



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

**BUSI 4205 B**  
**WINTER 2020**  
**INTERNATIONAL MARKETING STRATEGY**

**Instructor:** Alain Lesage  
**Office:** DT919-2  
**Office Hours:** Monday 15:30-17:30, Tuesday 11:30-13:30  
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**Phone Number:** 514-993-4985

**Course meets:** Tuesday 8:35 – 11:25

**Pre-requisites:**

Third-year standing and BUSI 2204 or BUSI 2208 with a grade of C- or higher.

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**Course Calendar description from the 2019/2020 University calendar:**

The marketing function in international markets from a strategic and managerial perspective. Environments of foreign markets in relation to marketing research, international branding and positioning, and product, price, distribution, and communication strategies. International expansion methods and foreign market evaluation and selection.

**Course Description:**

The main objective of this course is to develop a managerial and strategic understanding of international marketing, with emphasis on the ways to improve competitiveness and performance of businesses.

More specifically, this course will:

- examine the role of marketing in world markets and review its theoretical justification
- provide an overview of business in the international context
- study marketing theory and management as it relates to varying international political, cultural, legal, and economic environments; and
- relate business needs to problems and opportunities in foreign markets.

**Required text:**

Carlyle Farrell (2015), *Global Marketing: Practical Insights & International Analysis* (Thousand Oaks, CA: Sage)

**Supplemental references:**

D.W. Baack, Barbara Czarnecka and D. Baack (2019) *International Marketing* (Thousand Oaks, CA: Sage)

**PLEASE NOTE:**

This course will be supported by CuLearn. CuLearn will include a variety of resources, and announcements will be regularly posted on the site. Students will be fully responsible for reading and responding appropriately to all information distributed through the course site. Information provided through CuLearn will be considered to have been provided to all registered students within 24 hours of posting.

*In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted as soon as possible.*

**Course Requirements & Methods of Evaluation:**

<b>DELIVERABLE</b>	<b>DUE DATE</b>	<b>% OF GRADE</b>
Class contribution	throughout	15
Individual assignment	February 25	15
In-class test 1	February 11	15
In-class test 2	March 17	15
Team project – proposal	January 28	5
Team project – written report	March 31	15
Team project – presentation	March 24 or 31	10
Peer evaluation	March 31	10
<b>Total</b>		<b>100</b>

Note: Supplemental and grade raising assignments are not available in this course.

**1. Class contribution (15%)**

Class contribution is the classroom equivalent to professionals' participation in and contribution at meetings. It is an important part of success in this course and it is a specific assignment, not an option. There is no “automatic minimum”: marks range from 0% to 100%, as with all other assignments. Effective participation means (a) active, (b) substantive, and (c) continuous (d) contribution. Performance is assessed by the instructor based on each participant's contribution, which may take such forms as being prepared to discuss the assigned readings, raising or answering questions, offering comments, enriching the class with relevant items of interest from the media or personal experiences, taking part in brief in-class and/or take-home quizzes, cases, or other exercises, and overall effort throughout the term.

To participate, one has to be in class; so "being there" (or not) also affects the class contribution evaluation. Note that, during the last sessions, students will be required to prepare and ask questions to the presenting teams, so that failure to attend these sessions will result in a reduction of your class contribution mark.

## **2. Individual assignment – Annotated bibliography (15%)**

Each student will be required to submit an individual assignment during the semester. This assignment will focus on preparing an annotated bibliography based on the approved comprehensive team assignment topic. The proposed topic and rationale for the annotated bibliography topic must be primarily related to the comprehensive team project topic itself. However, the individual assignment will be assessed on its own merits. Topic rationale must not be just that "it will help us with the project."

The 3 to 5 pages annotated bibliography shall include peer-reviewed journal articles, annotations and a brief commentary. The assignment will have to respect the following guidelines:

- Feasible: Propose a topic that is related to the team project and for which enough material is available; check the library to ensure there are enough suitable articles.
- Article types: The assignment must include five (5) academic journal articles; lengthy works such as books, and short journalistic-type articles from magazines, newspapers, the web, etc., are not eligible.
- Quality articles: The articles must be top-notch and represent current thinking, published within the last 10 years unless they are "classics"; to secure good entries you must identify a fair number of candidates, since some will not meet the quality criterion.
- Annotations for each article: Each annotation must include the purpose, method, and main findings or conclusions of the study being reported.
- Commentary of the collection of articles: The purpose of the commentary is to offer a brief critical overview of the research in the chosen field, based on the articles reviewed; you may address questions such as, but not limited to: Why is this topic attracting research interest? What main issues seem to be of interest within it? What schools of thought seem to prevail? What is the topic's importance to academics or practitioners? What methodological approaches do researchers favor? If one wants to research this topic more, which sources should one consult?
- Align with team: It is recommended, but not required, that as a team you determine the topics that need to be covered in the research for your team project, and determine individual assignment topics to provide optimal information for the team project.

Additional guidance for the annotated bibliography assignment, especially on the format, will be posted on the CULearn class page. All submissions must meet the assignment criteria outlined in CULearn.

### **3. In-class tests (30%: two tests of 15% each)**

There will be two in-class tests held during regular class time and consisting of multiple choice and potentially short/long-answer questions. The tests will be based on the textbook chapters, all lectures and materials covered in class up to the date of the test.

In cases where a student does not write the test, the missed test will be addressed following the university guidelines for “deferred term work” (posted online). Students must advise me no later than 3 working days after the test date, but preferably before the test if they will not be writing the test.

### **4. Team project (30%)**

The class will be divided in teams of 4 to 6 students (depending on class size) for the purpose of completing a team project; teams will be formed by session 3. The team project consists of identifying a real-life international marketing problem or opportunity, analyze it and offer a well thought out solution. The project must focus on the practical application of the concepts learned in the course (e.g., using international market selection theory to guide actual target country choice).

**Topic selection and proposal:** On session 4, each team will submit for approval a two-page overview of their proposed topic for the comprehensive team project. The proposal is to provide a clear description of the real-life situation under analysis and to demonstrate how it meets the criteria for the comprehensive team assignments. Potential candidate situations could involve any Canadian product/company which already exists (ideally a business-to-business (B2B) product) and whose unresolved international marketing problem/objective has been in the news within the past 6 months; the target market may be any foreign country; any product-market combination could be acceptable so long as a convincing case can be made about it.

**Project content and research:** The comprehensive case analysis consists of an analysis of a current real-world issue for an organization that you will choose. Your report will contain a detailed and comprehensive description of the situation facing the manager and an analysis with recommendations for action, for the organization. The assignment will have to respect the following guidelines:

- Only one project per organization/topic will be allowed for the course; in the case where more than one team submits the topic, the most developed proposal submission will get first option on the topic.
- Many businesses have more than one market and market offering; for the purposes of this assignment, you should constrain your analysis to one product, product line, or SBU.
- Secondary research is a cornerstone of success for this project; there are ample sources of information for international marketing, including standard library sources (e.g. magazines, books, UN, EU, IMF, WTO, etc. publications), government departments (e.g. foreign affairs, industry), embassies, international and trade organizations, etc.

- The use information from the web is permitted; teams are advised to be mindful to (a) ensure sources of information are sound and reputable, and (b) focus on referenced information that is relevant in contributing to the project development.
- A good understanding of the chosen product and market is essential, and effective teamwork is a must.

***Deliverables:*** Aside from the peer evaluation (see below), there are 3 deliverables related to the team project:

- A 2-page proposal, as described above (worth 5% of the final grade, due on session 4)
- A written report, presented in a professional manner including content, formatting, binding, cover page, table of contents, etc. (worth 15% of the final grade, due on the last session)
- A 15-minute presentation in class (plus 10-minute Q&A) during one of the last sessions of the course (worth 10% of the final grade, order and date of presentation to be assigned at random among the teams) *Depending on class size and team numbers, adjustments to the presentation section and timing of the course may be reassessed. This will be determined in the first couple of weeks of the course, once teams are finalized.*

Additional guidance for the deliverables, especially on their format, will be posted on the CULearn class page. All submissions must meet the assignment criteria outlined in CULearn.

### **5. Peer evaluation (10%)**

At the end of the semester, each student will have to complete a peer evaluation of the members of the team he or she belongs to (including himself or herself). The form for the peer evaluation will be provided electronically and will include several criteria on which each person's contribution to the team project shall be evaluated. The peer evaluation will remain confidential, except as to the comprehensive grade assigned to the student as a result of the evaluation by all team members. Note that in exceptional cases, the instructor may adjust the peer evaluation.

**Course Schedule:**

<b>SESSION</b>	<b>THEME</b>	<b>TEXT CHAPTERS</b>	<b>ASSIGNMENTS*</b>
1	Course introduction and overview Introduction to international marketing strategy	1	
2	Dynamics and context of the global business environment	1, 2, 4	Form teams
3	Economic and financial global environment, trade and protectionism	3, 5	
4	Understanding and researching foreign markets	6	Team project proposal
5	World markets and opportunities, selecting foreign markets	7, 14	
6	Market entry and expansion decisions	8	In-class test 1
	Study break		
7	International marketing strategy: products, services, brands	9	Individual assignment
8	International marketing strategy: distribution and pricing	10, 11	
9	International marketing strategy: communication and sales	12	
10	Global organization and planning	13, 15	In-class test 2
11	Cases in international expansion		Presentations
12	Cases in international expansion		Presentations, written report, peer evaluation

\* Additional short assignments forming part of the class contribution are not mentioned.

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

### Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### **Pregnancy obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](https://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and where survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)



### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### **Sprott Student Services**

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean’s approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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