



**INTERNATIONAL MARKETING & ENTREPRENEURSHIP
MBA - BU 612
COURSE OUTLINE – WINTER 2015**

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Office Hours: After class or by appointment
Class Location: SBE 2260
Class Times: Tuesdays, 8:30- 11:20 a.m.
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COURSE OBJECTIVES:

Today's marketplace is global and characterized by the internationalization of firms large and small, old and new. For a firm to successfully internationalize it needs both marketing and entrepreneurial capabilities; capabilities that help the firm face the complexities of working with, and managing for, different cultural and institutional contexts.

The objectives of this course are to help you:

1. understand the theories, concepts, knowledge and skills relevant to internationalization in a contemporary environment;
2. appreciate international marketing and entrepreneurship issues relevant to both multinationals and international new ventures; and
3. appreciate various international marketing and entrepreneurship issues in the context of Canada's major trading partners.

Students with disabilities or special needs are advised to contact Laurier's Special Needs Office for information regarding its services and resources. Students are encouraged to review the Calendar for information regarding all services available on campus.

REQUIRED READINGS:

Text: Hollensen, Svend (2012). Essentials of Global Marketing, 2nd Ed. Harlow: Pearson Education Ltd.

Other: There is a list of required readings noted in the attached course schedule. These are available in MyLS.

COURSE FORMAT:

The course will consist of:

- (1) Assigned Readings - Students are expected to have read all assigned readings for each session. Each student should have the textbook. The required articles can be downloaded from MyLS;
- (2) Lectures – Lectures are designed to clarify and augment the assigned readings and coursework. Basic power-point slides will be made available in electronic format through MyLS;
- (3) Student presentations;
- (4) Class discussion; and
- (5) Guest lectures.

EVALUATION:

Your work will be assessed in three ways:

Individual 'Discussion Question' Submissions (5x7%)	35%
Team Presentation (Article Critique and Application)	25%
<u>Exam</u>	<u>40%</u>
<u>TOTAL</u>	<u>100%</u>

You will receive letter grades for all coursework. These follow the Grade Descriptions detailed below:

A+ (beyond excellent): Your work shows a thorough understanding of concepts, deep analytical and critical thinking, and an ability to appropriately apply course material to a variety of relevant business situations. Your written communication is without fault. Discussions and arguments are exceptionally crafted and presented. You demonstrate critical as well as creative thinking. Written work is thoroughly proof-read to ensure minimal errors. Referencing is correct and your overall presentation is professional.

A (excellent): Your work shows a thorough understanding of concepts, deep analytical and critical thinking, and an ability to appropriately apply course material to a variety of relevant business situations. Your written communication is strong. Discussions and arguments are well crafted and presented. They demonstrate critical thinking. Written work is thoroughly proof-read to ensure minimal errors. Referencing is correct and your overall presentation is professional. However, while being technically sound, your work is somewhat lacking in creativity.

A- (above average): Your work shows a good understanding of concepts and a good attempt at analytical and critical thinking. There are some errors in applying course material to relevant business situations. While your written communication is good, there are a few errors of logic. Arguments and discussions could be more convincing. While being technically sound, your work lacks creativity. Written work is thoroughly proof-read to ensure minimal errors. There are some referencing inconsistencies or problems although your overall presentation is professional.

B+ (average): Your work shows a mixed understanding of concepts. You have attempted to demonstrate analytical and critical thinking. There are some errors in applying course material to relevant business situations. Your written communication is fair. There are some flaws in the logic underlying your arguments and discussions. The work lacks creativity. Written work is thoroughly proof-read to ensure minimal errors but there are some referencing inconsistencies or problems and your overall presentation could be more professional.

B (below average): Your work shows a number of weaknesses in your understanding of concepts. There is relatively little analytical and critical thinking. There are a number of errors in applying course material to relevant business situations. Your written communication is only at an acceptable level and there are some flaws in your arguments and discussions. The work lacks creativity. Written work

needs to be proof-read. There are referencing problems and your overall presentation could be more professional.

B- (just adequate): Your work shows several errors in your understanding of concepts. There is little analytical and critical thinking. There are several errors in applying course material to relevant business situations. Your written communication is very weak and there are several flaws in your arguments and discussions. The work lacks creativity. Written work needs to be proof-read. There are referencing problems and your overall presentation lacks professionalism.

F (fail): Your work shows severe errors in your understanding of concepts. There is very little analytical and critical thinking. There are several errors in applying course material to relevant business situations. Your written communication is barely acceptable and there are several flaws in your arguments and discussions. The work lacks creativity. Written work has not been proof-read. Your references are problematic and your overall presentation lacks professionalism.

NOTE: If you wish to query your performance in any component of the course, please:

1. Make sure you carefully re-read your work, along with the feedback you receive. If you still don't understand your performance result, THEN
2. Email me to set up an appointment, THEN
3. Develop a written list of points you would like to discuss, and provide the piece of coursework and your list of points to me *before* we meet. These can be left with Milena McCormack in the MBA office.

Remember – if it comes to a grade reassessment, your grade could go up, down or stay the same.

COURSEWORK:

1. Discussion Question (DQ) Submissions – 35%

A major component of the course involves class discussion on focused topics relevant to international marketing and entrepreneurship. In the first class, you will be randomly assigned to one of Canada's major trading partners considered to be psychically distant (e.g. Japan, Germany, China). This country will provide the context for some of your DQs. Others may be drawn from the short cases in the text, while yet others may pertain to the articles to be read for class.

The course schedule includes: 1) the dates each DQ will be posted to MyLS, and 2) the dates/times they are due. As summarized on the attached course schedule, there is at least one DQ for each class session. This means you have choice regarding the DQs you submit.

I expect a minimum of five (5) high quality two-page submissions (worth 7% each). However, the maximum number of submissions is at your discretion. Your assessment is based on the summed total of your 'five best' submissions – so you can do more than five DQs if you wish. There are no 'additional/extra assignments' or late submissions. Answers over two pages will not be read.

When submitting your response to a DQ, it should be (max) 2-pages (double-spaced – more details follow in this outline).

Potential resources to help you are in Appendix A (at the end of this outline).

All submissions must be fully and properly referenced. That means that any time you use external sources of information (i.e. external to you), they must be referenced. Failure to reference will indicate plagiarism.

Note 1: DQ answers are submitted to MyLS the day before we discuss them in class.

Note 2: Your final 'Discussion Question Submission' grade may be adversely impacted if you submit but don't come to class. Similarly, if you disturb or distract the class, or consistently come in late or leave early, your grade will be penalized at my discretion.

2. Presentations – 25%

Self-selected teams of two students will prepare and present a summary and critique of a specified research article (articles to be allocated on a random basis in Week 1).

As part of the presentation, you will be responsible for 'teaching' that article and facilitating classroom discussion and questions on it.

A critical aspect of the presentation is that you **MUST** identify and use relevant business examples to apply and explain the core arguments of the article.

Each presentation will be assessed by Nicole and three judges chosen randomly from the class.

Assessment criteria are found in Appendix B (at the end of this outline). Please read them.

3. Final Exam – 40%

The exam will cover all material up to the exam date. It is open book and worth 40% of your grade. The format is TBA.

The exam is tentatively scheduled for the week of 13 April (48-hour take home exam). We will finalize the date closer to the time.

GENERAL ADMINISTRATIVE ISSUES FOR COURSEWORK:

- All coursework is due on the dates listed on the course schedule.
- There are no extensions for anything.
- Please note that all relevant material for this course will be posted to MyLS and you should regularly check MyLS for important information or updates from me. You will also be submitting all coursework through MyLS and your work will be randomly reviewed using Turn-It-In.
- During lectures, any use of technology in a manner that is not directly related to the class discussion is distracting to you and others. Please turn OFF your phone before the beginning of each class otherwise you may be surprised by what I do with it.
- For the Discussion Question Submissions:
 - Remember these are to be a maximum of 2 pages (double-spaced). Stay focused, be concise, and strive for a clear and parsimonious argument. Answers over 2 pages will not be read. References can be on a third page if absolutely necessary.
 - If your DQ pertains to one of Canada's trading partners, please remember to answer the DQ in the context of the country you have been allocated.

- Use 10 point Arial and double-space. Use the 'normal' margin setting for page layout. Remember to include your name on your submission.
- Submissions are due to MyLS on the day before the class session that is relevant to the DQ (see attached timetable).
- I will be considering your best five scores for your DQ grade.
- Please keep a copy of all written work you submit as well as a final electronic version. Please back up everything you do!
- Make sure you reference all material used from other sources (articles, text, class notes, websites, etc.). Use a list of references at the end of the DQ *rather than* endnotes and footnotes. Examples of an appropriate referencing style can be found at the end of this outline (see List of Articles).
- ANY evidence of plagiarism or not sourcing reference material will result in a grade of zero (a big fat 0).
- For the Presentations:
 - Remember that you are 'teaching' the concepts from the article. This means that you need to interpret, summarize and apply the theory, findings (etc.) in a manner that is clear, concise and convincing.
 - You MUST identify and use relevant business examples to apply the core arguments of your article.
 - You will be graded on your oral presentation and the support material you provide (material designed to facilitate the learning of your peers).
 - There are four assessors for each presentation: me plus 3 of your peers. Grades will be determined by me, taking all feedback into account. If it appears that there is inequity in the preparation and understanding of the material, I can and will allocate different grades to team members.
 - ANY evidence of plagiarism or not sourcing reference material will result in a grade of zero (again, a big fat 0).

WLU Position on Academic Misconduct. Laurier has clear expectations for student conduct. Academic misconduct will not be tolerated. For details on University policies and procedures, please see the Undergraduate Academic Calendar. Also, please note that any work submitted by a student for assessment may be reviewed against electronic source material using computerized detection mechanisms (e.g. Turn-it-in). Upon reasonable request, students may be required to provide an electronic version of their work for computerized review.

BU 612 Timetable – Winter 2015

Date	Topic	Readings *	DQ Posted	DQ Due
6 Jan	Introduction - Why Internationalize?	Ch 1, 2		
13 Jan	Internationalization Theories (and why theory?)	Ch 3	7 Jan	4 p.m. 12 Jan
20 Jan	Understanding Cultural Influences on IM&E	Ch 6 Lenartowicz and Johnson (2003) Li and Shooshtari (2003)	14 Jan	4 p.m. 19 Jan
27 Jan	Understanding Institutional Influences on IM&E	Ch 5 Coeurderoy and Murray (2008) <i>Guest – Dr Farzad Alvi</i>	21 Jan	4 p.m. 26 Jan
3 Feb	Choosing Market(s) and Mode(s) of Entry	Ch 7, 8 Burgel and Murray (2000)	28 Jan	4 p.m. 2 Feb
10 Feb	Export, Intermediate and Hierarchical Entry Modes	Ch 9 Ripollés and Blesa (2012)	4 Feb	4 p.m. 9 Feb
SPRING BREAK + INTERNATIONAL TRIP (NO CLASS)				
3 March	The Role of Relationships and Networks in Internationalization	Ch 9, 10 Coviello and Munro (1997)	25 Feb	4 p.m. 2 March
10 March	Product and Pricing Decisions	Ch 11 Solberg et al (2006)	4 March	4 p.m. 9 March
17 March	Distribution Decisions	Ch 12, 13 Reuber and Fischer (2011)	11 March	4 p.m. 16 March
24 March	Sales Decisions	Ch 12, 13 <i>Guest – Moussa Obeid</i>	18 March	4 p.m. 23 March
31 March	Communication Decisions	Ch 12 Bengtsson et al (2010)	25 March	4 p.m. 30 March
7 April	IM&E Capabilities & Implementation Issues	Ch 14 Magnusson et al (2013) Lisboa et al (2011)	1 April	4 p.m. 6 April

* A full list of readings (and publication details) follows on the next page.

LIST OF ARTICLES:

- Bengtsson, A, Bardhi, F and M Venkatraman (2010), How Global Brands Travel with Consumers: An Examination of the Relationship between Brand Consistency and Meaning across National Boundaries, *International Marketing Review*, 27 (5), 519-540.
- Burgel, O and GC Murray (2000), The International Market Entry Choices of Start-up Companies in High-Technology Industries, *Journal of International Marketing*, 8 (2), 33-62.
- Coeurderoy, R and G Murray (2008), Regulatory Environments and the Location Decision: Evidence from the Early Foreign Market Entries of New Technology-Based Firms, *Journal of International Business Studies*, 39, 670-687.
- Coviello, N and H Munro (1997), Network Relationships and the Internationalization Process of Small Software Firms, *International Business Review*, 6 (4), 361-386.
- Lenartowicz, T and JP Johnson (2003), A Cross-National Assessment of the Values of Latin America Managers: Contrasting Hues or Shades of Gray? *Journal of International Business Studies*, 34, 266-281.
- Li, F and NH Shooshtari (2003), Brand Naming in China: Sociolinguistic Implications, *Multinational Business Review*, 11(3), 3-21.
- Lisboa, A, Skarmeas, D and C Lages (2011), Entrepreneurial Orientation, Exploitative and Explorative Capabilities, and Performance Outcomes in Export Markets: A Resource-Based Approach, *Industrial Marketing Management*, 20, 1274-1284.
- Magnusson, P, Westjohn, SA, Semenov, AV, Randrianasolo, AA and S Zdravkovic (2013), The Role of Cultural Intelligence in Marketing Adaptation and Export Performance, *Journal of International Marketing*, 21(4), 44-61.
- Reuber, AR and E Fischer (2011), International Entrepreneurship in Internet-Enabled Markets, *Journal of Business Venturing*, 26, 660-679.
- Ripollés, M and A Blesa (2012), International New Ventures as "Small Multinationals": The Importance of Marketing Capabilities, *Journal of World Business*, 27, 277-287.
- Solberg, CA, Stöttinger, B and A Yaprak (2006), A Taxonomy of the Pricing Practices of Exporting Firms: Evidence from Austria, Norway and the United States, *Journal of International Marketing*, 14 (1), 23-48.

Appendix A:

POTENTIAL RESOURCES

Country Information

Yearbook of industrial Statistics (United Nations)
Statistical Yearbook (United Nations: Update by Monthly Bulletin of Statistics)
Europa Yearbook
OECD Economic Survey
Country Reports (The Economist Intelligence Unit)
Demographic Yearbook (United Nations)
UNESCO Statistical Yearbook
World Factbook (Central Intelligence Agency)

Website Resources

LANIC (Latin American Network Information Center – <http://lanic.utexas.edu>)
European Union Information – http://europa.eu/index_en.htm
Economist Intelligence Unit – <http://www.eiu.com>
Political Risk Services – <http://www.prsgroup.com>
MSU CIBER – <http://globaledge.msu.edu>
UNESCO – www.unesco.org
World Bank Group – <http://worldbank.org>
OECD – <http://www.oecd.org/>
WTO – <http://www.wto.org/>
Industry Canada - <http://strategis.ic.gc.ca>
Export Development Canada - <http://www.edc.ca/Pages/default.aspx>

International Marketing

European Marketing Data and Statistics (Euromonitor)
International Marketing Data and Statistics (Euromonitor)
Consumer Europe (Euromonitor)
Advertising Age International
FINDEX: The Worldwide Directory of Market Research Reports, Studies, and Surveys (Cambridge Information Group Directories)

Directories of Foreign Firms

D & B Europa (Dun and Bradstreet)
Europe's 15,000 Largest Companies (E L C Publishing)
Moody's International Manual (Moody's Investors Services)

Electronic Databases for Journal Articles

These are available from the Library main page under "Databases" and are excellent searchable sources of articles. Examples include: ABI/Inform, Business Source Complete, Emerald, Sage.

Academic Websites for IE (International Entrepreneurship)

IE-scholars (<http://ie-scholars.net>)
Global Entrepreneurship Monitor (<http://www.gemconsortium.org/>)

Appendix B:

**MBA 612 International Marketing & Entrepreneurship - 2015
Article Critique and Application
Assessment Guide**

GRADE	MEANING
A+	Beyond excellent
A	Excellent
A-	Above average
B+	Average
B	Below average
B-	Just adequate
F	Fail (clear gaps, lack of understanding, poorly prepared)

Name: _____

Name: _____

<i>Criteria</i>	<i>Suggestions</i>
Clearly summarizes key points from the article	
Clearly articulates key research conclusions/learning points of the article	
Critiques the article in a reasonable manner (assumptions, methods, arguments etc.)	
Illustrates general and specific concepts from article with relevant business examples (showing ability to 'apply' knowledge)	
Facilitates class discussion regarding the article	
Handles questions in a competent manner	
Provides professional summary material	
Evidence of original thought/analysis	
Concise, clear, jargon free presentation	
Confident, convincing presentation style	
Overall - demonstrates strong practical understanding of the academic arguments in the article and communicates that understanding well	

REMARKS:

Grade: _____