

LONDON SOUTH BANK UNIVERSITY

unit guide

International Marketing

Unit Reference: IIM-3-424

Academic Year 2005 - 2006

BA (Hons) Marketing, Year 3

Combined Honours Marketing, Year 3

BA Modern Languages & International Business, Year 4

International Marketing Unit Guide, Level 3

19 Sept 05	Enrolment/Induction Etc	Academic Year begins Monday 19 September 2005
26 Sept 05	1	Semester 1 begins Monday 26 September 2005
3 Oct 05	2	
10 Oct 05	3	
17 Oct 05	4	
24 Oct 05	5	
31 Oct 05	6	
7 Nov 05	7	
14 Nov 05	8	
21 Nov 05	9	
28 Nov 05	10	
5 Dec 05	11	
12 Dec 05	12	Autumn Term ends Friday 16 December 2005
19 Dec-6 th Jan	Christmas Break	
9 Jan 06	13	Spring Term begins Monday 9 January 2006
16-27 th Jan 06	Exams	Semester 1 ends Friday 27 January 2006
30 Jan 06	1	Semester 2 begins Monday 30 January 2006
6 Feb 06	2	Residential Weekend 3-5 th Feb 2006
13 Feb 06	3	
20 Feb 06	4	
27 Feb 06	5	
6 Mar 06	6	
13 Mar 06	7	
20 Mar 06	8	
27 Mar 06	9	Spring Term ends Friday 31 March 2006
3 –21 April 06	Easter Break	
24 Apr 06	10	Summer Term begins Monday 24 April 2006
1 May 06	11	
8 May 06	12	
15 May 06	13	
22 May 06	Exams	
29 May 06	Recess Week	
5 Jun 06	Exams	Semester 2 ends Friday 9 June 2006
26 Jun – 7 July 06	Exam Award & Progression Boards	
21 Aug – 25 Sep 06	Department of Marketing & Strategy Recess Examinations	Monday 28 August is Bank Holiday

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1.0 SYLLABUS HEADING/ BASIC DATA

1.1/ UNIT TITLE:	International Marketing
1.2/ LEVEL:	Three
1.3/ UNIT REFERENCE:	IIM-3-424
1.4/ NUMBER OF CREDITS:	One
1.5/ CAT POINTS:	15
1.6/ STUDY HOURS:	150
1.7/ PREREQUISITES:	Marketing Management Level 2
1.8/ PARENT COURSES:	BA (Hons) Marketing Comb. (Hons) Marketing BA (Hons) Modern Language & International Business

1.9/ ASSESSMENT

<u>Elements of Assessment</u>	<u>Weighting</u>
- Group Coursework (based on a case study)	40%
- One-3hour examination (based on an unseen case study)	60%

1.10/ UNIT COORDINATOR:	Dr L. Boukersi London Road Bldg., Room # 316 Tel: 020 7815 7773, E-mail: boukerl@lsbu.ac.uk
	Mr L. Fisher London Road Bldg, Room # 396 Tel: 0207815 7773 E-mail: fisherla@lsbu.ac.uk

2.0 SHORT DESCRIPTION OF THE UNIT

In the past 150 years a sweeping transformation has profoundly affected the people and industry of many nations. Trends towards free trade, economic integration, highly developed communications and technology, and the opening up of economies previously closed to the World have resulted in national economies becoming inextricably linked. National economies of the world are now highly interdependent, as if part of one Global Marketplace. Even the small firm must have an international outlook in its marketing, management, manufacturing or sourcing in order to survive.

However, with this growth in international trade and opportunities comes the

increasing need for an in depth understanding of this complex environment. International Marketing studies the nature and complexity of the international Environment, trends; and developments in the international Marketplace, the ways in which firms respond to these trends and complexities and the variety of management and marketing strategies necessary to gain and maintain competitive advantage in many different markets.

3.0 AIMS OF THE UNIT

This course aims to provide the student with a thorough knowledge of both the operational and strategic aspects of international marketing. It is envisioned that this course will assist students in developing the skills necessary for them to tackle practical situations inherent to international marketing operations.

4.0 LEARNING OUTCOMES

On completion of this Unit, students will be able to:

- 1- Analyse the international environment with regard to economic/financial, social/cultural, and political/legal forces, understand the changing nature of the international business environment, and integrate environmental scanning processes into organizational strategy development.
- 2- Retrieve, interpret, and present current information concerning international organisations and their foreign business activities.
- 3- Evaluate long-term international marketing strategies in terms of foreign market selection, expansion, and penetration. To be more specific, how to establish relevant markets selection criteria; design proper process of selection; and decide on appropriate market entry strategies.
- 4- Design global marketing mix packages across international markets in terms of product portfolio and positioning, pricing, distribution channels and promotional strategies.
- 5- Recommend global marketing activities in terms of planning, implementation and control in order to get products into the hands of foreign customers.

5.0 KEY & COGNITIVE SKILLS

The key and cognitive skills developed in this unit are:

- *Assessing attitude to change.* Students learn to tolerate ambiguity and flexibility in their information processing abilities. This will be achieved through classroom debates on case studies and discussion questions.

- *Time management.* This will enable students to structure their time by means of diaries and planners; to prioritise their tasks; and to determine what is important and what is urgent. This is reflected in the organisation of team meetings to deliver coursework assignments (classroom presentations, written reports), also in the way students budget their time during the final examination.

- *Rational problem solving.* This is based on the view that there is no such a thing “as a best solution in tackling a case study”. This will equip students with the necessary tools to solve problems both rationally and creatively. Tackling case study exercises will help students distinguish between ideal and practical solutions. This in its turns stimulate the development of critical analysis and applicability (apply theory to practice) skills.

- *Constructive and effective communication.* During classroom discussions the student is encourage to be both a speaker and a listener, and develop the ability to transmit clear and precise messages through classroom presentations, written reports and final examination.

- *Effective teamwork and interactive/group skills.* Students can interact with and within group in view to defining outcomes specifying roles, negotiating and solving problems. This can be achieved through seminar activities (discussion questions and case studies) which are based on teamwork and the preparation of the seen case study examination.

However, the latter is applicable to those students enrolled on the part-time mode of the Course as coursework assignments are allocated and tackled on an individual basis.

6.0 TEACHING AND LEARNING PATTERN

In this Unit a strong emphasis is placed upon interactive methods of teaching. Thus, considerable interaction is encouraged amongst the students themselves as well as between students and the lecturer. This approach embraces a mixture of teaching and learning methods, which include the following activities:

- One two-hour lecture per a week
- One-one hour student led seminar per a week
- Guest speakers, when possible, are also invited to elaborate on topical issues related to the subject matter

In addition, to enhance their chance of successfully completing the assessment components, students are advised to dedicate at least 6 hours of private studies per week.

6.1 WEEKLY TEACHING & LEARNING PROGRAMME

LEARNING OUTCOME # 1

WEEK # 1 Introduction to International Marketing (L. Boukersi, 27/09/05)

Topics Covered: The integration of world; the process of internationalization and globalization; and various management approaches in dealing with this environment: Ethnocentric, Polycentric & Geocentric

Recommended Reading:

Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 1&2
Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.#1
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 1
Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 1
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 1
Johansson (2003), *Global marketing*, 3rd ed., Ch.# 1

WEEK # 2 Socio-cultural and Technological Influences on International Marketing Strategies (L. Fisher, 4/10/05)

Topics Covered: elements of culture, high/low context cultures, cultural analysis, handling cultural diversity. Information technology for global marketing,

Recommended Reading:

Usunier & Lee (2005), *Marketing Across Cultures*, 4th ed. Ch. # 1, 2 & 3
Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 4&5
Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.#4
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 7
Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 3
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 4
Johansson (2003), *Global marketing*, 3rd ed., Ch.# 3

WEEK # 3 Legal, Economic, and Political Influences on International Marketing Strategies (L. Fisher, 11/10/05)

Topics Covered: the regulatory environment, political risk, role of governments, marketing and economic development, market integration.

Recommended Reading:

Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 6 & 7
Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 2, 3 & 5
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 6
Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 4
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 2, 3 & 5

LEARNING OUTCOME # 2

WEEK # 4 International Market Research (L. Boukersi, 18/10/05)

Topics Covered: Issues of local and global information gathering in industrialized and emerging markets; risk analysis; comparability and validity.

Recommended Reading:

Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 6
Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.#4
Usunier & Lee (2005), *Marketing Across Cultures*, 4th ed. Ch. # 7
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 5
Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 6
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 6

LEARNING OUTCOME # 3

WEEK # 5 Assessing Global Opportunities & International Market Selection (L. Boukersi, 25/10/05)

Topics Covered: Importance of IMS, Basic Parameters to undertake IMS, Models for market selection, Techniques for assessing International Market Opportunities

Recommended Reading:

Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 8, 9 & 10
Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 7
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 7
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 7
Johansson (2003), *Global marketing*, 3rd ed., Ch.# 7, 8 & 9

WEEK # 6 Market Entry Strategies (L. Boukersi, 1/11/05)

Topics Covered: Selecting entry modes (internal & external considerations)
market entry modes: exporting (indirect & direct), licensing, franchising, Strategic Alliances & Joint Ventures; Foreign Direct Investment: Mergers & Acquisitions, wholly-owned subsidiaries.

Recommended Reading:

- Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 9
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 9, 10, 11,12
Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 9
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 8, 9
Johansson (2003), *Global marketing*, 3rd ed., Ch.# 4, 5 & 6

LEARNING OUTCOME # 4

WEEK # 7 International Product Policies (L.Fisher 08/11/05)

Topics Covered: The Product Life Cycle (PLC); Product Extension vs. Adaptation, New Product Development Strategies; Product Branding;

Recommended Reading

- Usunier & Lee (2005), *Marketing Across Cultures*, 4th ed. Ch. # 9, 10
Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 12,13
Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 11, 12
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 15
Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 13, 14
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 10
Johansson (2003), *Global marketing*, 3rd ed., Ch.# 11, 12

WEEK # 8 International Pricing Decisions (L.Fisher 15/11/05)

Topics Covered: Pricing Strategies; Transfer Pricing; Counter-trade; Export Pricing; Quotations; Foreign Exchange Risks; and Methods of Payment.

Recommended Reading

- Usunier & Lee (2005), *Marketing Across Cultures*, 4th ed. Ch. # 11
Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 18
Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 13
Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 16
Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 10
Keegan (2005), *Global Marketing*. 4th ed. Ch.# 11
Johansson (2003), *Global marketing*, 3rd ed., Ch.# 13

WEEK # 9 International Distribution Channels ([L.Boukersi 22/11/05](#))

Topics Covered: Channel benefits; Channel Participants, Indirect VS. Direct Channels, Cooperative Channels, Japanese distribution.

Recommended Reading:

- Usunier & Lee (2005), *Marketing Across Cultures*, 4th ed. Ch. # 12
- Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 14
- Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 16, 17
- Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 17
- Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 15
- Keegan (2005), *Global Marketing*. 4th ed. Ch.# 12
- Johansson (2003), *Global marketing*, 3rd ed., Ch.# 14

WEEK # 10 Global Logistics ([L.Boukersi 29/11/05](#))

Topics Covered: International Physical Distribution, International Trade Inventories Modularisation Vs Postponement , Third Party Logistics, Outsourcing decisions, Integrated service Providers

Recommended Reading:

- Usunier & Lee (2005), *Marketing Across Cultures*, 4th ed. Ch. # 12
- Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 15
- Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 16, 17
- Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 17
- Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 15
- Keegan (2005), *Global Marketing*. 4th ed. Ch.# 12
- Johansson (2003), *Global marketing*, 3rd ed., Ch.# 14

WEEK # 11 International Marketing Communications ([LFisher 06/12/05](#))

Topics Covered: Integrated Marketing Communications in the global environment: Public Relations; Advertising; and Sales Promotion.

Recommended Reading:

- Usunier & Lee (2005), *Marketing Across Cultures*, 4th ed. Ch. # 13, 14, 15
- Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 16, 17
- Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 14
- Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 18
- Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 11, 12

Keegan (2005), *Global Marketing*. 4th ed. Ch.# 13, 14

Johansson (2003), *Global marketing*, 3rd ed., Ch.# 15, 16

LEARNING OUTCOME # 5

WEEK # 12 Organizing for Global Marketing (L Fisher 13/12/05)

Topics Covered: The structure of global corporation, Management & Control, Centralisation vs. Decentralisation, Standardisation vs. Adaptation, Relationship between Organisational Structure and The Marketing Mix.

Recommended Reading:

Cateora & Graham (2005), *International Marketing*, 12th ed. Chap.# 11

Kotabe & Helsen (2004), *Global marketing Management*, 2nd ed. Ch.# 18

Hollensen (2004), *Global Marketing*, 3rd ed., Chapter # 20

Jeannet & Hennessey (2004), *Global Marketing Strategies*, Ch.# 16, 17

Keegan (2005), *Global Marketing*. 4th ed. Ch.# 16

Johansson (2003), *Global marketing*, 3rd ed., Ch.# 17

7.0 OVERALL UNIT ASSESSMENT

The overall assessment of the unit is based on two components:

Component # 1 - Coursework.....40 %

- Classroom oral presentation.... 40%
- Group written report..... 60%

Component # 2 - Final examination.....60 %

The overall pass mark for this unit is 40 % with the minimum pass mark of 30% in any one component.

In terms of coursework assessment, members of each team or group will be awarded the same course-work mark provided they equally contribute to completing the assignment. If a student is reported for not contributing, s/he will be assessed separately by completing a different assignment (see appendix # 1 for assessment criteria)

7.1 Component # 1: *Coursework Assignment*

(1) *Group case study*

Seminar activities are student-led and case study-orientated. Each seminar group will be divided into 5 teams of 3 members each, depending on seminar group size. Over the semester, each team will be allocated one case study, which has to be tackled, first, by means of class-room presentation and, second, by submitting a written report a week later. Since case studies vary in nature and size it is difficult to set a word limitation on written reports. As a guideline, however, written reports should be between 2000 and 2500 words.

The case study preparation may take the following procedure:

- (1) All team members should meet to decide on how to schedule their meetings.
- (2) Each team member should individually:
 - a- Read through the case several time, if necessary, and highlight salient issues.
 - b- Conduct a detail SWOT analysis of the case at hand.
 - c- Critically analyse each question within the context of the case.
 - d- Identify and evaluate each alternative solution by listing the pros and the cons
 - e- Recommend the best possible action plan(s).
 - f- Endeavour to anticipate on future outcomes.
- (3) Based on the schedule specified in item (1), all team members should meet to discuss the case in details. Together, they should formulate and evaluate all possible solutions, prepare the presentation, identify visual aids to be used, and decide on the format of delivery (Power Point or OHP). Each member should be well prepared to tackle issues to be addressed by their peers in the classroom. Ideally, classroom presentations should not exceed 30 minutes to allow for discussions with other students and seminar tutor.
- (4) After the class presentation, the team should reflect on what have been learned through the presentation-discussion session and think on how to improve the written report.

To make seminar activities worthwhile and interactive, students are encouraged to vigorously express their views, opinions and objections through constructive participation. Hence, those students, who are not presenting, are strongly advised to prepare the case study, in advance, to be able to challenge the presenters. Please note that the case study approach is a closer way of bringing reality into the classroom. Therefore, students should prepare all the cases covered in the unit. For case reading and preparation contribute tremendously to student learning and understanding of how things happen or operate in practice.

Seminar leaders are expected to provide guidance and co-ordination and ensure that the whole exercise is carried out in a professional and appropriate way

7.1 Component # 2: Final Examination

At the end of the semester, student will take a three-hour examination, which consists of 2 sections.

Section # 1: It is based on 3 discussion questions from which students have to attempt **one** only.

Section # 2: It is based on an unseen short case study with **two** compulsory questions. Each question may consist of small parts. In addition to the 3-hour duration of the exam, 15 minutes reading time are also provided

8.0 READING LIST

Students are advised to buy any one of the core reading textbooks mentioned below.

Core Readings

Cateora, P.R. & Graham, J.L. (2005) *International Marketing*, .12th edition, McGraw-Hill, USA

Kotabe, M.& Helsen, K. (2004) *Global Marketing Management*, 2nd edition John Wiley & Sons, Inc.

Hollensen, S. (2004) *Global Marketing: A decision-oriented Approach*. 3rd Prentice Hall

Jeannet, J.P. (2004) *Global Marketing Strategies*, 6th edition, Houghton Mifflin Company, Boston, USA.

Keegan, W.J. & Green (2005) *Global Marketing*, 4th edition, Prentice-Hall International Inc., USA

Background Reading

Usunier J.C & Lee J.A. (2005), *Marketing Across Cultures*, 4th ed. Prentice-Hall

Johansson, J.K. (2003) *Global Marketing*, 3rd edition (international edition), McGraw-Hill, New York, USA.

Albaum, G. Strandkov, J. & Duerr, E.(2005) *International Marketing & Export V Management* 5th edition, Pearson Education, Harlow, UK.

Bradley, F. (2002) *International Marketing Strategy*, 4th edition. Pearson Education, Harlow, UK.

Keegan, W.J. & Green, M.C. (2005) *Global Marketing*, 4th edition, Prentice-Hall International Inc., USA

Optional Reading

Czinkota, R. & Ronkainen, I. A. (2001) *International Marketing*, 6th edition. The Dryden Press, Harcourt Brace College Publishers, Fort Worth, TX, USA.

Keegan, W. J. & Schlegemilch, B.B. (2001) *Global Marketing Management: A European Perspective*. Pearson Education, Harlow, UK.

Muhlbacher, H.; Daringer, L. & Helmuth, L. (1999) *International Marketing: A Global Perspective*, 2nd ed., International Thomson Publishing

Electronic Journals

- Columbia Journal of World Business
- European Journal of Marketing
- Harvard Business Review
- International Marketing Review
- International Business Asia
- Journal of International Business Studies
- Journal of Global Marketing
- Journal of World Business
- Journal of Management Studies
- Management International Review
- Mergers & Acquisitions Monthly

Appendix # 1 Case Study Assessment Criteria:

Coursework Assessment criteria	Total Mark (%)	Actual Mark (%)	Feedback Comments
<p>Group Oral Presentation:</p> <ul style="list-style-type: none"> - Team work organisation (structure, coordination & flow) 05 - Clarity and coherence in delivery (pace, eye-contact & degree of clarity) 05 - Timing & quality of visual aids/graphics 05 - Ability & conviction in tackling questions 15 - Awareness of theoretical concepts 10 			
Total	40 %		
<p>Individual Written Reports:</p> <ul style="list-style-type: none"> - Structuring and logical sequencing of the main report components 05 - Writing skills (style, lucidity, attention to details, correct spelling & grammar) 10 - Use of relevant theory to support analysis (Application of theory to practice) 10 - Analytical competence & strength of arguments (depth in analysis, use of analytical methods) 20 - Originality & applicability of recommendations 15 			
Total	60 %		
OVERALL TOTAL	100 %		

This feedback form will accompany each coursework assignment when returned to students. To allow for continual development, coursework assignments are returned no later than two weeks following submissions.

APPENDIX # 2: ORGANISATION OF SEMINAR ACTIVITIES

Lectures	Seminar Teams	Seminar Activities	Presentation Dates	Reports Submission Date
1		No seminar	27 th September	
2		Seminar Organisation	4 th October	
3		<u>Case Study # 1</u> Classroom Workshop	11 th October	
4	Team # 2	<u>Case Study # 1</u> Presentation	18 th October	25 th October
5		<u>Case study # 2</u> Classroom Workshop	25 th October	
6	Team # 1	<u>Case study # 2</u> Presentation	1 st November	8 th November
7		<u>Case study # 3</u> Classroom Workshop	8 th November	
8	Team # 4	<u>Case study # 3</u> Presentation	15 th November	22 nd November
9		<u>Case study # 4</u> Classroom Workshop	22 nd November	
10	Team # 3	<u>Case study # 4</u> Presentation	29 th November	6 th December
11		<u>Case Study # 5</u> Classroom Workshop	6 th December	
12	Team # 5	<u>Case Study # 5</u> Presentation	13 th December	20 th December
13	Revision	Revision	10 th Jan. 2006	

Team # 1

- Talis Silenkieks
- Jenny Peters
- Lisa Carr
- Catriona Armstrong

Team # 2

- Daria Naumova
- Payal Patel
- Ebru Agca
- Patricia P. Cabedo

Team # 3

- Audrey Bonnet
- Lia Anghilante
- Mariama Toure
- Steffen Schacht

Team # 4

- David Ankrah
- Yoon Yae Hwang
- Mikanda Biti
- Kamille Leon

APPENDIX # 3 SEMINAR TEAMS & CASE ALLOCATION

Case Study	Team	Student Names	Written Report Mark	Presentation Mark	Overall Mark
CS # 1	Team #
CS # 2	Team #
CS # 3	Team #
CS # 4	Team #
CS # 5	Team #

APPENDIX # 4 Websites for International Marketing

- 1. www.stat-usa.gov.** STAT-USA/Internet is clearly the single most important source of data on the Internet. STAT-USA, a part of the U.S. Department of Commerce's Economics and Statistics Administration, produces and distributes at a nominal subscription fee the most extensive government-sponsored business, economic, and trade information databases in the world today, including the National Trade Data Bank (see section B6 of this appendix), Economic Bulletin Board, and Global Business Procurement Opportunities.
- 2. www.ita.doc.gov.** The website of the Commerce Department's International Trade Administration provides export assistance, including information about trade events, trade statistics, tariffs and taxes, marketing research, and so forth.
- 3. www.usatradeonline.gov.** Provides import and export information on more than 18,000 commodities, but the user must subscribe.
- 4. www.census.gov/foreign-trade/www/.** The U.S. Census Bureau provides a variety of international trade statistics.
- 5. www.odci.gov/cia/publications/pubs.html.** Find the *CIA World Factbook* here, as well as other pertinent trade information.
- 6. www.customs.ustreas.gov.** The U.S. Customs Service provides information regarding customs procedures and regulations.
- 7. www.opic.gov.** The Overseas Private Investment Corporation (OPIC) provides information regarding its services.
- 8. www.exim.gov.** The Export-Import Bank of the United States (Ex-Im Bank) provides information related to trade financing services provided by the U.S. government.
- 9. www.imf.org.** The International Monetary Fund (IMF) provides information about the IMF and international banking and finance.
- 10. www.wto.org.** The World Trade Organization (WTO) provides information regarding its operations.
- 11. www.oecd.org.** The Organization of Economic Cooperation and Development (OECD) provides information regarding OECD policies and associated data for 29 member countries.
- 12. www.jetro.go.jp.** The Japan External Trade Organization (JETRO) is the best source for data on the Japanese market.
- 13. www.euromonitor.com.** Euromonitor is a company providing a variety of data and reports on international trade and marketing.
- 14. www.webofculture.com.** The Web of Culture provides a variety of data on cultural dimensions such as language, gestures, and religion for a large number of countries.
- 15. University-based websites.** Notable sites connected to several data sources include the Michigan State University Center for International Business Education and Research (<http://globaledge.msu.edu/ibrd/ibrd.asp>) and the University of California at Berkeley (www.lib.berkeley.edu/BUSI/bbg18.html).
- 16. www.worldchambers.com.** The World Network of Chambers of Commerce and Industry provides data and addresses regarding chambers of commerce around the world.
- 17. www.ipl.org/ref/RR/static/bus4700.html.** The Internet Public Library provides Internet addresses for dozens of sources of trade data worldwide.
- 18. <http://iserve.wtca.org>.** The World Trade Centers Association provides information about services provided by the World Trade Centers in the United States, including export assistance, trade leads, training programs, and trade missions.

APPENDIX # 5 LIST OF CASE STUDIES (see case study pack)

- Case # 1 Cultural Norms, Fair & Lovely, and Advertising
- Case # 2 Kao Corporation: Direction For the 21st Century
- Case # 3 Planet Hollywood: The Plate is Empty
- Case # 4 Ceras Desériticas And Mitsuba Trading Company
- Case # 5 Unisys: The Repositioning