

GMT3422E International Management Syllabus – Winter Semester 2019/20

1. GENERAL COURSE DETAILS

Title:	International Management (GMT3422E)
Language:	English
ECTS-Credits:	6
Level:	Bachelor Advanced level
Participants:	BREM6, BSWP6, BMMWP6, BMFKP6, BMKWE6, BIM4, BEL6, BIB6, BCR6, ISP31, BMA6, BPM6, BWR6
Start of Course:	October 2 nd
Time and Place:	Wednesday, 08:00-09:30, 09:45-11:15 a.m., room W1.3.02, Thursday, 8:00-09:30 a.m., room W1.4.06
SWS:	5 (75 contact hours)
Workload:	The course consists of 5 sessions of 45 minutes per week, summing up to a total of 75 SWS and awards 6 credits for successful completion of the course. It is therefore expected that at least approximately 105 hours are used by the student to prepare case studies for the next session and to review past sessions.
Requirements:	Participants should have completed all the foundation courses in Marketing and Strategic Management. In addition, a high proficiency in English is required (B2), this is not a language course.

2. DESCRIPTION OF COURSE:

Today, international trade is more than export – it is export 2.0, including the need for minimal marketing in the target countries as well as a deep going understanding of how linked markets are today. Therefore, this is an introductory course in international business as it is done in an internationally linked business world – a combination of Strategic Management, Marketing as well as Sales and Distribution Management.

3. LEARNING OBJECTIVES

The following illustrates how the course in International Management supports the Learning Objectives of General Management Education.

Goal	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	Understanding the dependencies between a changing market environment and the related threats and opportunities for small and medium enterprises when it comes to design international business.	Discussions within class, Case Study, Written exam.
2 Creative problem solving skills in a complex business environment	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver service excellence.	Discussions within class, Case Study, Written exam.
3 Research Skills	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver international business	Case Study, written exam.
4 Management of Innovation	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver international business	Case Study, written exam.

5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	Addressing selected questions/problems relating to company/business ethics, e.g. company goals, social responsibility et cetera, linked to the field of international management across cultures and borders.	Discussions within class, Case Study, Written exam.
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4. COURSE CONTENT and CLASS SCHEDULE

The content of the lecture deals with five major management decisions. Each stands for one chapter of the course content:

- Part One – The decision whether to internationalize
- Part Two – Deciding which markets to enter
- Part Three – Market Entry Strategies
- Part Four – Designing the Global Marketing Programme
- Part Five – Implementing and Coordinating the Globale Marketing Programme

Week Date	Topic	Chapter (2016)	Case
1 02-10 03-10 National Holiday	No Lecture		
2 09-10 10-10	Introduction <ul style="list-style-type: none"> • Structure of the book • The different meanings of “global marketing” Globalization <ul style="list-style-type: none"> • The meaning of the value chain in international marketing <i>Part One – The decision whether to internationalize</i> <ul style="list-style-type: none"> • Motives for firms going international • Triggers of export initiation • Export barriers 	0-1, 2	
3 16-10 17-10	<i>Part One – The decision whether to internationalize</i> <ul style="list-style-type: none"> • Three theories explaining firms’ internationalization process • Uppsala model • Transaction cost theory • The network model • “Born Globals” 	3	
4 23-10 24-10	International competitiveness <ul style="list-style-type: none"> • National competitiveness (the Porter diamond) • Competition in an industry (Porter’s five forces) • Value chain analysis (the competitive triangle) • competitive benchmarking) 	4	Zara (Case I.1) – Group 1
5 30-10 31-10	<i>Part Two – Deciding which markets to enter</i> <ul style="list-style-type: none"> • Global Marketing Research • Relevant data types for assessment of market potential in a country • Secondary research • Primary research Political, economic and socio-cultural environment	5-6	Manchester United (Case I.2) - Group 2

	<ul style="list-style-type: none"> • Political risk analysis • Trade barriers • Major trading blocks 		
6 07-11	High- and low-context cultures • National cultures (Hofstede)		Adidas (Case I.3) – Group 3
7 13-11	International market selection • Screening of potential markets • Market expansion strategies • The global product/market portfolio	7	Zalando (Case II.3) – Group 4
8 21-11	<i>Part Three – Market Entry Strategies</i> • Classification of market entry modes • Different approaches to the choice of entry mode • Export modes • Indirect exporting • Direct exporting	8	Porsche (Case II.4) – Group 5
9 27-11 28-11	Intermediate entry modes • Contract manufacturing • Licensing • Franchising • Joint ventures/strategic alliances • Joint venture formation Hierarchical modes • Domestic-based sales representatives • Foreign sales subsidiary • Sales and production subsidiary • Region centres • Transnational organization		Raleigh bicycles (Case III.1) – Group 6
10 04-12 05-12	<i>Part Four – Designing the Global Marketing Programme</i> Product decisions • Standardization or adaptation of products • International service strategies • PLC and IPLC • Product communication alternatives • Branding alternatives • Environmental strategies	10	Guinness (Case IV.2) – Group 7
11 11-12 12-12	Pricing decisions and terms of doing business • Factors influencing international pricing • Price escalation • Experience-curve pricing • Transfer pricing	11-12	IMAX (Case III.4) – Group 8
12 18-12 19-12	Distribution decisions • Structure of the channel (intensive, selective and exclusive) • Managing and controlling distribution channels	13-14	Dyson (IV.3) – Group 9
13 08-01 09-01	Communication decisions • The communication process • Communication tools: Advertising, Public relations Sales promotion, Direct marketing, Personal selling, Viral marketing, Use of Social Media Internationalization	15-16	
14 15-01 16-01	Product decisions • Standardization vs. adaption Service Elements	17	
15	Exam Colloquium		

5. DIDACTICAL APPROACH

The didactical approach is a formal lecture, including both theory and examples, but it is based upon interactive support from the students. In order to achieve an ongoing dialogue – students are invited to work within teams on case studies and to present them in class (see section 6).

The basis for successful sessions is: mutual respect, trust and fairness, which together with involvement, consistency and a willingness to perform and inevitably results in an interesting and stimulating atmosphere in which learning and personal growth can also be fun. A few fundamental rules should be remembered:

- Be present – offline: No smart phones in class
- All relevant material is brought to the sessions, only the relevant material should be read in class – no newspapers et cetera.

6. METHOD OF ASSESSMENT/ WRITTEN EXAM/ CASE STUDY GROUP WORK

The assessment of the course will be based on a final exam. Duration of the exam will be 90 minutes. The exam will be then 100% of the grade.

Nonetheless, interested students have the option to improve their grading on a volunteer base.

Students have the opportunity to improve their results through active participation in solving the group case studies.

In the first week of class, teams of 5 people (not more!) will be formed which will remain together during the whole term. Ensure, that you have mixed nationalities! During the course of the class there will be various group cases, which will be discussed at home and then the solution will be presented by a volunteering team (or randomly selected team) to the whole class. The students should draw their solution during their time of self-study on a transparency foil (or paper if technical equipment is available). Each group has to hand in their transparency solution to the professor at the end of the class (please put the names of all members present on that day on it!!!). A minimum of 9 solutions is needed to qualify for the grading (out of the 11 exercises/cases being discussed). If more than 9 are handed in, the professor will select the best 9 ones. A combined grade will be formed by all the solutions handed in (one grade per group). In case the grade will be better than the exam grade, it will be taken into consideration by the professor and will account for 20% of the grade.

The grading is as follows:

- 1.0 Very good, a performance significantly above the average performance
- 2.0 Good, above average performance
- 3.0 Satisfactory, an average performance
- 4.0 Adequate, a below average performance with noticeable shortcomings
- 5.0 Fail, an unacceptable performance.

7. DOCUMENTS FOR THE LECTURE

The Syllabus, selected slides and all case studies are ready for download on the E-learning-Platform under <http://elearning.hs-pforzheim.de>.

Literature: The course is based on:

Hollensen, S. (2016): Global Marketing, Pearson Education.

PLEASE NOTE:

The book is available as hardcopy more than 60 times in the library for your personal study purposes.

8. LECTURER

Kai Alexander Saldsieder, born 1971, works since 2008 as Professor of General Management and International Business at the Business School of Pforzheim University

During the period from 1990 until 2000 he served as Army-Officer (Armoured Corps, Public Relations Officer, Chief Editor Army Newspaper Bosnia Hercegovina and Croatia). Afterwards, he worked as Business Development Manager in the Consumer Goods Industry (P&G, MGM, Hasbro).

At Pforzheim University Kai Alexander Saldsieder lectures Strategic Management, International Business Development, General Management, Services Marketing as well as Sales and Distribution Management.

Kai Alexander Saldsieder studied Business Management in Germany (Hamburg), the U.S. (Phoenix/Arizona) and England (Henley on Thames).