

MARKETING 465
GLOBAL MARKETING MANAGEMENT

Syllabus

Fall, 2013

Monday, Wednesday 12:00PM – 1:50PM

Or Monday, Wednesday 2:00PM – 3:50PM

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Office Hours: Monday 4:00-6:00PM, or by appointment

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Course Description:

This course examines the opportunities and challenges associated with marketing across borders. The impact on marketing of the cultural, economic, political, and technological environments in different countries will be assessed. The relationship between global marketing and global business strategy will be discussed. Ways of analyzing customers and competitors globally will be addressed. Strategies and tactics for developing each of the four "P's" internationally and globally will be examined, including developing 1) product, service, and branding policies, 2) advertising, promotion, and communications plans, 3) channels of distributions, and 4) pricing policies in the global context. Approaches for deciding the extent to which marketing should be globalized versus localized will be explored. This course will examine key considerations in marketing both globally and in each of the major regions of the world. This course is designed for students interested in marketing, global and international business, international relations and business, communications and business, and international studies.

Learning Objectives:

The major learning goal of this course is for students to develop a global mindset related to marketing and business with an understanding of the relationship among local, international, and global perspectives. The learning objectives supporting this goal are:

- 1) Understand the key characteristics of important country markets in different regions of the world and learn how to develop marketing plans for these diverse country markets
- 2) Learn to gather, categorize, analyze, interpret, and evaluate relevant information about markets in different countries around the world
- 3) Learn how to assess the social/cultural, economic/financial, political/regulatory, and technological/infrastructure environments of different countries and how to adjust a company's marketing practices based on these factors
- 4) Learn how to analyze customers, competitors, and product markets in different countries and how to apply this analysis to developing international and global marketing strategies
- 5) Learn to critically analyze and evaluate local versus global perspectives in developing marketing plans and to make decisions about which aspects of marketing to localize and which to globalize in developing marketing plans
- 6) Learn how to develop product/service/branding policies, pricing practices, and distribution approaches internationally and globally

- 7) Learn how to develop communications/advertisements/promotions for different cultures and countries as well as globally
- 8) Appreciate how managers and leaders can work in teams across countries and cultures to develop and implement complex global strategies
- 9) Appreciate the ethical and corporate social responsibility issues associated with global marketing and learn to think in innovative ways about how to market products and services to lower income customers.
- 10) Develop the ability to think critically about different perspectives on global marketing

Required Materials:

The required materials for this course are:

- 1) KG: Keegan, Warren J., & Green, Mark C. 2013. Global Marketing (7th Ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

This is the textbook for the course. It also contains a set of short minicases that will be discussed in class. Various options for obtaining this textbook are available, as follows:

- a) a custom edition of the textbook, which is a loose-leaf printed version, can be purchased at the USC bookstore,
- b) a new bound printed version of the textbook can be purchased online at various websites that sell textbooks,
- c) a used bound printed version of the textbook can be purchased online at various websites that sell textbooks,
- d) a printed version of this textbook can be rented for the semester at various online websites,
- e) an electronic version of the textbook can be rented for the semester at various online websites such as coursesmart.com.

- 2) PCR: Packet of Cases and Readings.

This is a reader containing in-depth cases and influential articles about global and international marketing. These cases and articles will be discussed and analyzed in class.

Prerequisites and/or Recommended Preparation:

The prerequisite for this course is BUAD 307: Marketing Fundamentals.

Course Notes:

Course Organization: In support of the learning objectives, this course is divided into five major topic areas. The first topic area focuses on the opportunities and challenges of international and global marketing and how to assess country environmental factors that are most relevant to the management of international marketing, such as cultural, economic, political, and technological factors. The second topic area concentrates on how to select markets to enter and how to develop international and global marketing strategies. The third topic area examines the similarities and differences in product markets, customers, and competitors across countries and how to develop global marketing strategies for various types of products and services. The fourth topic area deals with how to develop product and service policies in the international and global context including the management of branding, positioning, product and service characteristics, and packaging. The fifth topic area is concerned with how to develop advertising/promotion/communications, distribution/retailing, and pricing policies in the international and global context including how to manage the tradeoffs of globalization versus localization associated with each element of the marketing mix. Throughout the course, a variety of country markets in various regions of the world will be discussed and a variety of different types of products and services will be addressed.

Class Sessions: The class sessions will focus on the understanding of major concepts, frameworks, and analytical tools used in global marketing and the application of these concepts, frameworks, and tools to the

understanding of real-world situations. The textbook chapters are designed as background reading to introduce the major concepts in the field. Articles are chosen to expose you to trends in global marketing. Case discussions will develop your skills in applying the concepts to actual managerial situations. Assignments and exercises will also assist in developing your knowledge and competencies in the area. Class sessions will consist of lectures in which conceptual material will be clarified and of discussions of cases, articles, exercises, and concepts to allow you to practice applying the material. Before each class session, you should read the assigned textbook chapters, articles, and cases and be prepared to discuss them in class.

Posting of Course Materials: Lecture slides, the course syllabus, and course assignments will be posted to the Blackboard site for this course. Please check Blackboard regularly for course announcements.

Grading Policies:

Assigning Grades:

<u>Assignments</u>		<u>% of Grade</u>
TESTS	Mid-Term Exam	25.0%
	Final Exam	25.0%
GROUP ASSIGNMENTS	Group Assignment # 1	12.5%
	Group Assignment # 2	12.5%
	Group Assignment # 3	15.0%
CLASS PARTICIPATION		10.0%

Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target, but on your performance. Historically, the average grade for this class is about a B+. Three items are considered when assigning final grades:

- 1) Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible)
- 2) The overall average percentage score within the class
- 3) Your ranking among all students in the class.

Tests: Your individual mastery of the course material will be tested in a midterm and a final examination. The exams are designed to assess your knowledge of the material covered up to that point in the course. The exams will consist of both multiple choice and short answer questions. The tests must be taken on the dates indicated in the course outline later in this syllabus during your assigned class session.

Group Assignments and Assignment Submission Policy: The three group assignments should be completed in groups of 4-5 people. They are designed to give you hands-on experience developing skills relevant to global marketing. Learning in these assignments should be enhanced by interacting and discussing the material with other members of your group. Peer evaluations of each member of your group will be conducted to ensure that all members contribute equitably to the assignments; these peer evaluations will be factored into your group assignment scores.

All assignments are due at the beginning of class on the due date. Assignments that are handed in late will have their grades marked down. Printed hardcopies of the assignments should be submitted. If you are unable to attend class on the due date or unable to arrive before the beginning of class that day, you should make arrangements for it to be delivered to the classroom or to my box before the start of class. Late or not, however, you must complete all required assignments to pass this course.

Participation: As an important part of the learning in this course comes from class, you are expected to participate actively in class sessions. The quality of your participation in class sessions as well as how actively you participate in class discussions will be factored into your grade. Consistent participation throughout the semester is expected. The degree to which your comments in class are relevant to the discussion at hand, build on and respond to other students' comments, and are insightful and thoughtful will be evaluated. The level of class discussions and how much you gain from them depend in large part on how well prepared you are for each class and how actively you take part in the discussions.

A considerable amount of learning in this class comes from class discussion and participatory exercises in class. Thus, your level of preparation for class sessions and participation in discussions will be factored into the final evaluation. Since each class session has a significant amount of class discussion and participatory exercises, it is not possible to receive credit for participation if you do not attend class. I realize that occasionally it is not possible to attend class. You can miss up to three class sessions without it affecting your grade; however, if you miss more than three sessions, it could have an impact on your participation grade. Occasionally, I will ask groups to make informal presentations in class; these informal presentations will be factored into the participation grade.

Technology Policy:

Laptop, tablet, and internet usage is not permitted during class sessions. Use of other personal communication or entertainment devices, such as cell phones, smart phones, and music players is also not permitted during class sessions. ANY electronic devices (cell phones, smart phones, PDAs, iPhones, Android phones, Blackberries, other texting devices, laptops, iPods, iPads, other tablets, MP3 players, etc.) are to be turned off during class time. Receiving or sending communications or entertainment during class detracts from participation, disrupts the learning environment, and is rude to those around you.

Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping is also not permitted, unless explicitly approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

Returned Coursework and Retention of Graded Coursework:

Final exams will be retained for one year after the end of the course. All other graded work will be returned to students during class, and it is the responsibility of students to retain the material. Students who miss class sessions when graded work is returned are responsible for arranging for an appointment to retrieve the material. Graded work that was returned but unclaimed by a student will be discarded at the end of the semester. Disputes over graded material should be brought to the professor's attention within 2 weeks after the work is returned.

Add/Drop Process:

The last day to withdraw from a course without a grade of "W" is September 13. The last day to withdraw from a course with a grade of "W" is November 15. If you are absent six or more times prior to November 15, you may be asked to withdraw from the class by that date. These policies maintain professionalism and ensure a system that is fair to all students.

Academic Integrity:

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. Violations of

academic integrity standards will be treated seriously. *SCampus*, the Student Guidebook, (www.usc.edu/scampus or <http://scampus.usc.edu>) contains the University Student Conduct Code including the university's academic integrity standards (see the University Governance section).

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Class Notes Policy

Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student's membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the Internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code, and may subject an individual or entity to university discipline and/or legal proceedings.

No student may record any lecture, class discussion or meeting with me without my prior express written permission. The word "record" or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. I reserve all rights, including copyright, to my lectures, course syllabi and related materials, including summaries, PowerPoints, prior exams, and all supplementary course materials available to the students enrolled in my class whether posted on Blackboard or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made for students who have made prior arrangements with DSP and me.

Students with Disabilities:

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to your instructor as early in the semester as possible. Your letter must be specific as to the nature of any accommodations granted. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. For more information visit www.usc.edu/disability.

Emergency Preparedness/Course Continuity:

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies.

Please make sure you can access this course in Blackboard and retrieve the course syllabus and other course materials electronically. You should check Blackboard regularly for announcements and new materials. In the event of an emergency, the ability to access Blackboard will be crucial. USC's Blackboard learning management system and support information is available at blackboard.usc.edu.

Expectations for the Classroom:

In order to create an effective learning environment in the classroom, the following are expected:

- 1) Active Participation in Classroom Discussions – Give and Take of Ideas
- 2) Involvement Among All Students in Class Discussions
- 3) Full Preparation Before Class of Cases and Readings
- 4) Quality of Participation is Important, Not Just Quantity
- 5) Consistent Participation Throughout the Semester
- 6) No Computer or Tablet Use During Class
- 7) No Cell Phone or Smartphone Use During Class
- 8) Sit in Same Seats Each Week – According to Seating Chart
- 9) Display Name Cards In Front of Seat (during first four weeks of class)
- 10) Attending All Class Sessions – Up to Three Sessions Can Be Missed
- 11) Punctual Arrival at Beginning of Class.

COURSE OUTLINE

Including Course Calendar/Class Sessions/Readings/Due Dates

- Week 1 Introduction and Overview:
International Marketing Opportunities and Challenges**
- 8/26 No Preparation for Today
- 8/28 Textbook: Introduction to Global Marketing (Chapter 1 KG)
- Week 2 International Marketing Opportunities and Challenges:
Assessing the Cultural and Social Environment**
- 9/2 University Holiday -- No Class Today
- 9/4 Textbook: Social and Cultural Environments (Chapter 4 KG)
Case: Marketing an Industrial Product in Latin America (Case 14-3 KG or 12-3 in Custom Edition)
- Week 3 International Marketing Opportunities and Challenges:
Assessing the Economic, Financial, and Technological Environment**
- 9/9 Case: Disney Learns to "Act Local" on the Global Stage (Case 4-2KG)
- 9/11 Textbook: The Global Economic Environment (Chapter 2 KG)
- Week 4 International Marketing Opportunities and Challenges:
Assessing the Political and Regulatory Environment**
- 9/16 Textbook: The Global Trade Environment (Chapter 3 KG)
 The Political, Legal, and Regulatory Environments (Chapter 5 KG)
Case: Gambling Goes Global on the Internet (Case 5-2KG)
- 9/18 Article: Article on European Integration (PCR)
Case: The Euro Zone Fights for Its Life/Will the Euro Survive? (Case 3-1 KG)
Due: Group Assignment # 1
- Week 5 Global Marketing Strategy:
Entering New Markets and Allocating Resources Across Countries**
- 9/23 Textbook: Global Information Systems and Market Research (Chapter 6 KG)
- 9/25 Case: Citibank: Launching the Credit Card in Asia Pacific (PCR)

**Week 6 Global Marketing Strategy:
Understanding the Relationships Between Business Strategy and
Marketing**

9/30 Article: Cracking the Next Growth Market: Africa (PCR)

10/2 Case: Proctor & Gamble Europe: Vizir Launch (PCR)

**Week 7 Global Marketing Strategy:
Balancing the Pressures for Standardization vs. Adaptation**

10/7 Textbook: Leadership, Organization, and Corporate Social Responsibility -- 1st
part of this chapter through the section about Lean Production:
Organizing the Japanese Way (Chapter 17 KG or 14 in Custom
Edition)

Case: Research Helps Whirlpool Keep Its Cool At Home, Act Local in
Emerging Markets (Case 6-2 KG)

10/9 Case: Kao Corporation (PCR)

**Week 8 International Product and Service Markets:
Analyzing Company Resources and Level of Market Development**

10/14 Due: Mid-Term Exam

10/16 Case: Grolsch: Growing Globally (PCR)
McDonald's Expands Globally While Adjusting Its Local Recipe (Case
1-2 KG)

**Week 9 International Product and Service Markets:
Analyzing Customers and Competitors**

10/21 Textbook: Segmentation, Targeting, and Positioning (Chapter 7 KG)

10/23 Case: Cosmetics Giants Segment the Global Cosmetics Market (Case 7-2 KG)
Emdico (A) (PCR)

Due: Group Assignment # 2

**Week 10 Global Product Policy:
Managing Branding and Positioning**

- 10/28 Textbook: Leadership, Organization, and Corporate Social Responsibility -- 2nd part of this chapter after the section about Lean Production: Organizing the Japanese Way (Chapter 17 KG or 14 Custom Edition)
Case: A Changing of the Guard at Unilever/Unilever: The Assignment (Case 17-1 KG or 14-1 in Custom Edition)
- 10/30 Textbook: Brand and Product Decisions in Global Marketing (Chapter 10 KG or 8 in Custom Edition)
Case: Samsung Electronics Co.: Global Marketing Operations (PCR)

**Week 11 Global Product Policy:
Designing Product Attributes and Packaging**

- 11/4 Article: The Battle for China's Good-Enough Market (PCR)
Case: Cheap and Cheaper: How Low Can a Car's Cost (and Price) Go?/Cheap, Cheaper, Cheapest: The Assignment (Case 11-1 KG or 9-1 in Custom Edition)
- 11/6 Case: Procter & Gamble: Balancing Global vs. Local Concerns in the Worldwide Feminine Care Business (PCR)

**Week 12 The Global Marketing Mix:
Analyzing the Advertising, Promotional, and Communications Environment**

- 11/11 Textbook: Global Marketing Communications Decisions I: Advertising and Public Relations (Chapter 13 KG or 11 in Custom Edition)
Case: The Global Brand Face-Off (PCR)
- 11/13 Textbook: Global Marketing Communications Decisions II: Sales Promotion, Personal Selling, and Special Forms of Marketing Communication (Chapter 14 KG or 12 in Custom Edition)
Case: Cola Wars in China: The Future is Here (PCR)
Due: Group Assignment # 3

**Week 13 The Global Marketing Mix:
The Digital Revolution, Marketing Communications, and Global
Marketing**

- 11/18 Textbook: Global Marketing and the Digital Revolution (Chapter 15 KG or 13 in Custom Edition)
Case: Global Marketers Discover Social Media (Case 15-2 KG or 13-2 in Custom Edition)
- 11/20 Case: Global Companies Target Low-Income Consumers/Innovating for the Bottom of the Pyramid: The Assignment (Case 7-1 KG)
Mobile Banking for the Unbanked (PCR)

**Week 14 The Global Marketing Mix:
Managing Pricing and Distribution Channels**

- 11/25 Textbook: Pricing Decisions (Chapters 11 KG or 9 in Custom Edition)
Article: A New Alliance for Global Change (PCR)
Case: Unilever in India: Hindustan Lever's Project Shakti (PCR)
- 11/27 University Holiday -- No Class Today

**Week 15 The Global Marketing Mix:
Managing Distribution Channels and Retailing**

- 12/2 Case: The NBA's Global Marketing Strategy in China (on Blackboard)
Carrefour Expands Abroad (Case 12-2 KG or 10-2 in Custom Edition)
- 12/4 Textbook: Global Marketing Channels and Physical Distribution (Chapter 12 KG or 10 in Custom Edition)

Week 16 Final Examination

12:00-1:50PM Section

12/13 Due: Final Exam – Friday, 11:00AM – 1:00PM

2:00-3:50PM Section

12/13 Due: Final Exam – Friday, 2:00PM – 4:00PM