

Syllabus  
**GMT3422E International Management**  
Prof. Dr. Kai Alexander Saldsieder, M.B.A. (Henley)  
Winter Semester 2022/23

<b>Level</b>	Bachelor	
<b>Credits</b>	6	
<b>Student Contact Hours</b>	5	
<b>Workload</b>	180 hours (75 hours in class and 105 hours self-study)	
<b>Prerequisites</b>	<p>Participants should have completed all the foundation courses in Marketing and Strategic Management.</p> <p>In addition, a high proficiency in English is required (B2), this is not a language course.</p>	
<b>Time</b>	Tuesday	01:45-03:15 p.m.
	Wednesday	08:00-09:30 a.m., 09:45-11:15 a.m.
<b>Room</b>	W1.5.03	
<b>Start Date</b>	Oct, 11th	
<b>Lecturer</b>	<b>Name</b>	Prof. Dr. Kai Alexander Saldsieder, M.B.A. (Henley)
	<b>Office</b>	W2.3.05
	<b>Virtual Office</b>	<a href="https://app.alfaview.com/#/join/alfaview-wur/76ccfdcd-33a9-4f06-93c8-63a02db568c3/68dbf8e7-533f-46bd-8be0-0f8a8d69bc73">https://app.alfaview.com/#/join/alfaview-wur/76ccfdcd-33a9-4f06-93c8-63a02db568c3/68dbf8e7-533f-46bd-8be0-0f8a8d69bc73</a>
	<b>Colloquium</b>	Tuesday 0330-0500 p.m.
	<b>Email</b>	kai.saldsieder@hs-pforzheim.de

### Summary

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.

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes	Course Intended Learning Outcomes	Assessment Method
After completion of the program the students will be able...	After completion of the course the students will be able...	Written Exam
		100%
		Individual
<b>1 Expert Knowledge</b>		
1.1 ...to demonstrate their distinguished and sound competencies in General Business Administration.	...to discuss key terms and concepts in business administration. ...to understand 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 ...to identify and analyse and categorize potential markets for doing international business in terms of market development and with it ...to recognize the various influences by macro-, meso and micro-factors on decision making in drafting an international go-to-market-strategy by applying a strategically oriented analysis process	X
<b>2 Digital Skills</b>		
2.1 ...to know and understand relevant IT software tools used in business and their features and have a solid understanding of digital technologies.	...to recognize the impact of digital communication and technology creating born global businesses as well as using technology in increasing the quality and effectivity of international management	X
<b>3 Critical Thinking and Analytical Competence</b>		
3.1 ...to implement adequate methods in a competent manner and to apply them to complex problems.	...to apply models and frameworks from the fields of internationalization theory, strategic management as well as business development to solve given problems and to design suitable extensions of the basic models in order to deliver effective market development abroad	X
3.2 ...to critically reflect and interpret findings and to develop comprehensive solutions for complex problems.	...to research on managerial models as presented in class ...to suggest their application in given problems and to evaluate their applicability in the light of given case studies	X
<b>4 Ethical Awareness</b>		
...to develop sound strategies in the areas of ethics, sustainable development and social responsibility and are able to apply them to typical economic decision-making problems.	...to address selected questions/problems relating to company/business ethics, e.g. company goals, social and environmental responsibility, linked to the field of international management across cultures and borders	X
<b>5 Communication and Collaboration Skills</b>		
5.1 ...to express complex issues effectively in writing.	...to recognize managerial decisions problems and to describe them precisely.	X
<b>6 Internationalization</b>		
6.1 ...to understand and explain business challenges in an international context.	...to assess organizational requirements and the design of value creating activities in an international setting.	X

## Teaching and Learning 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 smartphones in class
- All relevant material is brought to the sessions, only the relevant material should be read in class – no newspapers et cetera.

## Literature and Course Materials

**Hollensen, S. (2020): *Global Marketing, 8<sup>th</sup> ed., Pearson.***

The course materials (syllabus, lecture notes, case studies) can be downloaded from the e-learning platform at <http://elearning.hs-pforzheim.de>.

## Assessment

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 amount of solutions is needed to qualify for the grading (all case studies -2). The professor will select the best ones, if groups hand in more case studies, than required for grading. 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.

## Schedule

Week Date	Topic		Chapter
1	Introduction <ul style="list-style-type: none"> <li>• Structure of the book</li> <li>• The different meanings of “global marketing” – Globalization</li> <li>• The meaning of the value chain in international marketing</li> </ul>	0-1	
2	<i>Part One – The decision whether to internationalize</i> Motives for firms going international <ul style="list-style-type: none"> <li>• Triggers of export initiation</li> <li>• Export barriers</li> </ul>	2	
3	<i>Part One – The decision whether to internationalize</i> <ul style="list-style-type: none"> <li>• Three theories explaining firms’ internationalization process</li> <li>• Uppsala model</li> <li>• Transaction cost theory</li> <li>• The network model</li> <li>• “Born Globals”</li> </ul>	3	Zara
4	International competitiveness <ul style="list-style-type: none"> <li>• National competitiveness (the Porter diamond)</li> <li>• Competition in an industry (Porter’s five forces)</li> <li>• Value chain analysis (the competitive triangle, competitive benchmarking)</li> </ul>	4	Manchester United
5	<i>Part Two – Deciding which markets to enter</i> Global Marketing Research <ul style="list-style-type: none"> <li>• Relevant data types for assessment of market potential in country</li> <li>• Secondary research</li> <li>• Primary research</li> </ul> Political, economic and socio-cultural environment <ul style="list-style-type: none"> <li>• Political risk analysis</li> <li>• Trade barriers</li> <li>• Major trading blocks</li> </ul>	5	Adidas
6	High- and low-context cultures <ul style="list-style-type: none"> <li>• National cultures (Hofstede)</li> </ul>	6	Zalando
7	International market selection <ul style="list-style-type: none"> <li>• Screening of potential markets</li> <li>• Market expansion strategies</li> <li>• The global product/market portfolio</li> </ul>	7	Tetra Pak
8	<i>Part Three – Market Entry Strategies</i> <ul style="list-style-type: none"> <li>• Classification of market entry modes</li> <li>• Different approaches to the choice of entry mode</li> <li>• Export modes</li> <li>• Indirect exporting</li> <li>• Direct exporting</li> </ul>	8	Porsche
9	Intermediate entry modes <ul style="list-style-type: none"> <li>• Contract manufacturing</li> <li>• Licensing</li> <li>• Franchising</li> <li>• Joint ventures/strategic alliances</li> <li>• Joint venture formation</li> </ul> Hierarchical modes <ul style="list-style-type: none"> <li>• Domestic-based sales representatives</li> <li>• Foreign sales subsidiary</li> </ul>	9-10	Netflix

	<ul style="list-style-type: none"> <li>• Sales and production subsidiary</li> <li>• Region centres</li> <li>• Transnational organization</li> </ul>		
10	<p><i>Part Four – Designing the Global Marketing Programme</i></p> <p>Product decisions</p> <ul style="list-style-type: none"> <li>• Standardization or adaptation of products</li> <li>• International service strategies</li> <li>• PLC and IPLC</li> </ul> <p>Product communication alternatives</p> <ul style="list-style-type: none"> <li>• Branding alternatives</li> <li>• Environmental strategies</li> </ul> <p>Pricing decisions and terms of doing business</p> <ul style="list-style-type: none"> <li>• Factors influencing international pricing</li> <li>• Price escalation</li> <li>• Experience-curve pricing</li> <li>• Transfer pricing</li> </ul>	13-14	Raleigh
11	<p>Distribution decisions</p> <ul style="list-style-type: none"> <li>• Structure of the channel (intensive, selective and exclusive)</li> <li>• Managing and controlling distribution channels</li> </ul> <p>Communication decisions</p> <ul style="list-style-type: none"> <li>• The communication process</li> <li>• Communication tools: Advertising, Public relationsSales pro motion, Direct marketing, Personal selling, Viral marketing, Use of Social Media Internationalization</li> </ul>	15-16	Dyson  Case Voting for Exam
12 29./30.12.	Christmas Holidays		
13 05./06.01.	Christmas Holidays		
14	<p>Product decisions</p> <ul style="list-style-type: none"> <li>• Standardization vs. adaption</li> </ul> <p>Service Elements</p>	17	
15	Back-up session		
16	Exam		

## Lecturer

Kai Alexander Saldsieder is Professor of General Management and International Business at Pforzheim University.

From 1990 to 2000 he was a member of the Bundeswehr (armored force officer: military service, youth officer, editor-in-chief of the field newspaper for Bosnia-Herzegovina and Croatia).

He then worked as a manager in various consumer goods companies (P&G, MGM, Hasbro) in the field of business development.

At the Pforzheim University of Applied Sciences, Kai Alexander Saldsieder gives mostly English-language lectures in the subjects of strategy, business development and general management.

Kai Alexander Saldsieder studied business administration in Germany (Hamburg), the USA (Phoenix/Arizona) and England (Henley-on-Thames).