

Правительство Российской Федерации

**Государственный университет -
Высшая школа экономики**

Факультет Менеджмента

Программа дисциплины

Международный маркетинг на англ. языке

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*Рекомендована секцией УМС
факультета менеджмента*

Председатель

Филонович С.Р.

2010 г.

*Одобрена на заседании кафедры
стратегического маркетинга*

Зав. кафедрой

О.А. Третьяк
« ____ » _____
2010 г.

Утверждена УС факультета
менеджмента

Ученый секретарь

Балаева О.Н.
« ____ » _____
2010 г.

Москва 2010

**Department of Strategic Marketing
Faculty of Management
State University - Higher School of Economics
International Marketing Strategy
Spring 2010**

Instructor: Dr. Marina Sheresheva

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COURSE DESCRIPTION

This course addresses global issues and describes concepts relevant to all international marketers. It highlights the importance of viewing international marketing management from a global perspective and provides an examination of the key management decisions on developing and executing successful global marketing strategy. The emphasis is on the strategic implications of competition in different national markets.

COURSE OBJECTIVES

- To highlight the importance of viewing marketing management from a global perspective;
- To develop an understanding of the basic concepts in international marketing management;
- To challenge students to shift from being a receiver of ideas, facts, concepts and techniques, to a style of generating ideas, identifying problems, analyzing and evaluating alternatives and thus to develop the most important international marketers' skills
- To provide students a forum for developing research ideas.

COURSE TOPICS

	Course Topic	Всего часов	Аудиторные часы		Самостоятельная работа
			лекции	семинары	
Class 1	<ul style="list-style-type: none"> • Introduction. Why International Marketing? • Global Marketing Environment 	6	4	-	4
Class 2	<ul style="list-style-type: none"> • Opportunity Analysis and Selection of International Markets • International Business Models and Market Entry Strategies 	12	4	-	8
Class 3	<ul style="list-style-type: none"> • Creating, Developing, and Maintaining Competitive Advantage • International Product and Brand Management 	20	4	4	12

Class 4	<ul style="list-style-type: none"> • Global Pricing and Distribution • International Marketing Communications 	16	4	-	14
Class 5	<ul style="list-style-type: none"> • Managing Global Relationships • Implementing and Coordinating Global Marketing Operations 	16	4	2	10
Class 6	Case Test	16	4	2	10
Class 7	Presentations	12	4	-	8
	Exam		4		
		108	28	10	68

III. PERFORMANCE EVALUATION

- Final exam 30%
- Class Attendance 10%
- Individual Assignment & Participation 40%
 - answers during the class 10%
 - pre-assignments read & prepared 10%
 - essay 20%
- Test 20%

IV. COURSE MATERIALS

Materials required

Czinkota, M.R. International Marketing. Thomson South-Western, 2007.

Recommended readings

1. Bradley, F. International Marketing Strategy. Pearson Education, 2005.
2. Cateora, P.R. International Marketing. McGraw-Hill/Irwin, 2007.
3. Kleindl, B. International Marketing. Thomson South-Western, 2007.
4. Mathur, U.C. International Marketing Management. Sage Publications, 2008.
5. Muhlbacher, H. International Marketing. Thomson, 2006.

All of the recommended readings above are available at the HSE Library.

It is also recommended that students read articles in journals in management and marketing. Most journals are available at <http://library.hse.ru/e-resources/e-resources.htm> (registration reacquired).

V. COURSE SCHEDULE

Class 1. Why International Marketing? The Global Marketing Environment

Globalization: opportunity or threat? Changes in the global market environment. Global trends and strategic responses. Issues of Successful Internationalization. International marketing vs. domestic marketing. Reasons for marketing abroad.

The global marketing environment: A definition. Factors within the global environment. Understanding global cultures and buyer behavior. Requirements for success in foreign markets.

Materials required

Czinkota, M.R. *International Marketing*. Thomson South-Western, 2007. P.3-11, 29-156.

Recommended readings

1. Arnold, D. *The Mirage of Global Markets. How Globalizing Companies Can Succeed as Markets Localize*, Pearson Education, 2004.
2. Bhagwati, J. *In Defence of Globalization*. Oxford University Press, 2004.
3. Dicken P. *Global Shift: Reshaping the Global Economic Map in the 21st Century*. 4th Edition. L.; Thousand Oaks, CA; New Dehli: Sage Publications, 2003.
4. Doh, J., Rodriguez, P., Uhlenbruck, K, and Eden, L. *Coping with Corruption in Foreign Markets // Academy of Management Executive*. 2003. Vol. 17. № 3. P. 114.
5. Lee, K., and Carter, S. *Global Marketing Management*. 2nd ed. Oxford University Press, 2009. P. 3-41, 70-102.
6. Shirato, T., and Webb, J. *Understanding Globalization*. London: Sage, 2003.
7. Volkema, R.J. *Demographic, Cultural, and Economic Predictors of Perceived Ethicality of Negotiation Behavior: A Nine-Country Analysis // Journal of Business Research*. 2004. Vol. 57. № 1. P. 69-78.

Class 2. Opportunity Analysis and Selection of International Markets. International Business Models and Market Entry Strategies

Global market selection. Market opportunity analysis. International marketing research. Advantages and disadvantages of information sources. Decision to enter international market. CAGE model. BERI Index. Global market segmentation. EPRG Model. Market entry modes. Factors in the entry mode decision.

Materials required

Czinkota, M.R. *International Marketing*. Thomson South-Western, 2007. P. 187-306.

Recommended readings

1. De Burca, S., Fletcher, R., and Brown, L. *International Marketing: An SME Perspective*, Pearson Education Ltd., 2004.
2. Doole, I., and Lowe, R. *International Marketing Strategy: Analysis, Development, and Implementation*. 5th ed., London: Thomson Learning. Chapter 4.
3. Cavusgil, S.T., Kiyak, T., and Yenyurt, S. *Complementary Approaches to Preliminary Foreign Market Opportunity Assessment: Country Clustering and Country Ranking // Industrial Marketing Management*. 2004. Vol. 33. P.607-617.
4. Gabrielsson, M., and Kirpalani, V.H. *Born Globals: How to Reach New Business Space Rapidly // International Business Review*. 2004. Vol.13. P.555-571.
5. Hollensen, S. *Global Marketing: A Market Responsive Approach*. 4th ed., London: Pearson Education, 2007. Chapters 5 and 8.
6. Keegan, W.J. *Global Marketing Management*. 7th ed., London: Pearson Education, 2002. P. 533-538.
7. Lee, K., and Carter, S. *Global Marketing Management*. 2nd ed. Oxford University Press, 2009. P. 169-198, 226-234.
8. Pankai, Ch. *Distance Still Matters // Harvard Business Review*. 2001. September.

Class 3. Creating, Developing, and Maintaining Competitive Advantage. International Product and Brand Management.

National competitiveness and global competition. Strategy and competitive advantage. The anatomy of competitive advantage. From marketing strategy to marketing programs. Standardization vs. adaptation.

The components of the international product. Product strategy. Strategic international branding. New product development.

Materials required

Czinkota, M.R. International Marketing. Thomson South-Western, 2007. P.325-353, 475-497.

Recommended readings

1. Ambler T., and Styles Ch. The Silk Road to International Marketing: Profit and Passion in Global Business. Financial Times Prentice Hall, 2000.
2. Holt, D.B., Quelch, J.A., and Taylor, E.L. How Global Brands Compete // Harvard Business Review. 2004. September. P.68-75.
3. Lee, K., and Carter, S. Global Marketing Management. 2nd ed. Oxford University Press, 2009. P. 245-302.
4. Quelch, J. The Return of the Global Brand // Harvard Business Review. 2003. August.
5. Ranchod, A. Marketing Strategies: A Twenty-first Century Approach. Harlow: Prentice Hall, 2004. P. 151-170.
6. Schuilin, I., and Kapferer, J.-N. Executive Insights: Real Differences between Local and International Brands: Strategic Implications for International Marketers // Journal of International Marketing. 2004. Vol. 12. № 4. P. 97-112.
7. Tallman, S., and Fladmoe-Lindquist, K. Internationalization, Globalization and Capability-Based Strategy // California Management Review. 2002. Fall. P. 116-135.

Class 4. Global Pricing and Distribution. International Marketing Communications.

Factors affecting global pricing decisions. Pricing strategy. Specific price approaches. Price adaptation. Special issues in global price setting.

A new approach to managing supply chain and distribution. Factors affecting global supply chain decisions. Opportunities and threats of multi-channel strategies. Rules of international distribution.

Changes and issues in marketing communications. Moving beyond the “Standardize or Localize” debate. Advertising models and culture. Public relations. The drive towards integration.

Materials required

Czinkota, M.R. International Marketing. Thomson South-Western, 2007. P.353-382, 385-409, 413-438, 523-607

Recommended readings

1. Alexander N., and Doherty, A.M. International Retailing. Oxford University Press, 2009. P. 271-292.

2. Christopher, M., and Towill, D.R. Developing Market-Specific Supply Chain Strategies // *The International Journal of Logistics Management*. 2002. Vol. 12. № 1. P. 1-14.
3. Keegan, W.J. *Global Marketing Management*, 7th ed., Pearson Education Inc. 2002. P.202-205, 329-438.
4. Lee, K., and Carter, S. *Global Marketing Management*. 2nd ed. Oxford University Press, 2009. P. 343-411, 447-485.
5. Marsh, G. International Pricing – A Market Perspective // *Marketing Intelligence and Planning*. 2000. Vol. 18. № 4. P. 200-205.
6. Mattsson, L.-G. Reorganization of Distribution in Globalization of Markets: The Dynamic Context of Supply Chain Management // *Supply Chain Management. An International Journal*. 2003. Vol. 8. № 5. P. 419-426.
7. Sakuri, Y. Comparing Cross-Cultural Regulatory Styles and Processes in Dealing with Transfer Pricing // *International Journal of the Sociology of Law*. 2002. Vol. 30. P. 173-199.

Class 5. Managing Global Marketing Relationships. Organizing and Controlling Global Marketing Operations.

What is a marketing relationship? Managing marketing relationships. Relationships and networks. Customer (vertical downstream) relationships. Supplier (vertical upstream) relationships. Lateral (horizontal) partnerships. Strategic challenges in managing relationships.

Planning for global marketing. Global control mechanisms. Issues in global organizational structures.

Materials required

Czinkota, M.R. *International Marketing*. Thomson South-Western, 2007. P.213-243

Recommended readings

1. Ambler T., and Styles Ch. *The Silk Road to International Marketing: Profit and Passion in Global Business*. Financial Times Prentice Hall, 2000.
2. Arnold, D. *The Mirage of Global Markets. How Globalizing Companies Can Succeed as Markets Localize*. Pearson Education, 2004.
3. Ballantyne, D., Christopher, M., and Payne, A. Relationship Marketing: Looking Back, Looking Forward // *Marketing Theory*. 2003. Vol. 3. № 1. P. 159-166.
4. Cook, J.D., Halevy, T., and Hastie, C.B. Alliances in Consumer Goods // *The McKinsey Quarterly*. 2003. № 3 (Online Journal).
5. Ditter, J.-G. Reforming the French Wine Industry: Could Clusters Work? // *Cahiers du CEREN*. 2005. Vol.13. P. 39-54.
6. Ford, D., Gadde L.-E., Håkansson, H., and Snehota, I. *Managing Business Relationships*, 2nd ed., John Wiley, Chichester, 2003.
7. Hollensen, S. *Global Marketing: A Market Responsive Approach*. 4th ed., London: Pearson Education, 2007. Chapter 19.
8. Keegan, W.J. *Global Marketing Management*, 7th ed., Pearson Education Inc. 2002. P. 489-547.

VI. DISCUSSION AND EXAMINATION QUESTIONS

1. What is the definition of domestic, international and global marketing?
2. How does the international marketing differ from global marketing?
3. What are the new challenges faced by today's and future international marketers?
4. How changing consumer demographics globally will impact on consumers and their expectations of products and services?
5. In the light of global market changes, what is the nature of global competition and the ways in which it will present new challenges for organizations which operate globally?
6. What are the most important changes in the global market environment?
7. How do international marketers capture, evaluate the importance of, and effect a response to changes in the global market environment?
8. What are the advantages and disadvantages of the growing power of economic blocks?
9. What are the pitfalls of misjudging the elements of "culture"? How can these be avoided?
10. What are the methods which can be used by organizations to manage the social and ethical issues that arise from their international operations?
11. How can astute handling of the marketing environmental factors give a global marketer a competitive advantage?
12. How the SELECT framework is implemented to analyse the competitive advantage of an organization in the global marketplace?
13. Why it is important to the success of global marketing operations that marketers segment global markets?
14. Describe the role market research plays in identifying and describing potential global marketing opportunities.
15. Assess the pros and cons of different approaches to international segmentation.
16. Identify the factors which determine the mode of market entry.
17. How does a market entry strategy inform a market entry mode?
18. List the factors that determine a standardized or adaptation global strategy.
19. Describe the different types of international product strategy.
20. What are the themes which can be used to differentiate a brand?
21. In what ways does a global or international brand differ from a local brand?
22. What are the dimensions of a global brand?
23. Describe the role of customer's perceptions in the success of an international/global brand.
24. Why it is important to consider integrated policies and processes while collaborating in the global supply chain?
25. What are the influential factors which affect a global supply chain and their implications on organizations within the chain?
26. What are the key considerations to be taken into account when setting both international pricing strategies and specific pricing approaches?
27. What specific issues affect global pricing and how these can be taken into account when setting prices?
28. What effects does the pricing strategy decision have on other elements of the global marketing mix?
29. In what ways do international marketing communications differ from domestic marketing communications?
30. What is the purpose of using international public relations? What does it aim to achieve?

31. Why is direct-responsive marketing becoming an important promotional tool for global marketing?
32. Outline the functions of international sponsorship and exhibitions.
33. How to develop and maintain a cross-cultural advertising campaign?
34. How is the changing nature of the global marketplace encouraging organizations to cooperate more closely in international markets?
35. Identify the key stakeholders with which a manufacturer of FMCGs seeking to trade in foreign markets may have to build relationships.
36. What is the impact of IT on relationship marketing practices in B2B context? In B2C context?
37. How can cross-cultural differences affect relationship marketing strategies of organizations wishing to enter certain foreign markets?
38. Identify the various types of global marketing organizational structure.
39. What factors dictate the most appropriate form of global marketing organizational structure?
40. Which activities does global control essentially involve?
41. To what extent do cultural differences affect sales personnel international staffing decisions?
42. Explain the ethical considerations of international selling and negotiating.