



University of North Carolina at  
Greensboro  
Bryan School of Business and  
Economics  
MBA 733-71D: International  
Marketing Management  
Summer 2013 (June 24-August 5)

*This syllabus is subject to change as the semester progresses to accommodate instructional and/or student needs.*

**Instructor:** Nir Kshetri, Ph D

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### Required Text

Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing, 2013, 16/e, ISBN: 0073529974.

[http://highered.mcgraw-hill.com/sites/0073529974/information\\_center\\_view0/supplements.html](http://highered.mcgraw-hill.com/sites/0073529974/information_center_view0/supplements.html)



### Course catalog description

Activities that direct the flow of products to markets in a transnational, transcultural context; transcultural consumer behavior; channel strategy, physical distribution, promotion, and pricing.

### STUDENT LEARNING OUTCOMES:

At the completion of the course, students will be able to:

- 1) Describe international marketing (IM) and the international marketing process.
- 2) Identify the major trends and forces that are changing the global marketing landscape.

- 3) Evaluate international marketing information for decision making.
- 4) Evaluate the obstacles and challenges in building and managing brands in international markets
- 5) Analyze the changes in international marketing strategies during the product's life cycle.
- 6) Evaluate the internal and external forces that influence an organization's international marketing strategy.
- 7) Evaluate the attractiveness of international market segment from a target market perspective.
- 8) Evaluate the roles of ethics in international marketing activities.
- 9) Apply the tools and concepts learnt in the course to develop a customer-driven international marketing strategy and mix.

## **Format**

This online course requires you to participate in online discussion, take quizzes and exams online, doing assignments and analysing cases. A tentative outline of activities is provided in this syllabus.

## **Evaluation Items**

Blackboard discussion is an important component of this course. You are expected to login regularly, read other course participants' posts and post to the discussion topics (at least **ten** posts are required). The purpose of online discussions is to supplement the materials covered in class. Your postings enhance and enrich not only your own learning but also that of your fellow course participants. Please feel free to post anything that contributes to our learning of marketing.

Two of the posts are required to be on the forum "Online video contribution". Your posts on this forum free videos available online (e.g., YouTube) to help learn understand some concepts related to international marketing. One of them will be your original post and the other will be your comments on one or more posts of others participants' on this forum. Please visit the forum for more information.

**I will provide examples on the blackboard.**

At least two of the posts are required to be on readings from the folder "Additional cases and articles for online discussion" in the course document area. I will create a forum for each article/case in this folder.

Your posts are evaluated using the following criteria:

- a) Have you done additional research and included source(s) of your information? You need to include each reference in its complete form, not just the link.
- b) Have you connected your discussion with materials from your textbook or those discussed in the class?
- c) Have you connected your posts with the current business related events (some of them)?
- d) Do your posts refer to other course participants' posts (some of them)?
- e) Are your posts uniformly distributed throughout the session?
- f) Are they sufficient long (that is, at least 2 paragraphs)?
- g) Are they insightful and provide the reader with new ideas?

The last day for posting on the discussion board is **August 4, 2013**. Please copy all of your posts in **ONE** word document and email me before the end of the semester. Make sure that each post has the date you posted on the blackboard.

***Weekend Puzzles/challenges***

There will also be a forum on Weekend Puzzles/Challenges. Posts in this forum are expected to be about two paragraph-long. I will post puzzles/challenges by Friday and you must post your response by Sunday. You need to cite the references and apply some IM concepts from the book. Best answers for each puzzle/challenge will be awarded 10 extra credit points. Up to three posts in this forum can count towards the required ten posts. However, you can respond to as many puzzles/challenges as you like.

***Exam 1 (100 points)***

More details about this exam will be available on the Blackboard. Please inform the instructor immediately if you experience a technical problem in taking a test on the Blackboard.

***Exam 2 (100 points)***

More details will be available on the Blackboard. Please inform the instructor immediately if you experience a technical problem in taking a test on the Blackboard.

***Exam 3 (200 points)***

Details will be announced on the blackboard. Please inform the instructor immediately if you experience a technical problem in taking a test on the Blackboard.

***Case Analyses (350 points)***

You are required to submit a written analysis of the following two cases. At the very least, you are required to summarize the case, answer the questions at the end and provide actionable and operational recommendations to the company.

The first case carries 150 points. The second case carries 200 points.

**Details are available on the Blackboard.**

**GRADING SCALE:**

*Points possible for the various evaluation components are summarized below:*

Component	Points possible
Online Attendance, Participation and Contribution	250

	Exam 1	100
	Exam 2	100
	Exam 3	200
	Individual assignment 1 (Case 1)	150
	Individual assignment 2 (Case 2)	200
	Total	1,000

The following scoring system will be used for the final grade.

Score	Grade	Score	Grade
945 – 1,000	A	790 – 819	B-
910 – 944	A-	760 – 789	C+
870 – 909	B+	740 – 759	C
820 – 869	B	0 – 739	F

The following criteria will apply to the grading of assignments.

A: Work that demonstrates not only a clear understanding of the material under study, but also a superior ability to utilize that material in the assignment. All criteria are met. The student’s work goes beyond the task and contains additional, unexpected or outstanding features.

B: Work that demonstrates a good understanding of the material under study, and utilizes the material well in the assignment. The student meets the assignment criteria, with few errors or omissions.

C: Work that fails to demonstrate a basic or technical understanding of the material under study, and fails to use relevant material in the assignment. Work may not address one or more criteria or may not accomplish what was asked.

F: Work that is incomplete, inappropriate and/or shows little or no comprehension of the material under study.

## TENTATIVE COURSE SCHEDULE

Week	Detail	Remarks
1 (June 24- June 30)	<ul style="list-style-type: none"> <li>• The Scope and Challenge of International Marketing</li> <li>• Culture, Management Style, and Business Systems</li> <li>Case presentation</li> <li>• The Political Environment</li> <li>• Case discussion: The Not-So-Wonderful World of EuroDisney (pp. 612-616)</li> </ul>	<ul style="list-style-type: none"> <li>• Chapters 1, 5, 6</li> <li>• Handouts</li> </ul>
2 (July 1- July 7)	<ul style="list-style-type: none"> <li>• The International Legal Environment: Playing by the Rules</li> <li>Developing a Global Vision through Market Research</li> </ul>	<ul style="list-style-type: none"> <li>• Chapters 7, 8, 11</li> <li>• Handouts</li> <li>• Exam 1 (Will be</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Global Marketing Management: Planning and Organization</b></li> </ul>	<ul style="list-style-type: none"> <li>available: 5 PM on July 5 to 5 PM on July 7).</li> <li>• <b>Case 1 due July 7.</b></li> </ul>
3 (July 8- July 14)	<ul style="list-style-type: none"> <li>• Products and Services for Consumers</li> <li>• Products and Services for Businesses (Chapter 13 in 14<sup>th</sup> edition)</li> <li>• International Marketing Channel</li> <li>• <b>Post on one of the Readings: # 1, #2, # 3, #4.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Chapters 12, 13, 14</li> <li>• Handouts</li> <li>• <b>Readings: # 1, #2, # 3, #4</b></li> <li>• <b>Exam 2 (Will be available: 5 PM on July 11 to 5 PM on July 13).</b></li> </ul>
4 (July 15- July 21)	<ul style="list-style-type: none"> <li>• <b>Global e-commerce, outsourcing and offshoring</b></li> <li>• <b>Global issues in data privacy and security</b></li> <li>• <b>Post on any two of the Readings: #5, #6, # 7, #8, #9, # 10, #11, #12.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Readings: #5, #6, # 7, #8, #9, # 10, #11, #12.</b></li> <li>• Handouts</li> </ul>
5 (July 22- July 28)	<ul style="list-style-type: none"> <li>• Integrated Marketing Communications and International Advertising</li> <li>• Pricing for International Markets</li> <li>• <b>Post on one of the Readings: # 13, #14 or #15</b></li> </ul>	<ul style="list-style-type: none"> <li>• Chapters 16, 18</li> <li>• Handouts</li> <li><b>Readings: # 13, #14 or #15</b></li> </ul>
6 (July 29- August 4)	<ul style="list-style-type: none"> <li>• <b>Negotiating with International Customers, Partners and Regulators</b></li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 19</li> <li>• <b>Exam 3 (Will be available: 5 PM on August 1 to 5 PM on August 3).</b></li> </ul>
7 (August 5)	<ul style="list-style-type: none"> <li>• Case 2 preparation/submission</li> </ul>	<ul style="list-style-type: none"> <li><b>Case 2 due August 5.</b></li> </ul>

Slides and handouts are available in the “Course Document” section of the Blackboard

**Articles required**

1. Kshetri, Nir and Ralf Bebenroth (2012) “Cross-National Heterogeneity in Retail Spending: A Longitudinal Analysis of Regulatory and Industry Factors,” *Journal of Macromarketing*, December, 32(4), 374-389.

2. Bebenroth, Ralf, Nir Kshetri and Reinhard Hunerberg (2013), "Foreign Firms' Access to the Japanese Market", *European Journal of International Management*.
3. Kshetri, Nir (2010) "Cloud Computing in Developing Economies", *IEEE Computer*, October 43(10), pp. 47-55.  
[http://libres.uncg.edu/ir/uncg/f/N\\_Kshetri\\_Cloud\\_2010.pdf](http://libres.uncg.edu/ir/uncg/f/N_Kshetri_Cloud_2010.pdf)
4. Kshetri, Nir (2009) "The Evolution of the Chinese Online Gaming Industry," *Journal of Technology Management in China*, 4(2), 158-179.  
[http://libres.uncg.edu/ir/uncg/f/N\\_Kshetri\\_Evolution\\_2009.pdf](http://libres.uncg.edu/ir/uncg/f/N_Kshetri_Evolution_2009.pdf)
5. Kshetri, Nir, Ralf Bebenroth, Nicholas C. Williamson (2013). Cross-national Variation in E-retail Spending: Evidence from Longitudinal Country-Level Data. <http://www.rieb.kobe-u.ac.jp/academic/ra/dp/English/DP2010-29.pdf>
6. Kshetri, Nir (2007) "Institutional Factors Affecting Offshore Business Process and Information Technology Outsourcing", *Journal of International Management*, 13(1), 38-56.  
[http://libres.uncg.edu/ir/uncg/f/N\\_Kshetri\\_InstitutionalFactors\\_2007.pdf](http://libres.uncg.edu/ir/uncg/f/N_Kshetri_InstitutionalFactors_2007.pdf)
7. Kshetri, Nir and Nikhilesh Dholakia (2002), "Determinants of the Global Diffusion of B2B E-Commerce," *Electronic Markets*, 12(2), 120-129.  
[http://libres.uncg.edu/ir/uncg/f/N\\_Kshetri\\_Determinants\\_2002.pdf](http://libres.uncg.edu/ir/uncg/f/N_Kshetri_Determinants_2002.pdf)
8. Kshetri, Nir (2013). "Privacy and Security Issues in Cloud Computing: The Role of Institutions and Institutional Evolution", *Telecommunications Policy*.
9. Kshetri, Nir (2013). "Cybercrimes in the Former Soviet Union and Central and Eastern Europe: Current Status and Key Drivers," *Crime, Law and Social Change*.
10. Kshetri, Nir and San Murugesan (2013). "EU and US Cybersecurity Strategies: Impacts on Businesses and Consumers", *IEEE Computer*.
11. Kshetri, Nir (2013). "Cyber-victimization and Cybersecurity in China," *Communications of the ACM*, 56(4), 35-37.
12. Kshetri, Nir and San Murugesan (2013). "Cloud Computing and EU Data Privacy Regulations" *IEEE Computer*, March 86-89.
13. Kshetri, Nir, Nicholas C. Williamson and Andreea Schiopu (2007) "Economics and Politics of Advertising: Evidence from the Enlarging European Union," *European Journal of Marketing*, 41 (3/4), pp. 349-366. [http://libres.uncg.edu/ir/uncg/f/N\\_Kshetri\\_Economics\\_2007.pdf](http://libres.uncg.edu/ir/uncg/f/N_Kshetri_Economics_2007.pdf)
14. Kshetri, Nir (2012). "Cloud Computing in India," *IEEE IT Professional*, 14(5), September/October, pp. 5-8.
15. Kshetri, Nir and S. Acharya (2012). "Mobile Payment in Emerging Markets," *IEEE IT Professional*, 14(4) July/August, 9-14.

**ACADEMIC INTEGRITY POLICY:** Students are responsible for becoming familiar with the Academic Integrity Policy in all its aspects and for indicating their knowledge and acceptance of the Policy by signing the Academic Integrity pledge on all major work submitted for the course. Specific information on the Academic Integrity Policy may be found on the UNCG web site at <http://academicintegrity.uncg.edu>

**ATTENDANCE POLICY:** You are expected to attend all classes and participate in discussions. Although absence from class will not directly affect your grade, experience has shown that good attendance is important to success in the course.

**ADDITIONAL REQUIREMENTS:** You may be permitted to submit an assignment up to one week late if special circumstances arise. If so, a penalty of one letter grade will be assessed, and no other late submissions will be permitted.

The Bryan School faculty has approved a set of guidelines for the conduct of classes. They can be found at:

[http://www.uncg.edu/bae/faculty\\_student\\_guidelines\\_sp07.pdf](http://www.uncg.edu/bae/faculty_student_guidelines_sp07.pdf)

## Instructor Information

Nir Kshetri is Associate Professor (effective July 2013: Professor) at Bryan School of Business and Economics, The University of North Carolina-Greensboro (UNCG). He is a research fellow at Research Institute for Economics & Business Administration - Kobe University, Japan. Nir holds a Ph D in Business Administration from University of Rhode Island; an M.B.A. from Banaras Hindu University (India); and an M. Sc. (Mathematics) and an M. A. (Economics) from Tribhuvan University (Nepal). His undergraduate degrees are in Civil Engineering and Mathematics/Physics from Tribhuvan University.

Nir's previously held positions include faculty member at Management School, Kathmandu University (Nepal) and visiting lecturer at Management School, Lancaster University (U.K.). He has *held visiting professorship* in a number of universities including Kobe University, Japan, European Business School, Paris, France, Bad Mergentheim Business School, Baden-Wuerttemberg, Germany, Transatlantik-Institut, Fachhochschule Ludwigshafen am Rhein, Germany and Konrad Lorenz University, Bogota, Colombia. During 1997-99, Nir was a consultant and a trainer for the Food and Agricultural Organization (FAO) of the United Nations, German Technical Cooperation (GTZ) and Agricultural Development Bank of Nepal.

Nir is an Advisory Council member of the Pacific Telecommunications Council (2011-2015). He is a faculty senate member and have headed and served on a number of committees in UNCG. He also served as a Board Member of the Communities in Schools of Greater Greensboro (2004-2007) and on International Business Advisory Board, University of Minho, Braga, Portugal (2009). Since 2010, Nir has served as a jurist for the Intelligent Community Forum.

Nir's books *Global Entrepreneurship: Environment and Strategy* (Routledge: New York) is due to be published. He is also the author of *Cybercrime and Cybersecurity in the Global South* (Palgrave 2013) (<http://www.palgrave.com/products/title.aspx?pid=583038>), *The Global Cyber-crime Industry: Economic, Institutional and Strategic Perspectives* (Springer-Verlag: Berlin, Heidelberg, New York, 2010) (<http://www.springer.com/business/media+management/book/978-3-642-11521-9>) and *The Rapidly Transforming Chinese High Technology Industry and Market: Institutions, Ingredients, Mechanisms and Modus Operandi* (Caas Business School, City of London and Chandos Publishing: Oxford, 2008).

Nir has published sixty five journal articles in journals such as *Foreign Policy*, *European Journal of Marketing*, *Journal of International Marketing*, *Third World Quarterly*, *Asia Pacific Journal of Marketing and Logistics*, *Journal of International Management*, *Communications of the ACM*, *IEEE Computer*, *IEEE Security and Privacy*, *IEEE Software*, *Electronic Commerce Research*, *Electronic Markets*, *Small Business Economics*, *Thunderbird International Business Review*, *Telecommunications Policy*, *Journal of International Entrepreneurship*, *Crime Law and Social Change*, *Electronic Commerce Research and Applications*, *Information*, *Baltic Journal of Management*, *IT Professional*, *Journal of Health Organization and Management*, *Journal of Developmental Entrepreneurship*, *International Journal of Health Care Quality Assurance*, *Journal of Electronic Commerce Research*, *Journal of Computer Information Systems*, *Journal of Technology Management in China*, *First Monday*, *Pacific Telecommunications Review*, *Marketing Management Journal*, *The Pacific Asia Journal of AIS*, *Emerald Emerging Markets Case Studies*, *Journal of Interdisciplinary Mathematics*, *Journal of Asia Pacific Business and International Journal of Cases on Electronic Commerce*. He has also contributed about two-dozen chapters to several books including *Outsourcing and Offshoring* (Cambridge University Press, New York, 2010), and *Handbook of Technology Management* (Wiley, 2010).

Various United Nations Agencies such as International Telecommunications Union, Comisión Económica para América Latina y el Caribe (CEPAL) and the Internet Governance Forum, the US Army War College and private organizations have invited him to give talks on cybersecurity and other topics. Nir has travelled to about seventy countries. He has given lectures or presented research papers (over 130) at various national and international conference in Azerbaijan, Canada, Chile, China, Colombia, Czech Republic, Denmark, Dominican Republic, Ecuador, Estonia, France, Germany, Greece, Guatemala, Hungary, India, Italy, Japan, Malaysia, Morocco, Nepal, New Zealand, Oman, Portugal, Romania, South Africa, South Korea, Singapore, Sweden, Switzerland, Thailand, Taiwan, the Philippines, the U.K., the U.S., Tunisia, **Turkey** and Uganda.

Nir is a two-time winner of the Bryan School Teaching Excellence Award (2012 and 2008). He was also a finalist in the 2009 UNCG Alumni Teaching Excellence Award. In February 2012, his paper was the winner of a Best *paper* award at the 5<sup>th</sup> International Conference on Information Systems and Economic Intelligence (SIEE) (Tunisia). A 2012 study ranked him # 2 in terms of the number of articles published in *Journal of International Management* over a 13-year period (1998-2010). Nir received Emerald Literati Network 2010 Award for Excellence for the article, "The evolution of the Chinese online gaming industry," published in the *Journal of Technology Management in China*. Nir is also a two time winner of the Pacific Telecommunication Council's Meheroo Jussawalla Research Paper Prize (2010 and 2008) and a finalist in the *Management and Organization Review* (MOR) Best Paper Award in the China Goes Global Conference organized by the Harvard University (October, 2008). Nir was also the runner up in the 2004 dissertation competition of the American Marketing Association's Technology and Innovations Special Interest Group and the winner of the 2001 Association of Consumer Research/Sheth Foundation dissertation award. He also won the first place in the Pacific Telecommunication Council's Essay competition in 2001 and second place in the same competition in 2000. In May, 2006, the Information Resources Management Association



(IRMA) presented Nir with the Organization Service Award for the Best Track Chair in the IRMA 2006 International Conference. During 2002-10, Nir ranked 8<sup>th</sup> -13<sup>th</sup> among the most popular authors of the NetAcademy Universe.

Nir has been interviewed by *WFMY News 2* on various topics such as cloud computing, cybersecurity, Google's Safari Tracking *cookies controversy* and Google's privacy policy. In May 2011, HPC in the Cloud published a video-interview with Nir "Video Feature: The Cloud's Criminal Element" ([http://www.hpcinthecloud.com/hpccloud/2011-05-17/video\\_feature\\_the\\_clouds\\_criminal\\_element.html](http://www.hpcinthecloud.com/hpccloud/2011-05-17/video_feature_the_clouds_criminal_element.html)). Nir's works have also been featured in *Foreign Policy's Global Newsstand* section (a publication of the Carnegie Endowment for International Peace), *East-West Center News* and in *Providence Journal*. He was pictured in the front page of *Jamestown News* on October 6, 2010. He was also pictured in the front page of *Global Perspective*, a publication of the Fox School's Temple CIBER and Institute of Global Management Studies (Fall 2004). Nir has been interviewed and/or quoted in over 60 magazines and newspapers published from Australia, Brunei, Canada, China, Colombia, France, India, Italy, Japan, Malaysia, Mexico, Morocco, New Zealand, Qatar, Tanzania, Thailand, the Philippines, the U.S., United Arab Emirates and other countries including HPC in the Cloud, *Foreign Policy*, *Telecommunications*, *Simply Security*, *The Business Journal of the Greater Triad Area*, *Jamestown News*, *Greensboro News and Record*, *El Nuevo Herald*, *Mother Nature Network*, *Gulf-Times.com*, *The Times of India*, *news24.com*, *Canoe.ca*, *key4biz.it*, *aufaitmaroc.com*, *rtbf.be*, *livemint.com*, *World News Australia*, *Brunei Times*, *Leadership Magazine* and *High Point Enterprise*. Nir's work has been featured at the UNCG homepage (<http://ure.uncg.edu/prod/inspirechange/2011/12/02/head-in-the-cloud/>).

## Head in the cloud

***Dr. Nir Kshetri has become a go-to source  
for cybersecurity*** ▶





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MBA 733-71D: International  
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*Please submit this form by July 5, 2011. You can copy and paste in an email message.*

Your full name

The name you preferred to be called

Your hometown

Your telephone number

Your educational and career goal

Other information you would like me to know about you