Svend Hollensen, 3rd ed, published by Prentice Hall Prentice Education 2004. About \$110. A supplementary readings book will be advanced as well.

## Assessment Requirements

Students will prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work.

Assessment will involve individual & group mechanisms and an exam.



Mechanism	Weight	Due	Word limit
Assignment 1	20%	7/8'	2783
Assignment 2	20%	18/9'	2788
Commentaries	10% x 3	monthly	1452
Examination	30%	16 Oct- 12 Nov	As much as you want!

## **Workload**

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30hrs during the mid-trimester break.

## **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

## **Mandatory Course Requirements**

To fulfil mandatory course requirements students are required to submit each piece of work and get at least 50% of the total marks available.

### Passing the Course

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Victoria MBA Grading Standards are as follows:

#### Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.

#### Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

#### Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

#### Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

#### Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

#### Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

## 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.

## Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

## Communication of Additional Information

Additional communications where necessary will occur usually via email to the entire class.

## Lecture Schedule – MMBA 557

### Week 1 (10/7'), 2 (17/7')

- Course introduction (themes, briefing for 1<sup>st</sup> assignment and commentaries).
- Introduction. What does internationalism mean?
- Summary of stats, NZ, world trade, trends in NZ's export statistics (balance of payments, etc).
- Why market internationally? Why export? The decision whether to internationalise.
- Examine export motivations and misconceptions
- Examine the forces and drivers likely to shape future market opportunities and importantly, the business and marketing implications of these
- Examine barriers to export

**Readings:** Hollensen chps 1 & 2  
'One World Ready or Not,' (1999), Ohmae, K.  
'Viewpoint: The Myth of Global Strategy,' (2001), Rugman, A.  
'Small Business Participation in the Global Economy,' (1999), Graham, P.  
'Export Performance: success determinants for NZ manufacturing exporters,' (1998), Thirkell, P. and Dau, R.  
'Strategies for Internationalisation within SMEs: the key role of the owner-manager,' (2002), Lloyd-Reason, L. and Mughan, T.  
'Barriers to Internationalisation: an investigation of the craft microenterprise,' (2002), Fillis, I.  
'Growing Pains: NZ qualitative evidence on hurdles to export growth,' (2002), Simmons, G.

### **Week 3 (24/7') & 4 (31/7')**

- 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
- Assignment 1 due 7/8'

**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  
'The Characteristics of Successful International Services Providers: A Study of New Zealand Firms' (2002), Shaw, V and Hassan, V

### **Week 5 (7/8') & 6 (14/8')**

- 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
- 'Automobile Citroen' case study
- 'Tipperary Mineral Water Company' case study p 251
- 'Know thy Competitor' in supplementary readings
- 'Orca' case study

**Readings:** Hollensen chp 7 then chps 5 & 6  
'Evaluating International Markets,' (1999), Wood V R and Robertson K R.  
'The Influence of the Global Marketing Environment on International Market Selection Behaviour: a study of NZ exporters,' (2006), Walton, G., Ashill, N. and Ng, A. Under JAPM journal review.  
4 case studies

### **Week 7 (4/9'), 8 (11/9') & 9 (18/9')**

- Developing market entry strategy
- 'Hong Guan Technologies' case study p 370
- 'Pulse Data' case study in supplementary readings

**Readings:** Hollensen read introductory pages beginning p 271 and chps 8, 9, 10, 11, & 13  
'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.

### **Week 10 (25/9')**

- Global marketing management
- Business decision areas, strategy and response development
- 2<sup>nd</sup> assignment due 18/9'

**Readings:** Hollensen read introductory pages beginning p 390 and chp 14 only  
'The Globalisation of Markets,' Levitt, T.  
'Viewpoint: Limits of Internationalization Theories in an Unlimited World,' (2002), Axinn, C. and Matthyssens, P.  
'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.  
'Global Forces Influence and International Marketing Decision Support Framework,' (2005), Walton, G. 9<sup>th</sup> International Conference on Global Business and Economic Development, Seoul, Korea, CD Rom ISBN 978-0-9747415-4-3

### **Week 11 (2/10')**

- Challenges in contemporary IM
- Global e-marketing

**Readings:** Hollensen chp 14, page 372  
'Reed Publishing' case study in supplementary readings  
'Born Globals: Old Wine in New Bottles,' (2001) Knight J, Bell J and McNaughton R. ANZMAC 2000 CD-Rom proceedings.  
'The Born Globals: a new generation of small European exporters,' (2002), Oystein, M.  
'A Typology of Channel Systems.'

### **Week 12 (9/10')**

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

**Readings:** 'Bathrooms Ltd' case study

## **Faculty of Commerce and Administration Offices**

### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

## **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at [www.vuw.ac.nz](http://www.vuw.ac.nz).

## **Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at [www.vuw.ac.nz/policy/studentconduct](http://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](http://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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at [www.vuw.ac.nz/policy/academicgrievances](http://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. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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

### **Students with Impairments**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

### **Student Support**

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz)) is available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/).

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz)) is located on the ground floor, Student Union Building.

### **Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)**

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta  
Room 210, Level 2  
Railway West Wing  
Tel. (04) 463 8997

Fa'aoi Seiuli  
Room 109 B  
14 Kelburn Parade  
Tel. (04) 463 5842