

Victoria Management School

MMBA 557 INTERNATIONAL MARKETING

Trimester One 2007

COURSE OUTLINE

Course Co-ordinator: Greg Walton, Room 1117, Rutherford House,
 phone 463 5529, fax 463 5231, greg.walton@vuw.ac.nz

Format: One two-hour session each week.

Time: Tuesdays 5.40 – 7.30pm, beginning Tuesday 27 February

Venue: **GO3**

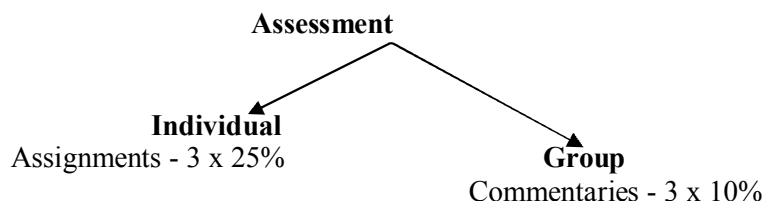
Readings: The required text for this course is ‘**Global Marketing: a decision-oriented approach,**’ by Svend Hollensen, 3rd ed, published by Prentice Hall Prentice Education 2004. About \$110. A supplementary readings book will be advanced as well.

Course Objectives

New Zealand is a trading economy with much of its annual GDP exported. Integral to this fact is the necessity for internationally focused companies to understand the dynamics of internationalisation, international marketing, marketing management and strategy development concepts. This course is designed to embellish these management concepts with emphasis on understanding the decisions managers make to build internationally competitive firms. Students will study strategy development and consider how to develop appropriate (marketing) responses. Compared to courses on International Business, this course is ‘micro,’ that is, the unit of analysis is the firm. Students will also examine ‘contemporary issues’ faced by NZ exporters.

Assessment Requirements

Assessment will involve 3 individual assignments & 3 group ‘commentaries’. There is no examination.



Mechanism	Weight	Due	Word limit
Assignment 1	25%	20/3 rd	2788
Assignment 2	25%	15/5 th	2788
Assignment 3	25%	5/6 th	2788
Commentaries	8.3% x 3	monthly	1306

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. 1 - Develop a 'market attractiveness framework' (MAF) which includes international market selection (IMS) and assess the opportunities for a client's product/service 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 ie how have you developed your MAF? How have you gone about selecting a new international market? How do you rationalise your choice? I am also seeking evidence of the application of decision models to your outcomes. 2 - 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. How does the development of IMS address the firm's marketing decisions?

Assignment 3: The themes of this assignment will be about global marketing management, marketing strategy and managing the operational aspects of assignments 1 and 2. Discuss the business decision (marketing) areas managers must address. A case vignette will be supplied. You may choose either this vignette or continue with 'your' firm. I'm seeking your insightful thought about this topic in light of the frameworks we discuss and the contemporary global environment NZ exporters must compete in.

Commentaries: You're asked to complete **3** short and concise pieces of work in small groups (2-5 people). The work seeks your '**commentary**' on a 'macro' topic of contemporary relevance. It requires critical thought and discussion of the implications. You're expected to 'get off the fence' and take a position, ie 'what do you think' after synthesizing what other commentators are saying. Web site based research will be useful.

Course Content

Week 1 (27/2'), 2 (6/3')

- 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
'Growing Pains: New Zealand Qualitative Evidence on Hurdles to Exporting Growth,' (2002), NZ Treasury Working Paper, 02/10, Simmons, G.
'Barriers to Internationalisation: A Study of Entrepreneurial New Ventures in New Zealand,' (2004), Shaw, V. and Darroch, J.

Week 3 (13/3')

- Development of a firm's competitive strategy, competitiveness
- Why is this stage in firm internationalisation important? even before IMS and MES?
- 'Titan Industries Ltd' case study p127
- 'Know thy Competitor' case study in supplementary readings

Readings: Hollensen chp 4

Week 4 (20/3')

- Guest speaker TBA
- 'Bridgestone Tyres' case study p112
- Assignment 1 due 20/3'

Readings: Hollensen p125 only

Week 5 (27/3'), 6 (3/4')

- 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
- 'Automobile Citroen' case study p220
- Risk transfer and economic, political, legal, and cultural considerations in IM 'Tipperary Mineral Water Company' case study p 223
- 'CWF Hamilton' case study in supplementary readings

Readings: Hollensen chp 7
'Evaluating International Markets,' (1999), Wood V R and Robertson K R.
'The Influence of the Global Marketing Environment on International Market Selection: a study of NZ exporters,' (2005), Walton, G., Ashill, N. and Ng, A., 9th International Conference on Global Business & Economic Development, Seoul, under JIE journal review.

Week 7 (24/4'), 8 (1/5') & 9 (8/5')

- 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 228 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 (15/5')

- Global marketing management
- Business decision areas and response development
- 'Opus International' case study in supplementary readings
- Assignment 2 due 15/5'

Readings: Hollensen read introductory pages beginning p 390 and chp 14 only
'The Influence of Globalisation, Firm Internationalisation and a new Decision Support Framework,' (2006), Walton, G., 32nd EIBA conference, Fribourg, CD Rom proceedings.

Week 11 (22/5')

- Implementation
- International marketing planning
- '42 Below' case study

- 'Bathrooms Ltd' case study

Readings: Hollensen chp 16 to p 493 only

Week 12 (29/5')

- Challenges in contemporary IM
- Course review and summing up
- Assignment 3 due 5/6'

Readings: Hollensen 2nd part of chp 3 (Born Globals).
'Born Globals: Old Wine in New Bottles,' (2001) Knight J, Bell J and McNaughton R.

Expected Workload

This is an MBA level paper. In addition to 2 class contact hours per week to adequately meet the expectations of the learning outcomes you will need to study/work about 10 hours per week.

Group Work

Strategic decisions are often not made hastily. This course is about strategic decision making. They are often made by teams with a final decision made by the team leader. This rationale is the same for the lack of examination in this course. This course is structured with a group work component. The assignments are individual and 'micro' whilst the commentaries are group and 'macro.' That is, you are invited to discuss (the pros and cons) of the broad issue presented by the commentary. You are required to assemble at group of 3-5 people. You organise and manage the group how ever you wish.

Penalties

In fairness to other students whom submit assignments and commentaries on time, and in fairness to me, late submissions will not be accepted unless there are extenuating circumstances such as ill health. Please be very clear about the word limits for the same reason..

Victoria MBA Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): 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.

Communication of Additional Information

Additional information will be conveyed to students via email or in class. Blackboard is not used for MMBA 557.

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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.