



**Carleton**  
University

**Sprett**  
School of Business

**BUSI 4205B**  
**International Marketing Strategy**  
Winter 2023

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Class Scheduled: Thursdays 14:35 – 17:25  
Location: Southam Hall 518

Modality: in-person

**I. DESCRIPTION**

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.

**Objectives**

International marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings [*in more than one country*] that have value for customers, clients, partners, and society at large. (American Marketing Association, 2013). In this course, we will study how to establish objectives and design strategies that allow us to offer products and services to different markets in the world. Doing this is not easy. Well-known companies such as Home Depot, Starbucks and Best Buy have had bad experiences in their attempts to conquer foreign markets in Chile, Australia, and China, respectively.

One of the current challenges that Canadian companies face is developing and conquering new markets for their products and services. Historically, Canada has been so dependent on the U.S. market. Some recent statistics indicate that The U.S. is by far the largest destination for Canadian products (74 % of total exports); followed by the European Union (8 percent), China (5%) and Japan and Mexico (2 % each).

Therefore, the main objective of this course is to develop a managerial and strategic understanding of international marketing, with emphasis on the need to improve the international competitiveness and performance of Canadian business. More specifically, this course will:

- Examine the role of marketing in world markets and review its theoretical justification;
- Provide an overview of Canadian business in the international context (structure, problems and opportunities, causes and results of performance, etc.);
- Study marketing theory and management, in light of vastly different political, cultural, legal, and economic environments abroad; and
- Relate Canadian business needs to problems and opportunities in foreign markets.

## **II. PREREQUISITES**

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

## **III. READING MATERIALS**

**Text:** Cateora, P.R., Money, R. B., Gilly, M. C., and Graham, J. L. (2020), *International Marketing* (McGraw-Hill, 18<sup>th</sup> Edition).

## **IV. METHOD AND EVALUATION**

See “Summary of Assignments and Evaluation” later in this section for due dates and marking weights. The due dates are also shown in section V. Class Schedule.

### **1. Tests**

There are 2 tests during the academic term. These tests will help consolidate the knowledge that you acquire. The format will be multiple choices and short essay questions.

### **2. Individual Assignment**

This is an individual project whose objective is to learn from real examples of companies’ successes and failures in international markets. Students are required to report ten examples with a proper theoretical explanation of why happened what happened. Examples should be recent and no older than five years of occurrence. Every student must submit in Brightspace before the beginning of session 4, a descriptive report in ppt presentation of the examples. It is expected that each example will be presented and analyzed in a maximum of a single page (you may include pictures, references to websites, and of course, your own analysis of each example).

The report in ppt format **MUST** contain at least the following:

- WHICH company and type of product is involved?
- COUNTRY of origin and country where the situation happened and YEAR when the situation occurred.
- WHAT is the marketing situation that can be classified as success/failure?
- WHY is it a success/failure?
- LESSON learned
- REFERENCES

The following is just an example of how to present your ten examples:

# Lululemon

## Company and Product

Lululemon is an athletic apparel retailer

## Country of Origin

Canada

## Country of Situation & Year

United States of America and China (2020)

## Marketing Situation

One of Lululemon's global art directors shared a link on his personal Instagram account promoting an offensive t-shirt with the title "Bat Fried Rice." Soon after he posted about the shirt and shared the link in his profile, waves of online condemnation followed, and he was fired by the Canadian athletic apparel company. This event was the latest in a long line of racist tropes and attacks against Asians since the coronavirus emerged in the Chinese city of Wuhan.



## Why it is a Failure

Despite Lululemon having no actual involvement in the making/designing of the shirt, the association prompted thousands of negative comments on Lululemon's official Instagram account criticizing the company for the art director's post. Lululemon's stock dropped as a result of the outrage, and they issued a separate statement on Weixin, a Facebook-like company platform popular in China, where Instagram is banned, saying that the "person involved" in designing the shirt is no longer an employee of the company.

## Lesson Learned

Lululemon's response to this event emphasized their core values and the severity of the event, while specifically calling out their stance against all racist behaviour. Even though your brand may not be directly at fault for the marketing implications, it is important to remember that all members of your brand/business have a responsibility to show up in a way that reflects the company's values, as they are a direct reflection of your brand. This is a great example of the importance of keeping all your employees culturally, politically, and globally aware as to help minimize and ideally eliminate insensitive and offensive acts both within and outside of the company.



Lululemon

Source: ("Lululemon Fires Employee Over 'Bat Fried Rice' Shirt", 2020)

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## 3. Group Projects Guidelines

### Purpose

The group assignments (about 5 students per team) focus on the applied side of the course theme. It makes it possible to familiarize oneself with strategic planning and decision-making in international marketing and with the applied information sources available to managers for researching foreign markets. The projects must focus on applying the concepts learned in the course (e.g., using international market selection theory and marketing plan).

### Company Selection

Every group must identify a company already engaged in international marketing. Once you have identified a company, your group must inform the professor and get approval to start the project. Once the proposal is accepted, it becomes the "contract" for this assignment – therefore, ensure you choose an accessible company! The proposal is due in week 2.

### Research

Secondary research is a cornerstone of success for this project. We are fortunate in Ottawa to have access to ample information for international marketing, including traditional library sources (e.g. magazines, books, UN, EU, IMF, WTO, etc. publications); government departments (e.g. DFAIT, Industry Canada); and embassies, international and trade organizations, think tanks, and so on. Feel free to use information from the Web, but if you do, (a) do not let the medium obscure the message (posted information often is of dubious quality, and you are responsible for

assessing the credibility of what you use); and, (b) be mindful not to drown your target reader and yourselves in useless information.

This project requires considerable legwork, creativity, and know-how. A good understanding of the company and its products and markets is essential, and *effective teamwork is a must*. Assigning specific duties to each team member beforehand and specifying deadlines for various stages can significantly help the project succeed.

Your task will consist of two different reports during the term, which must be submitted through Brightspace:

**a. Mid-Term Report.** Identify all the international marketing decisions made by the company in terms of international markets selection and mode of entry to the international market. This report must not exceed 5 pages, single-space. The mid-term report is due in week 7.

**b. Final Report.** Identify all the strategic decisions regarding Product, Price, Distribution Channels and Communication. Provide a critical view of those decisions. This report must not exceed 10 pages, single-space. The final report is due in week 12.

### **Content, Organization, and Approach**

1. The proposal must include enough information to enable the reader to assess the report's merits. Typically, it will specify the team members' names and duties, company chosen and rationale. The proposal is due in week 2.

2. The mid-term report (10%) must include a cover page with an indication of the team members, executive summary, Introduction (company background, domestic location, and products description, etc.), rationale used by the company for selecting the chosen foreign country(ies), selection of and rationale for chosen mode of entry into the target country(ies), conclusion, and references.

3. The final report (10%) must include a cover page with an indication of the team members, an executive summary, table of contents, segmentation within the chosen country, target market selection, Marketing mix applied in the foreign market (Product, Price, Distribution and Communication), how the marketing mix compares with the one applied in the domestic market, conclusion and references.

4. Presentation (10%). In addition to submitting the final report, each group must prepare a 15-minute presentation where all group members will present their findings. The presentation should be designed to highlight the elements of the project and need not be structured as the written report. The presentation format leaves considerable room for creativity. Audiovisual aids enhance the effectiveness of presentations and help make optimal use of time.

## Summary of Assignments and Evaluation

Assignment	Session due	% of grade	
Tests (in-person)	6	25	50
	10	25	
Individual Assignment	4	20	20
Comprehensive Project			
Mid-term report	7	10	
Final report	12	10	
Presentation	12	10	30
Total			100

## Important Notes on Assignments and Evaluation

- a. All page limits specified in this outline are “hard” and non-negotiable; in other words, aim for the upper limit in each case (e.g., a 1-page submission for an assignment with a 5-page limit will be judged as insufficient) but do not exceed it. Material beyond the stated limit will not be read and the remaining submission will be judged on its merits. For fairness and comparability, all written work must be submitted typed, single-spaced, on letter-size paper, with 2.5 cm margins all-round, in Times-Roman 12.
- b. In addition to content, all written work will be graded for grammar, spelling, writing style, organization, and presentation of the material.
- c. Cheating, plagiarism, and other offences are not tolerated and can have severe penalties.
- d. All assignments are typically marked and returned in-class one week after submission.
- e. Supplemental and grade raising examinations are not available in this course.
- f. Deadline extensions will not be granted, late assignments will not be accepted, and missed tests will not be rescheduled except for university-approved reasons (e.g., on medical grounds and with appropriate documentation).
- g. The above evaluation plan may have to be changed if changing class conditions so warrant.

## V. CLASS SCHEDULE

This schedule may be modified depending on the level of interest in the subjects to be discussed. It is each participant's responsibility to keep up to date with the overall progress of the course as the term unfolds and with any specific changes announced in Brightspace.

<b>Session</b>	<b>Theme</b>	<b>Text chapters</b>	<b>Assignments</b>
12.01.23	The scope and challenge of international marketing and its dynamic environment	1 - 2	Form teams
19.01.23	Cultural Environment of International Markets	3 - 5	Company selection proposal
26.01.23	The International Political and Legal Environment	6 - 7	
02.02.23	Multinational Market Regions, Market Groups and Emerging Markets	8 - 11	The individual assignment submission
09.02.23	Expansion Strategy & Global Marketing Management: Planning and Organization, and Mode of Entry	12	
16.02.23	Test 1	1 - 12	
02.03.23	The International Marketing Mix: Products and Services for Customers	13 - 14	Mid-Term Report Submission
09.03.23	The International Marketing Mix: Marketing Channels	15	
16.03.23	The International Marketing Mix: Integrated Communications	16-17	
23.03.23	The International Marketing Mix: Pricing	18	
30.03.23	Test 2	1 - 18	
06.04.23	Group Project Presentations		Presentations and Final Report Submission

**Contribution to Learning Goals of the Program (BCom, BIB):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				X
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>				X

## 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.

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 Accommodation

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](http://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 its 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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

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 Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

### **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 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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### **Covid-19 Information:**

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

**Feeling sick?** Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

**Masks:** Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

**Vaccines:** Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including

booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact [covidinfo@carleton.ca](mailto:covidinfo@carleton.ca).