**Professionals MBA Program   
Spring/Summer 2022**

**MKTG 823 International Marketing Management**

**Instructor:** Prof. Dr. Attila Yaprak

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**Web:** SUCourse

**Office Hours:** By appointment

|  |  |  |  |
| --- | --- | --- | --- |
| **Type** | **Time** | **Days** | **Where** |
| Class | 9-12:30; 13:30-17:30 | Saturday | Altunizade/Campus |

**Course Objective:**

My objective in this course is to inspire young managers in internationalizing enterprises to integrate their firms more effectively into the world economy. To achieve this objective, I present an integrated treatment of conceptual and managerial issues in international business based on scholarly research in the field. I aim the course at students who are planning careers in internationalizing firms (Arcelik, Kordsa); those along careers in large globalized firms (Siemens); and, those preparing for careers in government policy-making institutions (Turkish Treasury).

The course is designed so that you will grow to appreciate cross-functional and interdisciplinary perspectives. This is because today’s global operations increasingly require these proficiencies in managing core processes. For example, product development teams today include managers from finance, engineering and marketing, and from psychology and sociology. They also include professionals from diverse cultural backgrounds, such as American, British, and German engineers working with anthropologists and demographers on new car projects at large auto companies, such as Ford Motor Company or multi-national teams of scientists working on genetically-engineered pharmaceuticals at Amgen.

**Learning Outcomes:**

In light of these objectives, the course is designed so that **you will learn about**:

* The evolution of the global market for products/services and their institutional contexts
* Building global market participation while localizing business activities effectively
* Conducting cross-cultural analyses to better understand societal transformations
* Designing a global strategy, executing it effectively, and achieving sustainable advantage
* Organizational, strategic, and managerial correlates of effective strategy implementation
* Building the global organization through strategic alliances and networks
* Rationalizing the firm’s global value chain to more effectively compete worldwide
* Theories of the multinational firm and international expansion, and
* Coping with the unique challenges firms face in emerging markets

The course is built around the **central theme** that the firm’s *international* operations will play a critical role in creating superior value for the firm through its global competitiveness and the execution of its strategy. Our premise is that to compete effectively and to sustain long-term competitiveness in the world economy, the *globalizing* firm must learn to provide superior value to customers through attracting and retaining a loyal customer base and developing and implementing strategies that are based on the firm’s goals and capabilities, its customers and relevant competitors, and the business context within which it competes. Our thesis is that this mindset will provide the foundation for superior competitive advantage and build continuous growth for the firm. Thus, the course is built on the notion that competing successfully in the global environment will require that managers excel in identifying and serving global business opportunities effectively; create and sustain operational capabilities and relationship networks with partners inside and outside the firm’s value chain; and communicate the firm’s value proposition to customers around the world.

**Course Material:**

**Textbook:** Charles W. L. Hill, ***International Business: Competing in the Global Marketplace****,* 13th Ed, McGraw-Hill/Irwin Publishing, Boston, 2019. Earlier editions, including those co-authored with Tomas Hult are also perfectly fine to use.

**List of Cases:** Harvard Business School cases listed below:

|  |  |  |
| --- | --- | --- |
|  |  |  |
| **Case 1**:  Type:  Subject:  Teamwork?: Grading: | | **Philips vs. Matsushita: A New Century, New Round**  Paper  Global expansion of two internationalizing firms  Individual and/or Team  Individual and/or Team |
|  |  |  |
| **Case 2:**  Type:  Subject:  Teamwork?:  Grading: | | **Mary Case Cosmetics: Asian Market Entry**  Paper  Transferring marketing programs from the US to Japan/China  Individual and/or Team  Individual and/or Team |

**Case 3: BRL Hardy: Globalizing an Australian Wine Company** (Global expansion through product launch decisions in the global wine industry)

**Case 4: Colgate Max Fresh** (Rollout of Colgate’s Max Fresh in China and Mexico after its initial launch in the United States.

You will write up the **Mary Kay Cosmetics case OR** the **BRL Hardy** **case OR the Colgate Max Fresh case** to fulfill your **case analysis requirement**. There is no page limit to this requirement; you can write as many pages as you feel appropriate, but 10 pages is a good average to follow. You can write these individually or as a member of a group. Members of a group will receive the same grade. My expectations from these case analyses are detailed in Why Teach through Cases and Case Analysis Grading Template documents (on SU Course). I will run your case analyses and course exams through the **Turn-it-in** **plagiarism software** to guard against plagiarism.

**Course Web:**

I will place course materials, such as lecture handouts and lecture support readings on our course SuCourse site. You should check this site regularly so that you can follow along our class discussions with the course material that is on the site. I will also direct you to specific readings on our course content throughout the course.

**Instructional Design:**

The course is designed to help students develop problem solving skills in global business contexts. To help achieve this, it is taught in a **lecture** and **case discussion** format. The lectures present key concepts in global strategic thinking while case discussions sharpen skills in analytical problem-solving. While the lectures are key in internalizing content knowledge in global business, case discussions are key in developing the problem-solving and communication skills valued highly in managerial practice. Critiques of recommended readings and discussion of the cases help students question established knowledge in the field, shape theirthinking about the subjects we discuss in class, and deepen their understanding of the concepts and tools used in international business practice. Thus, **intellectual involvement** is a key ingredient of effective learning in the course.

It is essential that students read the textbook and prepare for the cases regularly. The **textbook** provides an encyclopedia of the *fundamental concepts and frameworks* that are used in the conceptual domain of international business, and the **cases** provide the *laboratory experiments* that show how these are applied in practice. It is also important to read business periodicals, such as Business Week, the Economist, the Wall Street Journal, and the Financial Times regularly. Students can also consult electronic resources, such as Michigan State’s Global Edge knowledge portal ([GLOBALEDGE.msu.edu](http://globaledge.msu.edu)). This library, developed and managed by fellow Turks, provides access to the most comprehensive international business knowledge in the world, including industry and firm-specific research, specific markets, and volumes of public and private sources of information. Through this site, you can conduct market, industry and/or firm-specific research in this course and in your professional lives.

**Requirements**:

Your course grade, totaling 300 points, will be a function of your performance in the following:

One written **case analysis** (no page limit, but 10 pages is a good average), due on **July 29** (120 points), written individually OR as a member of a group. [You can write two case analyses, if you choose to do so]

One take-home **course exam** due on **August 12** (120 points), written individually OR as a member of a group. [You can write another case analysis in place of this exam, if you’d like].

**Involvement,** which includes regular attendance and meaningful contribution to class discussion (60 points). As class participation leads to significant cross-fertilization of ideas, **regular attendance is** **required.** You can be late coming to class but **you cannot miss class**.

I will **scale your course grade** as follows: 90% and above = A; 80%-89% = B; 70%-79% = C; 60%-69% = D; and 60% and below = E, but will curve as necessary. I will show you samples of cases and exams previously written in my classes so that you can review these for formatting ideas.

**Academic Honesty:**

Learning is enhanced through cooperation, but as a matter of personal integrity, you should only represent your own work as yours. Any work you submit should be your own writing, presenting your own ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.). Using ideas, text and other intellectual property developed by someone else while claiming it is your work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one’s paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and/or other disciplinary action.

**Classroom policies and conduct:**

Like all things in life, you will get out of the course what you put into it! Active listening, participation, and critical thinking are important skills you should develop in your graduate education. Challenging others’ contributions and defending points of view can lead to productivesynthesesof ideas. Sharing in class student experience, especially those in industries experiencing rapid internationalization, will deepen everyone’s understanding of contemporary international business practice. Thus, maximum learning in this course will be achieved by being an *active learner in class and by effectively integrating the course materials into case analyses and course exams*. If you want my course to culminate in meaningful learning, you will have to earn this in the old-fashioned way: with respect and courtesy to me and to your fellow students and hard work.

You are welcome to use your laptop during class, but only for class activities such as taking notes or searching for class material, such as searching for a journal article on Google. You should respect in-class learning while using your laptop. Please do not use your phones while we are learning in class. The use of smartphones in class has become a problem in in-class teaching, often disrupting the sharing of knowledge and learning by fellow students. Please refrain from using your phones in class.

**Course Schedule**

**Globalization, the Knowledge Economy, and Implications for Management (July 16, morn)**

Globalization and the evolution of the firm into a global enterprise network, the nature and scope of international business operations, global competitive advantages and value chains, the rise of emerging markets as major players in global business and implications of these on internationalizing firms and management. Transformations that are shaping global marketing strategy today; converting global presence into global competitive advantage; managing the global marketing function and marketing processes in the new global economy; challenges in global marketing as a field of study and managerial practice; challenges in marketing in emerging markets.

Read chapters 1, 2, 3.

**Internationalization Process of the Firm: Why does the firm internationalize?** **(July 16, pm)**

International investment and the multinational enterprise; emerging theories on the internationalization of emerging market multinationals, such as Arcelik or Kordsa; motives for mergers and acquisitions, partnerships, and joint ventures in the internationalizing firms.

**Geography in International Business: Market Opportunity Analysis (July 22 pm)**

Key processes and decisions in going international; the roles of geography, strategy, and ownership in internationalization; the roles of macro, micro, and cultural analyses in evaluating markets and competition; corporate culture and its transferability to foreign markets; cultural analysis frameworks and their merits and weaknesses. Consumer identity and cultural identity; focus on selected CNCB constructs (Ethnocentrism, Cosmopolitanism, Nationalism, Accultration, etc); market clustering. Global demographics, psychographics, and behavioral consumption patterns; methods of cross-national segmentation, the self-concept and its role in shaping consumer behavior; the roles of attitudes, beliefs, and value structures in societies; the role of product and country images in purchase behavior; diffusion of innovations; ethnicity and its role in shaping consumer behavior; global consumer trends.

Read chapter 6, 10, and 11.

**Case #1:** **Philips vs. Matsushita: A New Century, A New Round** (Global expansion of two multinationals and their transformation into transnational firms) [Class discussion only on **July 22**; no write-up; this is a practice case].

**Competitive Advantage, Strategy, and Structure in International Business (July 23).**

Strategic intent and architecture, pressures for cost reduction vs. local responsiveness in the internationalizing firm, global strategy archetypes, configuration, exploitation and exploration mechanisms in global strategy making, focus on the differentiation and integration mechanisms and the strategy/structure/performance framework, international, multi-domestic, global, and transnational orientations, pursuit of global value chain rationalization, organizational learning and knowledge management in the internationalizing enterprise; evolution toward a “global factory”.

**Ownership Issues in International Business: Autonomy vs Control (July 29)**

Modes of international involvement (exporting, licensing, strategic alliances, joint ventures, wholly-owned subsidiaries, and globally-networked organizations), alliance formation and maintenance, the learning race and social exchange perspectives on alliances, the role of alliance experience in alliance success, and metrics for alliance effectiveness. International Finance in the internationalizing firm; assessing financial risks; controlling financial operations.

Read *c*hapters 15, 16, and 17.

**Case #2: Colgate Max Fresh: Global Brand Rollout** (Developing Marketing Strategies for the Company’s China and Mexico Markets) (**Due July 29**)

**Case #3: Mary Kay Cosmetics** (Transferring corporate culture, product lines, and marketing programs from the US to Japan and/or China) (**Due July 29**).

**Case #4:** **BRL Hardy: Globalizing an Australian Wine Company** (Global expansion, headquarters-subsidiary relationships, and branding decisions in a global industry) (**Due July 29**)

**Course Exam (emailed to** [**Attila.yaprak@wayne.edu**](mailto:Attila.yaprak@wayne.edu) **by midnight on August 12).**

**Have a Wonderful 2022 and a Healthy and Productive Life!**