

NEW JERSEY INSTITUTE OF TECHNOLOGY
MARTIN TUCHMAN SCHOOL OF MANAGEMENT (MTSM)

COURSE TITLE:	GLOBAL MARKETING MANAGEMENT	INSTRUCTOR:	DR. RAJIV MEHTA
COURSE NUMBER:	MRKT 620-102 HYBRID (ONLINE ASYNCHRONOUS AND FACE-to-FACE)	SEMESTER:	SPRING 2024
CLASS TIMINGS:	FACE-to-FACE CLASSES MEET ON ALTERNATE THURSDAYS 6:00 p.m. to 8:50 p.m. (See Course Schedule Below.)	OFFICE:	CAB 3018
CLASS LOCATION:	CKB 124 (FACE-to-FACE ON ALTERNATE MONDAYS) & ON CANVAS ASYNCHRONOUSLY (See Course Schedule Below.)	TELEPHONE:	973.596.6419 (Office)
OFFICE HOURS:	THURSDAYS 3:00-5:00 p.m. in OFFICE and/or on WEBEX; EMAIL FOR APPT. ON OTHER DAYS	E-MAIL:	mehta@njit.edu
WEBEX ROOM:	https://njit.webex.com/meet/mehta		

HYBRID: HYBRID courses are also referred to as blended learning. Delivery of instruction in which some traditional face-to-face contact hours are replaced with required synchronous or asynchronous online instruction (frequently through the learning management system). The amount of online activity is set by the instructor and varies by course. Students should refer to the course syllabi for the course meeting schedule, however no Hybrid course should be more than 50% online.

A HYBRID course is a combination of (a) Online Asynchronous Classes, and (b) Face-to-Face Classes.

(a) On **ONLINE ASYNCHRONOUS** class dates, which are conducted on **CANVAS**, students independently complete assignments, such as viewing digital multimedia PowerPoint video lectures and also collaboratively work with their group members (if applicable) on their team projects, such as case analyses.

(b) On **FACE-to-FACE** class dates, students are required to orally present team case analyses as well as engage in real-time discussions when students meet in person with the instructor in the class. The preparations for team projects are accomplished with students meeting their team members in person or virtually during asynchronous class dates.

COURSE MATERIALS

TEXTBOOK: No textbook is required for this course.

HARVARD BUSINESS SCHOOL (HBS) CASES: Purchase HBS Coursepack using the following link: <https://hbsp.harvard.edu/import/1135965> (See Appendix for details.)

JOURNAL ARTICLES: Use UCID and password to download journal articles from NJIT library's electronic databases, such as Academic Source Premier at <http://library.njit.edu/>. (See Appendix for details.)

The Instructor has provided some journal articles on CANVAS as they are unavailable from NJIT's electronic databases.

COURSE DESCRIPTION AND COURSE LEARNING OBJECTIVES

COURSE DESCRIPTION: Provides an understanding of how global product, pricing, promotion and distribution strategies are influenced by international environmental factors (political, legal, economic, competitive, socio-cultural, infrastructure, and technological). Topics discussed include market segmentation, global marketing ethics, standardization or adaptation of the strategic marketing mix, selection of foreign market entry strategies as well as international strategic alliances. Course concepts are integrated using contemporary business readings, cases, videos, and class projects.

COURSE LEARNING OBJECTIVES: Upon satisfactory completion of this course, students will be able to demonstrate comprehension and application of the following skills:

1. Define, explain, and illustrate the marketing principles that constitute the study of global marketing
2. Understand the international trade system, including:
 - Protectionism, Trade barriers, General Agreement on Tariffs and Trade and World Trade Organization

3. Define the steps and processes involved in planning a foreign market entry strategy
4. Understand the nuances and challenges of doing business in different cultural environments and under different political systems
5. Understand the elements of the marketing mix (4Ps of marketing) and the modifications that need to be made in order to cater to different global markets, including:
 - Products, Services, and Global Branding
 - International Promotion and Integrated Marketing Communications
 - International Marketing Channels and Logistics
 - Pricing for International Markets
6. Development of a sustainable international competitive advantage
 - International planning, organization, partnerships, and leadership
7. Identify ethical dilemmas in the context of global marketing and make decisions grounded in ethical principles
8. Effectively communicate the components of a global marketing plan

M.B.A. LEARNING COMPETENCIES (LC) AND LEARNING OUTCOMES (LO)

M.B.A. LEARNING COMPETENCIES (LC) AND LEARNING OUTCOMES (LO): The program integration of inter-related courses yields the following themes in MTSM's graduate curriculum. Thus, upon completion of this course, student skills and learning will be augmented in the following areas:

<u>M.B.A. LEARNING COMPETENCIES (LC)</u>	<u>M.B.A. LEARNING OUTCOMES (LO)</u>
<u>Learning Competency 1: Students will develop technology competency</u>	<u>Learning Outcome 1.1</u> : Summarize appropriate quantitative methods and technological tools (hardware and software) to resolve business problems. <u>Learning Outcome 1.2</u> : Effectively deliver technology driven presentations.
<u>Learning Competency 2: Students will develop critical thinking skills</u>	<u>Learning Outcome 2.1</u> : Demonstrate business knowledge to write and develop arguments to produce solutions and develop conclusions. <u>Learning Outcome 2.2</u> : Demonstrate information literacy and written communication skills.
<u>Learning Competency 3: Students will develop an understanding of ethics</u>	<u>Learning Outcome 3.1</u> : Formulate effective business decisions that are grounded upon moral and ethical decision making frameworks.

COURSE PROCEDURES

DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULES AND INSTRUCTIONAL METHOD: The instructional delivery system will primarily consist of Digital Multimedia PowerPoint Video Lecture Modules that exemplify various global marketing theories and concepts discussed in the text and other external sources. Video programs from news channels and additional examples from other media are seamlessly embedded into the Digital Multimedia PowerPoint Video Lecture Modules that illustrate global marketing strategies at work. The digital multimedia lectures are developed by the Instructor specifically for this course.

LECTURE PREPARATION: Students should have read the assignments in advance and be prepared to discuss the material during the class, i.e., **complete preparations before the class meets, which will help you answer the Discussion Questions on Chapters, Cases, Videos, and Articles that I will ask in class.**

COURSE WEBSITE AND LEARNING MANAGEMENT SYSTEM: The online course will be administered using CANVAS at canvas.njit.edu, where course materials are available. To access CANVAS, please ensure you have an **NJIT UCID** and **password** to access it. All announcements will be posted on CANVAS. As such, please be sure to check the website regularly. For technical problems with CANVAS, please contact the helpdesk at 973-596-2900.

CONTACTING THE INSTRUCTOR: The **best method to contact me is by email at mehta@njit.edu**. You may also contact me at the office by telephone. If I am not available, please leave your name, phone number and message. I will contact you as soon as possible.

CAVEAT: The instructor reserves the right to change or revise the syllabus during the course of the term in consultation with students.

COURSE DELIVERABLES AND PERFORMANCE EVALUATION CRITERIA

TEAM CASE ANALYSIS ORAL PRESENTATIONS: Two cases will be analyzed and orally presented by each group during the term. Extensive instructions case analysis guidelines are provided for analyzing, orally presenting (or writing) and high quality HBS cases. (See Appendix.) If your HBS case analyses are cursory, short, perfunctory, and leave the instructor guessing as to your intent, the oral presentation (or written case analysis) will be assessed as INCOMPLETE and INCORRECT.

CONFIDENTIAL PEER EVALUATION: Your performance on team assignments will be graded by your peers based on which you will receive a peer evaluation grade. **It is mandatory to submit the peer evaluation form by the deadline, IF NOT YOU WILL RECEIVE A 0 (ZERO) ON YOUR PEER EVALUATION GRADE.**

<u>COURSE DELIVERABLES AND PERFORMANCE EVALUATION CRITERIA</u>	
<u>COURSE DELIVERABLES</u>	<u>POINTS</u>
First Team Case Analysis Oral Presentation:	100 points
Second Team Case Analysis Oral Presentation: ¹	100 points
Confidential Peer Evaluation:	<u>25</u> points
	<u>225</u> points
<u>COURSE GRADE SCHEDULE</u>	
<u>GRADE</u>	<u>PERCENTAGE</u>
A (Superior)	90 - 100%
B+ (Excellent)	87 - 89%
B (Very Good)	80 - 86%
C+ (Good)	77 - 79%
C (Acceptable)	70 - 76%
F (Inadequate)	Below 70%

GRADING POLICY: Once assigned, grades will not be changed under any circumstances unless there is a computational error. TO BE EQUITABLE TO ALL STUDENTS, NO ADDITIONAL ASSIGNMENTS ARE GIVEN TO INCREMENT GRADES.

OTHER MISCELLANEOUS POLICIES

ACADEMIC INTEGRITY: Academic Integrity is the cornerstone of higher education and is central to the ideals of this course and the university. Cheating is strictly prohibited and devalues the degree that you are working on. As a member of the NJIT community, it is your responsibility to protect your educational investment by knowing and following the academic code of integrity policy that is found at: <http://www5.njit.edu/policies/sites/policies/files/academic-integrity-code.pdf>.

Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. Any student found in violation of the code by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university. If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at dos@njit.edu.

NJIT HONOR CODE: If an exam or test or case has been compromised, I reserve the right to retest the whole class or any individual in the class. Students are expected to comply with the University Honor Code. Violations of the University's academic code include, but are not limited to: possession of or use of unauthorized materials during exams; providing information to another student. Any Violations to the Honor Code will be brought to the immediate attention to the Dean of Students, which will result in academic penalties, including receiving an "F" in this course. The University Honor Codes can be accessed at: <http://www.njit.edu/academics/honorcode.php> and <http://www5.njit.edu/policies/sites/policies/files/academic-integrity-code.pdf> will be followed.

¹ Note: If the class size is very large, then one team oral presentation (100 points) and one team written case analysis (100 points) instead of two team case analysis oral presentations (100 points each).

STUDENT DISABILITY ACCOMMODATIONS: Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. If you are in need of accommodations due to a disability please contact Scott Janz (oars@njit.edu), Associate Director of the Office of Accessibility Resources & Services (OARS), Kupfrian Hall 201, to discuss your specific needs. A Letter of Accommodation Eligibility from the OARS authorizing your accommodations will be required. Accommodations need to be requested in advance and will not be granted retroactively.

COURSE WITHDRAWALS: In order to insure consistency and fairness in application of the NJIT policy on withdrawals, student requests for withdrawals after the deadline will not be permitted unless extenuating circumstances (major family emergency or substantial medical difficulty) are documented.

TECHNICAL SUPPORT: For assistance with UCID, Library database access, Webmail by Google email system, and Password assistance, please contact NJIT IST Helpdesk at: 973-596-2900 or <http://ist.njit.edu/support/helpdesk.php>. NJIT passwords may be changed using the Global Password Change link. You will need to know your UCID and current password. Changing passwords regularly is an effected strategy against your computer email account being hacked.

STUDENT EVALUATIONS: At the end of the semester students will be asked to complete course evaluations. Course evaluations can be accessed by logging into my.njit.edu the Faculty Services tab and then in the Academic and Faculty Services section. The evaluations are designed to receive feedback from students regarding their class experience.

COURSE SCHEDULE: HYBRID (ONLINE ASYNCHRONOUS AND FACE-TO-FACE) CLASS DATES AND ASSIGNMENTS		
WEEK	DATES	HBS CASE PRESENTATIONS, READINGS, DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULES, ACTIVITIES, AND TASKS
1	JANUARY 18 (ONLINE ASYNCHRONOUS CLASS); Webex Meeting Only if Informed	<p>STUDENT AND PROFESSOR INTRODUCTIONS AND PRELIMINARY TASKS</p> <ol style="list-style-type: none"> 1. READ ALL POSTINGS AND COMPLETE STUDENT INTRODUCTIONS ON CANVAS 2. DOWNLOAD AND READ COMPLETE SYLLABUS 3. PURCHASE HBS CASES COURSEPACK (SEE APPENDIX FOR DETAILS.) 4. DOWNLOAD ALL COURSE HANDOUTS FROM CANVAS AND JOURNAL ARTICLES FROM NJIT LIBRARY'S ELECTRONIC DATABASES (SEE APPENDIX FOR DETAILS.) 5. FAMILIARIZE YOURSELF WITH CANVAS <p>AND</p> <p>MODULE 1: THE SCOPE AND CHALLENGE OF INTERNATIONAL MARKETING DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 1 = Introduction (NEW) HBR ARTICLE: ANALYZE "GLOBALIZATION OF MARKETS" HBR ARTICLE: ANALYZE "MANAGING IN A BORDERLESS WORLD" HBR ARTICLE: ANALYZE "WHAT MAKES A COMPANY GLOBAL" IMR ARTICLE: ANALYZE "FUNDAMENTALS OF STANDARDIZING GLOBAL MARKETING STRATEGY" #</p> <p>AND</p> <p>MODULE 2: THE DYNAMIC ENVIRONMENT OF GLOBAL BUSINESS DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 2 = Economic Environment (NEW)</p> <p>AND READ: "INTRODUCTORY LECTURE ON COURSE POLICIES.ppt" PROVIDED ON CANVAS. READ: "GENERAL RULES FOR HBS CASE ANALYSIS.ppt" PROVIDED ON CANVAS.</p> <p>AND WORK ON INDIVIDUAL ASSIGNMENTS</p>
2	JANUARY 25, 6 P.M. (FACE-TO-FACE MEETING IN CLASS) Webex Meeting Only if Informed	<p>TEAM FORMATION: EMAIL TEAM MEMBERS NAMES, EMAIL ADDRESSES, AND TELEPHONE NUMBERS (PLEASE ENSURE YOU ARE IN CLASS OR YOU WILL NOT BE ASSIGNED A TEAM.)</p> <p>AND</p> <p>DOWNLOAD: "CASE ANALYSIS TEMPLATE Mary Kay Cosmetics.ppt" PROVIDED ON CANVAS.</p> <p>AND</p> <p>MANDATORY INDIVIDUAL HBS CASE ANALYSIS ASSIGNMENT: ANALYZE "MARY KAY COSMETICS: ASIAN MARKET ENTRY." DOWNLOAD PPT PROVIDED. COMPLETE AND SUBMIT THE PPT FILE IN THE TURNITIN FOLDER ON CANVAS BY JANUARY 25 AT 3 P.M. (ALSO BRING A PRINTED COPY OF THE CASE ANALYSIS TO CLASS FOR IN-CLASS DISCUSSION AND SUBMIT IT TO THE PROFESSOR.) [10 POINTS]</p>

3	FEBRUARY 1 (ONLINE ASYNCHRONOUS CLASS); Webex Meeting Only if Informed	<u>MODULE 3: CULTURAL DYNAMICS IN ASSESSING GLOBAL MARKETS AND CULTURE, MANAGEMENT STYLE, AND BUSINESS SYSTEMS</u> <u>DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 3 = Cultural Environment (NEW)</u> <u>EJM ARTICLE: ANALYZE "LEADERSHIP STYLE, MOTIVATION AND PERFORMANCE IN INTERNATIONAL MARKETING CHANNELS: EMPIRICAL INVESTIGATION OF THE USA, FINLAND AND POLAND" #</u> <u>AND</u> <u>MODULE 4: THE POLITICAL ENVIRONMENT AND THE INTERNATIONAL LEGAL ENVIRONMENT</u> <u>DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 4 = Political-Legal Environment (NEW)</u> <u>JBR ARTICLE: ANALYZE "PHARMACEUTICAL MARKETING PRACTICES IN THE THIRD WORLD" #</u> <u>AND</u> <u>WORK WITH TEAMS ON HBS CASE PRESENTATIONS AND INDIVIDUAL ASSIGNMENTS</u>
4	FEBRUARY 8, 6 P.M. (FACE-TO-FACE MEETING IN CLASS) Webex Meeting Only if Informed	<u>HBS CASE: ANALYZE "GRUPO TELEvisa" (TEAM ASSIGNMENT: CASE ANALYSIS POWERPOINT PRESENTATION IN CLASS—SEE CASE ALLOCATIONS)</u> <u>AND</u> <u>HBS CASE: ANALYZE "CIBA-GEIGY PHARMACEUTICALS: PHARMA INTERNATIONAL" (TEAM ASSIGNMENT: CASE ANALYSIS POWERPOINT PRESENTATION IN CLASS—SEE CASE ALLOCATIONS)</u>
5	FEBRUARY 15 (ONLINE ASYNCHRONOUS CLASS); Webex Meeting Only if Informed	<u>MODULE 5: GLOBAL PRODUCT AND SERVICE STRATEGY</u> <u>DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 5 = Global Product Strategy (NEW)</u> <u>HBR ARTICLE: ANALYZE "CUSTOMIZING GLOBAL MARKETING"</u> <u>AND</u> <u>WORK WITH TEAMS ON HBS CASE PRESENTATIONS AND INDIVIDUAL ASSIGNMENTS</u>
6	FEBRUARY 22, 6 P.M. (FACE-TO-FACE MEETINGS IN CLASS); Webex Meeting Only if Informed	<u>HBS CASE: ANALYZE "KENTUCKY FRIED CHICKEN" (TEAM ASSIGNMENT: CASE ANALYSIS POWERPOINT PRESENTATION IN CLASS—SEE CASE ALLOCATIONS)</u> <u>AND</u> <u>HBS CASE: ANALYZE "AIRBUS A3XX: DEVELOPING THE WORLD'S LARGEST JET" (TEAM ASSIGNMENT: CASE ANALYSIS POWERPOINT PRESENTATION IN CLASS—SEE CASE ALLOCATIONS)</u>
7	FEBRUARY 29 (ONLINE ASYNCHRONOUS CLASS); Webex Meeting Only if Informed	<u>MODULE 6: GLOBAL PROMOTION STRATEGY</u> <u>DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 6 = Global Promotion Strategy (NEW)</u> <u>AND</u> <u>MODULE 7: GLOBAL DISTRIBUTION STRATEGY</u> <u>DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 7 = Global Distribution Strategy (NEW)</u> <u>VIDEO: "Is Wal-Mart Good For America?"</u> <u>JGM ARTICLE: ANALYZE "GLOBAL MARKETING CHANNELS AND THE STANDARDIZATION CONTROVERSY" #</u> <u>AND</u> <u>WORK WITH TEAMS ON HBS CASE PRESENTATIONS AND INDIVIDUAL ASSIGNMENTS</u>
8	MARCH 7, 6 P.M. (FACE-TO-FACE MEETING IN CLASS); Webex Meeting Only if Informed	<u>HBS CASE: ANALYZE "DELL: NEW HORIZONS" (TEAM ASSIGNMENT: CASE ANALYSIS POWERPOINT PRESENTATION IN CLASS—SEE CASE ALLOCATIONS)</u> <u>AND</u> <u>HBS CASE: ANALYZE "FISHER-PRICE: BENELUX" (TEAM ASSIGNMENT: CASE ANALYSIS POWERPOINT PRESENTATION IN CLASS—SEE CASE ALLOCATIONS)</u>
9	MARCH 14	<u>SPRING RECESS—NO CLASS/NO ACTIVITIES AND ASSIGNMENTS: MARCH 11-15</u>
10	MARCH 21 (ONLINE ASYNCHRONOUS CLASS); Webex Meeting Only if Informed	<u>MODULE 8: GLOBAL PRICING STRATEGY</u> <u>DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 8 = Global Pricing Strategy (NEW)</u> <u>JIM ARTICLE: ANALYZE "FACTORS INFLUENCING THE DEGREE OF INTERNATIONAL PRICING STRATEGY STANDARDIZATION" #</u> <u>AND</u> <u>WORK WITH TEAMS ON HBS CASE PRESENTATIONS AND INDIVIDUAL ASSIGNMENTS</u>
11	MARCH 28, 6 P.M. (FACE-TO-FACE MEETING IN CLASS); Webex	<u>TEAMS PRESENT INCOMPLETE HBS CASES FROM PREVIOUS CLASS—IF NECESSARY</u> <u>AND</u> <u>MANDATORY INDIVIDUAL HBS CASE ANALYSIS ASSIGNMENT: ANALYZE "MINOLTA CAMERA</u>

	Meeting Only if Informed	COMPANY.” DOWNLOAD PPT PROVIDED. COMPLETE AND SUBMIT THE PPT FILE IN THE TURNITIN FOLDER ON CANVAS BY MARCH 28 AT 3 P.M. (ALSO BRING A PRINTED COPY OF THE CASE ANALYSIS TO CLASS FOR IN-CLASS DISCUSSION ON NOVEMBER 13 AND SUBMIT IT TO THE PROFESSOR.) 0 POINTS.
12	APRIL 4 (ONLINE ASYNCHRONOUS CLASS); Webex Meeting Only if Informed	<u>MODULE 9: GLOBAL MARKET ENTRY STRATEGY</u> <u>DIGITAL MULTIMEDIA POWERPOINT VIDEO LECTURE MODULE 9 = Global Market Entry Strategy (NEW)</u> <u>HBR ARTICLE: ANALYZE “THE WAY TO WIN IN CROSS-BORDER ALLIANCES”</u> <u>HBR ARTICLE: ANALYZE “GROUP VERSUS GROUP: HOW ALLIANCE NETWORKS COMPETE”</u> <u>HBR ARTICLE: ANALYZE “COOPERATE TO COMPETE GLOBALLY”</u> <u>HBR ARTICLE: ANALYZE “THE GLOBAL LOGIC OF STRATEGIC ALLIANCES”</u> <u>AND</u> <u>WORK WITH TEAMS ON HBS CASE PRESENTATIONS AND INDIVIDUAL ASSIGNMENTS</u>
13	APRIL 11, 6 P.M. (FACE-TO-FACE MEETING IN CLASS); Webex Meeting Only if Informed	<u>MODULE 9: GLOBAL MARKET ENTRY STRATEGY**</u> <u>(**CONTINUED FROM PREVIOUS WEEK)</u> <u>HBS CASE: ANALYZE “XEROX AND FUJI-XEROX” (TEAM ASSIGNMENT: CASE ANALYSIS POWERPOINT PRESENTATION IN CLASS—SEE CASE ALLOCATIONS)</u> <u>AND</u> <u>MANDATORY INDIVIDUAL PEER EVALUATION FORM (PEF) ASSIGNMENT: DOWNLOAD FORM, FAIRLY AND HONESTLY COMPLETE AND SUBMIT THE PEF IN THIS TURNITIN FOLDER ON CANVAS BY APRIL 11 AT 3 P.M. ALSO, PERSONALLY DELIVER THE PEF TO PROFESSOR IN CLASS AT 6 P.M. 25 POINTS; 0 POINTS FOR NON-SUBMISSION.</u>
14	APRIL 18 (ONLINE ASYNCHRONOUS CLASS); Webex Meeting Only if Informed	<u>MODULE 9: GLOBAL MARKET ENTRY STRATEGY**</u> <u>(**CONTINUED FROM PREVIOUS WEEK)</u> <u>MANDATORY INDIVIDUAL CASE ANALYSIS ASSIGNMENT: ANALYZE “AIRLINES TAKE TO THE SKIES IN STRATEGIC ALLIANCES.”</u> DOWNLOAD PPT PROVIDED. COMPLETE AND SUBMIT THE PPT FILE IN THE TURNITIN FOLDER ON CANVAS BY APRIL 18 AT 3 P.M. (ALSO, BRING A PRINTED COPY OF THE CASE ANALYSIS TO CLASS FOR IN-CLASS DISCUSSION ON APRIL 25 AND SUBMIT IT TO THE PROFESSOR.) 10 POINTS. <u>VIDEO: “The Diamond Empire”</u>
15	APRIL 25, 6 P.M. (FACE-TO-FACE MEETING IN CLASS); Webex Meeting Only if Informed	<u>MODULE 9: GLOBAL MARKET ENTRY STRATEGY**</u> <u>(**CONTINUED FROM PREVIOUS WEEK)</u> <u>MANDATORY INDIVIDUAL CASE ANALYSIS ASSIGNMENT: ANALYZE “AIRLINES TAKE TO THE SKIES IN STRATEGIC ALLIANCES.”</u> (ALSO, BRING A PRINTED COPY OF THE CASE ANALYSIS TO CLASS FOR IN-CLASS DISCUSSION ON APRIL 25 AND SUBMIT IT TO THE PROFESSOR.) <u>AND</u> <u>COURSE CONCLUSION EXERCISE: SUMMARIZATION, AND CLOSING REMARKS</u> <u>LAST FACE-TO-FACE CLASS: THURSDAY, APRIL 25</u>
16	MAY 1-9	<u>READING DAYS: MAY 1-2</u> <u>FINAL EXAM PERIOD: MAY 3-9</u> <u>FINAL EXAM: NO FINAL EXAM FOR THIS COURSE</u>
17	MAY 11	<u>GRADES DUE--CHECK HIGHLANDER PIPELINE: SATURDAY, MAY 11</u>
HAVE A PRODUCTIVE SEMESTER!!!		

Note: (1) # Instructor has provided these Journal articles on CANVAS as they are unavailable from the NJIT library databases.

APPENDIX

<u>No.</u>	<u>INFORMATION ON HARVARD BUSINESS SCHOOL CASE COURSEPACK</u>	<u>PRODUCT NO.</u>
1	HBS CASE: MARY KAY COSMETICS: ASIAN MARKET ENTRY	594-023
2	HBS CASE: GRUPO TELEvisa	9-593-090
3	HBS CASE: CIBA-GEIGY PHARMACEUTICALS: PHARMA INTERNATIONAL	589-108
4	HBS CASE: KENTUCKY FRIED CHICKEN (JAPAN)	387-043
5	HBS CASE: AIRBUS A3XX: DEVELOPING THE WORLD'S LARGEST JET	201-028
6	HBS CASE: FISHER-PRICE BENELUX	9-584-039
7	HBS CASE: MINOLTA CAMERA COMPANY	577-017
8	HBS CASE: DELL NEW HORIZONS	502-022
9	HBS CASE: XEROX AND FUJI-XEROX	391-156
10	OTHER CASE: AIRLINES TAKE TO THE SKIES IN STRATEGIC ALLIANCES	#

Note: (1) Purchase HBS Coursepack of above cases using the following link: <https://hbsp.harvard.edu/import/1135965>
 (2) # Instructor has provided this short case on CANVAS.

<u>No.</u>	<u>INFORMATION ON JOURNAL ARTICLES: DOWNLOAD FROM NJIT LIBRARY ELECTRONIC DATABASES</u>	<u>SOURCE</u>
1	Levitt, T. (1983), "Globalization of Markets," <i>Harvard Business Review</i> , (May-June), 92-102.	NJIT Library Database
2	Ohmae, K. (1989), "Managing in a Borderless World," <i>Harvard Business Review</i> , 67, 152-161.	NJIT Library Database
3	Kogut, Bruce (1999), "What Makes a Company Global?" <i>Harvard Business Review</i> , (January-February), 165-170.	NJIT Library Database
4	Viswanathan, Nanda K., and Peter R. Dickson (2007), "The Fundamentals of Standardizing Global Marketing Strategy," <i>International Marketing Review</i> , 24 (1), 46-63.	#
5	Mehta, Rajiv, A. J. Dubinsky and R. E. Anderson (2003), "Leadership Style, Motivation and Performance in International Marketing Channels: An Empirical Investigation of the USA, Finland and Poland," <i>European Journal of Marketing</i> , 37 (1/2), 50-85.	#
6	Smith, N. C., and J. A. Quelch (1991), "Pharmaceutical Marketing Practices in the Third World," <i>Journal of Business Research</i> , 23 (1), 113-126.	#
7	Quelch, John A. and E. J. Hoff (1986), "Customizing Global Marketing," <i>Harvard Business Review</i> , (May-June), 59-68.	NJIT Library Database
8	Rosenbloom, B., T. Larsen, and Rajiv Mehta (1997), "Global Marketing Channels and the Standardization Controversy," <i>Journal of Global Marketing</i> , 11, 49-64.	#
9	Theodosiou, Marios and Constantine S. Katsikeas (2001), "Factors Influencing the Degree of International Pricing Strategy Standardization," <i>Journal of International Marketing</i> , 9, (3), 1-18.	#
10	Perlmutter, Howard V. and David A. Heenan (1986), "Cooperate to Compete Globally," <i>Harvard Business Review</i> , (March-April), 136-152.	NJIT Library Database
11	Ohmae, K. (1989), "The Global Logic of Strategic Alliances," <i>Harvard Business Review</i> , (March-April), 143-154.	NJIT Library Database
12	Bleeke, Joel and David Ernst (1991), "The Way to Win in Cross-Border Alliances," <i>Harvard Business Review</i> , (November-December), 127-135.	NJIT Library Database
13	Gomes-Cassares, Benjamin (1994) "Group Versus Group: How Alliance Networks Compete," <i>Harvard Business Review</i> , (July-August), 62-74.	NJIT Library Database

Note: (1) # Instructor has provided these journal articles on CANVAS as they are unavailable from the NJIT library's electronic databases. (2) Using your UCID and password, download the articles above from NJIT library's electronic databases, such as Business Source Premier or Academic Source Premier at <http://library.njit.edu/>.

TEAM CASE ANALYSIS ORAL PRESENTATION GUIDELINES

The guidelines below should be followed in analyzing and orally presenting the cases. The cases should be professionally presented the duration of which should not be more than **30 minutes**. **(Please comply with the time limit.)**

Read the case carefully and cull the important aspects of the case. Use appropriate analytical tools to analyze the case. For instance, you could use a **P E S T** or **S W O T** analysis (only if necessary), or set-up Tables that summarize the **advantages, disadvantages and managerial implications** of a particular decision.

Take the position of a senior global marketing manager, who needs to advise and convince upper management of the right action to take.

The case analysis presentations should contain the **following sections**, each with separate headings:

I. INTRODUCTION

First, provide a brief description of the case and what you are proposing to do.

II. PROBLEM IDENTIFICATION

Second, clearly **identify problem** or issue the company faces that needs to be resolved. If a company has multiple problems or issues then you should clearly identify them. An alternative way to identify **ALL** the decisions that need to be made that will resolve the problem(s), i.e., **ACTION ISSUES**.

III. IDENTIFY AND DEVELOP ALTERNATIVE SOLUTIONS

Third, develop **alternative solutions** for each action issue or problem. **THINK OF A FLOW CHART OF DECISIONS THAT NEED TO BE MADE THAT WILL RESOLVE THE PROBLEMS IN THE CASE**. If a company has multiple problems or action issues then identify alternative solutions for **EACH** problem that will resolve the problem(s). **EXPLAIN** the criteria used for each alternative solution.

Present pros and cons of each alternative solution **AND** identify and discuss the **implications** and **ramifications** of each.

IV. BEST OPTION(S)

Fourth, identify the optimal solution for each issue. Indicate why it is “best or optimal” solution. ***This is the most important section. I want to understand your reasoning/rationale for making these suggestions.***

Supplement, augment, and bolster your arguments and contentions using Tables and **APPROPRIATE** analytical techniques (e.g., SWOT, and Spreadsheets) that show your suggestions have merit. Place **ALL** exhibits in the Appendix.

For each decision you articulate that will resolve the each of the various problems and action issues which you have identified in the case, you need to show ample and suitable evidence or proof which convinces the upper management (and the professor) that each decision you have made is based on solid research, solid reasoning and solid rationale. Towards that end, all the material in the appendix such as a SWOT analysis or environmental analysis (and it can be an unlimited amount of material) is put there to bolster your contentions that the decisions you make are solid. This is evidence that you have done your homework. In other words, for each decision you suggest, you are offering evidence or proof by documenting strong support for each decision. This documents why the decisions you made were solid. Doing anything less means you have not offered convincing arguments and it is possible to conclude that you have made your decisions “out of thin air” that may be well be fallacious and perfunctory, which could result in losses for the firm. That is what a complete case analysis does; it leaves no stone unturned and supports every decision you make. In sum, doing anything less means your case analysis is superficial.

VERY IMPORTANT NOTE: *If you conclude that a firm should continue with its plans to enter a foreign market, then:*

- (a) *Identify and discuss the target market towards which the global marketing strategy is crafted;*
- (b) *Suggest the entire global marketing strategy (product, pricing, promotion, and distribution that should be employed in detail;*
- (c) *Indicate the extent to which each element of the entire global marketing strategy (product, pricing, promotion, and distribution) should be standardized or adapted in detail;*
- (d) *Identify and discuss the appropriate foreign market entry strategy/ies (i.e., exporting, licensing, joint ventures, strategic alliances, etc.) should be employed for the firm's global marketing program.*

V. CONCLUSIONS AND RECOMMENDATIONS

Fifth, present your recommendations, and conclusions.

End your presentation with a Question and Answer Session.

TEAM CASE ANALYSIS **ORAL** PRESENTATION GUIDELINES: ADDITIONAL SUGGESTIONS

- (1) Make sure that the case presentation has a title page, topic of the case, your names, term, year, etc.
- (2) **Do not copy and present Tables and Charts that are in the case. Instead, use the information from the case to construct your own Tables, Charts, and exhibits that support your arguments and contentions. All exhibits must be properly labeled and titled.**
- (3) **Only use the information presented in the case. That is the information the managers in the case have on which to base their decisions. Do not use external research to bring the case up-to-date and base your answers on the current information you may find.**
- (4) The case should be **professionally presented, and carefully edited for grammar and spelling.** You will be graded on the overall case analysis, content, professional outlook, grammar, etc. In general, you must do a professional job. The case should have structure, content and style (verbal and visual).
- (5) **All** members of your group should present the case using PowerPoint after which there will be a 10-minute question and answer session. (Please comply with the time limit.)
- (6) Email copies of case analysis presentation to the instructor and students in advance and bring few copies to class.
- (7) **Approximate number of PowerPoint Slides: 17-20 (+3 OK). The cover slide and concluding slide do not count.**
- (8) You may use this case analysis method or one suggested by HBS, or use your own framework.
- (9) For most of the HBS cases I have the solutions as provided by the authors of the case. However, I am not interested in seeing if your alternative solutions and optimal suggestions are consistent to those of the case author. I am more interested in the process of how your optimal suggestions and conclusions were arrived at and if your analysis has merit.

TEAM WRITTEN CASE ANALYSIS GUIDELINES (IF NECESSARY)

One case will be analyzed in written form by each team during the semester using the guidelines below, which should be followed in writing the case.

Take the position of a senior global marketing manager, who needs to advise and convince upper management of the right action to take that will solve the problems identified in the case.

The **Team Written Case Analysis** should not be longer than **2000 words not including Exhibits. The Exhibits can be unlimited**, which should be labeled and presented in the Appendix. The exhibits **do not count** towards the **2000 word analysis**.

The written case analyses should contain the **following 6 sections**, each with separate headings:

I. INTRODUCTION

First, provide a brief description of the case and what you are proposing to do.

II. PROBLEM IDENTIFICATION

Second, clearly **identify problem** or issue the company faces that needs to be resolved. If a company has multiple problems or issues then you should clearly identify them. An alternative way to identify **ALL** the decisions that need to be made that will resolve the problem(s), i.e., **ACTION ISSUES**.

III. IDENTIFY AND DEVELOP ALTERNATIVE SOLUTIONS

Third, develop **alternative solutions** for each action issue or problem. If a company has multiple problems or action issues then identify alternative solutions for **EACH** problem that will resolve the problem(s). **EXPLAIN** the criteria used for each alternative solution.

Present pros and cons of each alternative solution; identify and discuss the **implications** and **ramifications** of each action.

IV. BEST OPTION(S)

Fourth, identify the “best” solution for each action issue if there are multiple issues. Indicate why it is “best” solution. **This is the most important section. I want to understand your reasoning/rationale for making these suggestions.**

Use appropriate analytical tools to analyze the case. For instance, you could use a **P E S T** or **S W O T** analysis (only if necessary), or set-up a Table that summarizes the advantages or disadvantages of a particular decision. Supplement, augment, and bolster your arguments and contentions using Tables that show your suggestions have merit. Place **ALL** exhibits in the Appendix.

For each decision you articulate that will resolve the each of the various problems and action issues which you have identified in the case, you need to show ample and suitable evidence or proof which convinces the upper management (and the professor) that each decision you have made is based on solid research, solid reasoning and solid rationale. Towards that end, all the material in the appendix such as a SWOT analysis or environmental analysis (and it can be an unlimited amount of material) is put there to bolster your contentions that the decisions you make are solid. This is evidence that you have done your homework. In other words, for each decision you suggest, you are offering evidence or proof by documenting strong support for each decision. This documents why the decisions you made were solid. Doing anything less means you have not offered convincing arguments and it is possible to conclude that you have made your decisions “out of thin air” that may be well be fallacious and perfunctory, which could result in losses for the firm. That is what a complete case analysis does; it leaves no stone unturned and supports every decision you make. In sum, doing anything less means your case analysis is superficial.

VERY IMPORTANT NOTE: If you conclude that a firm should continue with its plans to enter a foreign market, then:

- (a) Identify and discuss the target market towards which the global marketing strategy is crafted;
- (b) Suggest the entire global marketing strategy (product, pricing, promotion, and distribution that should be employed in detail;
- (c) Indicate the extent to which each element of the entire global marketing strategy (product, pricing, promotion, and distribution) should be standardized or adapted in detail;
- (d) Identify and discuss the appropriate foreign market entry strategy/ies (i.e., exporting, licensing, joint ventures, strategic alliances, etc.) should be employed for the firm's global marketing program.

V. CONCLUSIONS AND RECOMMENDATIONS

Fifth, present your recommendations, and conclusions.

VI. APPENDIX

Sixth, present all Exhibits in the Appendix, which **present evidence for supporting your decisions**. Be sure to refer to this material in the body of the paper. Use the information from the case to construct your own Tables, Charts, and Exhibits that **augment and support your arguments and contentions**. **Do NOT replicate Tables, Charts, and Exhibits that are in the HBS cases.**

TEAM WRITTEN CASE ANALYSIS GUIDELINES: ADDITIONAL SUGGESTIONS

- (1) Make sure that the case analysis has a cover page, topic of the case, your name, term, year, etc.
- (2) As it is difficult (but not impossible) to write a case analysis in 2000 words, I suggest that you put all supporting documentary evidence (Tables, Charts, Graphs, etc.) in the Appendix, **which can be unlimited in words and pages**.
- (3) **Do not copy and present Tables and Charts that are in the case. Instead, use the information from the case to construct your own Tables, Charts, and Exhibits that provide evidence to support your arguments and contentions. All exhibits must be properly labeled and titled.**
- (4) **Only use the information presented in the case. That is the information the managers in the case have on which to base their decisions. Do not use external research to bring the case up-to-date and base your answers on the current information you may find.**
- (5) The case should be **professionally written, and carefully edited for grammar and spelling**. It should be typed using a standard word processing package. Be sure to use consistent fonts, font sizes, and spacing. (Suggested: Times Roman, Size 10, and double-spaced.) Please indicate the word count on the cover (not counting Appendices). You will be graded on the overall case analysis, content, professional outlook, grammar, etc. In general, you must do a professional job. The case should have structure, content and style (verbal and visual).
- (6) **IMPORTANT NOTE: For most of the HBS cases I have the solutions as provided by the authors of the case. However, I am not interested in seeing if your alternative solutions and optimal suggestions are consistent to those of the case author. I am more interested in the process of how your optimal suggestions and conclusions were arrived at and if your analysis has merit. Present conclusive evidence that your team has made the optimal decision(s).**

WRITTEN CASE ANALYSIS**FISHER-PRICE BENELUX**

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Word Count: 1998

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