# INTERNATIONAL MARKETING MANAGEMENT

**4th year**

HIGH DEGREE IN MARKETING & BUSINESS MANAGEMENT

*(TSDMC)*

**Academic year 2014 /2015**

<table>
<thead>
<tr>
<th>Campus:</th>
<th>Pozuelo (Madrid)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors:</td>
<td>Jesús Centenera &amp; Alejandro de Pablo</td>
</tr>
<tr>
<td>Academic Period:</td>
<td>1º Semester</td>
</tr>
<tr>
<td>Year:</td>
<td>4th year</td>
</tr>
<tr>
<td>Type:</td>
<td>BASIC</td>
</tr>
<tr>
<td>Language:</td>
<td>Inglés (English)</td>
</tr>
<tr>
<td>Credits ECTS:</td>
<td>4,5</td>
</tr>
<tr>
<td>Classes per week:</td>
<td>3</td>
</tr>
</tbody>
</table>

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**Departament of**

MARKETING MANAGEMENT

*last update: july 2014*
ÍNDICE

1. FACULTY/PROFESSOR’S CONTACT: ........................................... 3

2. GENERAL DESCRIPTION OF THE SUBJECT & COURSE CONTENT .................................................................................................................. 3

3. STATEMENT OF COURSE GOALS & LIST OF STUDENT LEARNING OUTCOMES: ........................................................................................................... 3

4. COMPETENCES: .................................................................................. 5

5. TRAINING: .......................................................................................... 5

5.1 STUDY PLAN ..................................................................................... 6

5.2 TEACHING METHODOLOGY: ........................................................... 7

6. GRADING PROCEDURES: ................................................................. 8

6.1 COMPULSORY COURSE WORK: ...................................................... 9

6.2 COURSE PARTICIPATION: ............................................................. 9

6.3 FINAL EXAM: .................................................................................. 9

INTERNATIONAL MARKETING MANAGEMENT
HIGH DEGREE IN MARKETING & BUSINESS MANAGEMENT
(TSDMC)

4th year/ 1nd Semester

7. COURSE PROGRAMME: ............................................................ 10

7.1 COURSE OUTLINE: ............................................................... 10

7.2 COURSE CONTENT: ............................................................... 10

9.3 MARKET INFORMATION......................................................... 13

8. RELATIONSHIP BETWEEN THE SKILLS, COURSE CONTENT
AND GRADING PROCEDURES .................................................... 14

9. RECOMMEND READING LIST: .............................................. 15

9.1 SUPPORT MATERIAL: BASIC BIBLIOGRAPHY: .................... 15

9.2 SUPPLEMENTARY BIBLIOGRAPHY: ...................................... 15

9.3 BIBLIOWEB: ....................................................................... 15

INTERNATIONAL MARKETING MANAGEMENT
1. Faculty/Professor’s Contact:

Jesús Centenera Ph.D.
jesus.centenera@esic.edu

Prof. Alejandro de Pablo
Alejandro.depablo@esic.edu

2. General Description of the Subject & Course Content

The course explores the mechanics of screening, entering and efficiently operating in foreign markets. Studies the tasks and decisions involved in selecting markets and choosing mode and sequence of entry, and how to decide whether to follow a standardized approach or adopt a policy of local adaptation.

This makes it necessary to research the foreign market environment, its cultural, socioeconomic, political and legal traits and the characteristics of the existing and potential competition. After making a decision on the mode of entry, in line with its capabilities, the international firm needs to identify the tactical elements of the marketing mix (product, pricing, distribution and promotion) and their degree of local adaptation that best serve its purposes. Finally, the course covers the outline of a full international marketing plan.

3. Statement of Course Goals & List of Student Learning Outcomes:

Course goals:

Prior to taking the course, students are supposed to be fully familiar with basic marketing concepts. Therefore, the course will directly tackle the main theoretical and practical issues of international marketing, in order to give the students the competences described below.
At the end of the course students will have:

1. Acquired a solid understanding of the factors that play a role in the international marketing scene.
2. Become familiar with the advantages and disadvantages of the main internationalization strategies, therefore being in a position to apply this knowledge in a practical manner.
3. Learnt to identify the most relevant marketing characteristics of foreign target markets.
4. Learnt to carry out preliminary foreign market screening.
5. Identified the key elements to research in a foreign market.
6. Mastered the advantages and disadvantages associated with the different modes of entering foreign markets.
7. Learnt how to decide on the adequate entry strategies for different markets, and the corresponding marketing mix, compatible with the capabilities of the international firm and the constraints of the environment.
8. Be capable of establishing a conventional international marketing plan.

As a result, the student will acquire theoretical and practical knowledge about:

- International Marketing Management Trends
- To make an International Marketing Plan
- To develop International Marketing Strategies
4. Competences:

BASIC
CB2 - Students can apply their knowledge to their work or vocation in a professional manner and have competences typically demonstrated through devising and sustaining arguments and solving problems within their field.
CB3 - Students should have the ability to gather and interpret relevant data (usually within their field of study) to inform judgments that include reflection on relevant social, scientific or ethical.
CB5 - Students should have developed those learning skills needed to undertake further study with a high degree of autonomy.

GENERAL
CG1 - Capacity for analysis and synthesis: analyze, synthesize, evaluate and make decisions based on relevant records of information on the status and expected development of a company.
CG15 - Working in an international context.
CG17 - Ability to work in diverse and multicultural environments: recognition and respect for diversity.
CG6 - Ability to analyze, search and discriminate information from different sources: ability to identify sources of relevant economic information, obtain and select relevant information beyond recognition by non-professionals.

SPECIFIC SKILLS
CE1 - Manage and administer the marketing function of a business or organization, understanding their competitive and institutional location and identifying their strengths and weaknesses.
CE9 - Be able to make decisions on the trade variables.
SC7 - Know and apply the basic concepts of the legal system that affects the market and in particular to the company and its decisions.
CE6 - Understand the impact of historical and legal-economic environment in the company and in particular in the area of marketing at national and international level.

5. Training:

<table>
<thead>
<tr>
<th>Class hours</th>
<th>Out of class hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 hs</td>
<td>90 hs</td>
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</table>
5.1 Study Plan

AF01 Lectures and theoretical classes by the teacher on various subjects

<table>
<thead>
<tr>
<th>Hours</th>
<th>Presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 10hs</td>
<td></td>
</tr>
<tr>
<td>Class Hours: 10</td>
<td>100</td>
</tr>
<tr>
<td>Out of class hrs: 0</td>
<td></td>
</tr>
</tbody>
</table>

AF02 Practical seminars

<table>
<thead>
<tr>
<th>Hours</th>
<th>Presence</th>
</tr>
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<tbody>
<tr>
<td>Total: 40hs</td>
<td></td>
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<tr>
<td>Class Hours: 20</td>
<td>50</td>
</tr>
<tr>
<td>Out of class hrs: 20</td>
<td></td>
</tr>
</tbody>
</table>

AF04 Group works

<table>
<thead>
<tr>
<th>Hours</th>
<th>Presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 45hs</td>
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<tr>
<td>Class Hours: 15</td>
<td>50</td>
</tr>
<tr>
<td>Out of class hrs: 30</td>
<td></td>
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</table>

AF06 Readings & Videos

<table>
<thead>
<tr>
<th>Hours</th>
<th>Presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 30hs</td>
<td></td>
</tr>
<tr>
<td>Class Hours: 10</td>
<td>100</td>
</tr>
<tr>
<td>Out of class hrs: 20</td>
<td></td>
</tr>
</tbody>
</table>

AF08 Academic Tutored meetings

<table>
<thead>
<tr>
<th>Hours</th>
<th>Presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 8,5 hs</td>
<td></td>
</tr>
<tr>
<td>Class Hours: 0</td>
<td>100</td>
</tr>
<tr>
<td>Out of class hrs: 8,5</td>
<td></td>
</tr>
</tbody>
</table>

AF11 Exams, following the school general rules and procedures..

<table>
<thead>
<tr>
<th>Hours</th>
<th>Presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total: 1,5 hs</td>
<td></td>
</tr>
<tr>
<td>Class Hours: 0</td>
<td>100</td>
</tr>
<tr>
<td>Out of class hrs: 1,5</td>
<td></td>
</tr>
</tbody>
</table>
5.2 **Teaching Methodology:**

The course will be taught through:

- Conferences class by the teacher with or without powerpoint presentations.

- Audiovisual materials and a variety of websites will be used.

- Likewise, specific documentation on current affairs (cases, readings, articles, etc.) which may provide support for the theoretical explanation will be provided.

- The course will be taught with a practical focus. There will be many case studies added to the theoretical explanations, in order to help students with self-learning.

Students are expected to actively participate and contribute to class discussions, asking and answering questions and making appropriate comments on the issues. We encourage students to analyze case studies, give their opinions and reach their own approaches and proposed solutions. This active involvement is considered very important because it will help students to understand, assimilate and remember the topics covered in class. The overall purpose of trying to attract the attention of students is to promote analytical skills and initiative in order to strengthen the development of their careers, both in the field of international trade or elsewhere.

Given the focus of the course, active student participation in learning is considered essential. The same is achieved through two learning tools:

- First, through practical case-studies at the class. Students will work in groups by themselves, sharing the results of the different groups at the end, and complemented with teacher comments and explanations. Class attendance is not only mandatory, (following the norms of ESIC in this regard to be strictly followed. Furthermore, delays, if frequent and unjustified, may also be subject to some kind of penalty), but it is also essential to learn, through the performance of case studies.

- Secondly, through the preparation of and Internationalization Plan, by group work, that helps students see the various elements of the course together. This activity will be done outside the classroom, and presented at the end of the course to the other classmates.
6. Grading Procedures:

The grading procedure for the degrees is based on a Continuous Evaluation system in which class attendance is obligatory. In order to pass the course students must attend a minimum of 70% of the classes. As stated in the University Academic Guide, the final grade shall be automatically modified based on attendance. This ranges from +1 to -1 depending on the number of absences.

**Grading Procedure:**

<table>
<thead>
<tr>
<th>Evaluation Part</th>
<th>Total Weight</th>
<th>Breakdown</th>
<th>TYPE</th>
<th>Grading Procedures</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclass tests</td>
<td>0%</td>
<td>0%</td>
<td>None</td>
<td></td>
<td>None</td>
</tr>
<tr>
<td>Course work</td>
<td>10%</td>
<td>10%</td>
<td>To be delivered in written plus oral presentation</td>
<td>SEE2</td>
<td>Both individual and group activities</td>
</tr>
<tr>
<td>Course Participation</td>
<td>20%</td>
<td>10%</td>
<td>Group participation of students</td>
<td>SEE1</td>
<td>As per quantity &amp; quality of participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10%</td>
<td>Participation with the class</td>
<td></td>
<td>As per quantity &amp; quality</td>
</tr>
<tr>
<td>FINAL EXAM</td>
<td>70%</td>
<td>70%</td>
<td>As described below</td>
<td>SEE3</td>
<td>Written final exam</td>
</tr>
</tbody>
</table>

**CONTINUOUS EVALUATION CRITERIA**
6.1 Compulsory Course Work:

6.2.1.- Class Case-studies:

During the sessions case-studies are done in class groups. Students who do not participate in at least 70% of these cases do not pass the subject

6.2.2.- Course work: international marketing plan

Development of a draft of an international marketing plan, including a company presentation, selecting relevant markets, selecting the entry form and an outline of the proposed marketing plan.

6.2 Course Participation:

It is a fundamental part of the continuous assessment. Students are expected to attend class and to answer the teacher's questions, as well as express their views. Similarly, in the various case-studies presented during the classes, a personal involvement of each participant is expected.

6.3 Final Exam:

It will take place in the week of general exams on the dates and times indicated by the school secretariat. Students at second or extra convocatories will be evaluated only by this exam.

Structure of the final Exam:

The exam will include five to ten open questions. It is left to the teachers' choice to include also a text related to the subject to comment.
7. Course Programme:

We present the course outline of this subject, to have a synoptic view of the same, and the course content with further detail by modules and issues to be covered at them.

7.1 Course Outline:

1. The Internationalization of business.
2. The Concept of global marketing
3. International environment
4. International country analysis
5. International market entry
6. Product decisions
7. Pricing decisions
8. Distribution in foreign markets

7.2 Course Content:

1. The internationalization of Business

1. Introduction and motives.
   1.1 Management inclinations and background
   1.2 Technological competence
   1.3 Risk diversification
   1.4 Export facilitating agents
   1.5 Economies of scale
   1.6 Extending sales of seasonal product
   1.7 Excess capacity of resources
   1.8 Unsolicited foreign orders
   1.9 Small domestic market
   1.10 Declining domestic market

2. The decision to expand abroad

3. Internationalization stages
2. International Environment
   2.1. Major influencing factors
   2.2. Economic forces
   2.3. Socio-cultural forces
   2.4. Political / legal forces
   2.5. Government influences
      2.5.1. Government encouragement
      2.5.2. Government impediments
   2.6. State trading
   2.7. Competition

3. The Concept of Global Marketing
   3.1. Introduction
   3.2. Essentials of international marketing
   3.3. International marketing management
   3.4. International marketing orientations
      3.4.1. Domestic Market Extension
      3.4.2. Multi-domestic Orientation
      3.4.3. Global Marketing
   3.5. Product adaptation vs. product standardization

4. International country analysis
   4.1. Introduction
   4.2. Preliminary market research
      4.2.1. Criteria used and information needed
      4.2.2. Selection method
   4.3. Further research
   4.4. Analysis
   4.5. Main difficulties in international market research
   4.6. Sources of information

5. International market entry
   5.1. Introduction
   5.2. Indirect exporting
      5.2.1. Trading companies
      5.2.2. Local buying offices
      5.2.3. Export trade associations
      5.2.4. Piggy-back exporting
   5.3. Direct exporting
      5.3.1. Choosing representatives
      5.3.2. Middlemen selection
      5.3.3. Training and motivating middlemen
      5.3.4. Common mistakes
   5.4. Foreign manufacturing
      5.4.1. Foreign assembly
      5.4.2. Contract manufacturing
5.4.3. Licensing
5.4.4. Joint-ventures
5.4.5. Wholly-owned foreign manufacturing
5.5. Selection of mode of entry. Relevant criteria.
5.6. Evaluation of market entry alternatives
5.7. An overview of foreign-market entry methods

6. Products for international markets
6.1. Introduction.
6.2. Product policy
6.3. Physical or mandatory requirements and adaptation.
6.4. Product life cycle and adaptation
6.5. Alternative strategies
6.6. Product acceptance
6.7. Analysis of characteristics of innovations
6.8. Analysis of product components
   6.8.1. The core component
   6.8.2. The packaging component.
   6.8.3. The support services component

7. International pricing
7.1. Introduction
7.2. Determinant factors of an export price.
   7.2.1. Costing.
   7.2.2. Pricing.
   7.2.3. Market and customer conditions.
   7.2.4. Legal and political issues.
   7.2.5. Company's policy on prices and marketing mix
7.3. Export pricing strategy
   7.3.1. Experience-curve pricing
   7.3.2. Skimming the market
   7.3.3. Penetration pricing
   7.3.4. Pricing on a cost-plus basis
7.4. Export price escalation

8. Distribution in foreign markets
8.1. Introduction
8.2. Marketing through distributors
   8.2.1. Distributor selection
   8.2.2. Distribution agreement
   8.2.3. Pricing and marketing support by exporter.
8.3. Marketing directly. Wholesaling in foreign markets.
8.4. Retailing in foreign markets.
8.5. Retailers functions
8.7. Retail power.
8.8. Internationalization of retailing
9. **International marketing plan**
   9.1. Preliminary analysis.
   9.2. Basic information
   9.2.2. Economic information.
### 8. RELATIONSHIP BETWEEN THE SKILLS, COURSE CONTENT AND GRADING PROCEDURES

<table>
<thead>
<tr>
<th>Competences</th>
<th>Course Schedule</th>
<th>Subjects</th>
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<th>Weight</th>
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<tr>
<td>CB2 - CB3 -</td>
<td></td>
<td>AF01</td>
<td>Acquired and evaluated along the exposure of the entire course of the subject</td>
<td>70%</td>
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<tr>
<td>CG1 - CG15 - CG17 - CG6 -</td>
<td></td>
<td>AF02</td>
<td></td>
<td>70%</td>
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<tr>
<td></td>
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<td>AF04</td>
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<td></td>
<td></td>
<td>AF06</td>
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<tr>
<td>Specific Skills:</td>
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<tr>
<td>CE1 - CE9 - CE7 - CE6 -</td>
<td></td>
<td>AF01</td>
<td>Compulsory Works and participation</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AF02</td>
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<tr>
<td>Overall Weight</td>
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</tbody>
</table>
High Degree in Marketing & Business Management  
(TSDMC)  
4th year/ 1nd Semester

9. Recommend Reading List:

9.1 Support Material: Basic Bibliography:


9.2 Supplementary Bibliography:


Hollensen, Svend. Global Marketing: A Decision-Oriented Approach (Financial Times (Prentice Hall)). 5 edition (8 July 2010)

9.3 BiblioWeb:

The company Global Marketing has created an exhaustive directory, both in Spanish and English, of free access at www.globalnegotiator.com

The website of the Spanish Exports & Investment Promotion (www.icex.es/) is also highly recommended

Note: As stated in our Documentation Policy, books or other documents in the basic Bibliography, which are necessary for the class, shall be available to students through the library or bookshop, this is subject to each Campus. We acknowledge that the purchase of course material by students is voluntary and by no means obligatory. Each book or document shall be described in the following way: Title, Auteur, year of Publication and Editorial, and where possible the ISBN number.