

MKT 202 INTERNATIONAL MARKETING

Dr. Matti J. Haverila
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Course hours: THU 11.00-14.00
 Course room: LT303
 Contact info: Tel. 03-2647895 (work), Room LT 218
 Office Hours: Tue 09.00-10.00
 E-Mail: Matti.Haverila@tpu.fi
 Course E-Mail: mk202eb-2@mail.tpu.fi
 Text: Michael R. Czinkota, Ilkka A. Ronkainen: International Marketing. 6th edition. Harcourt Brace. 2001. ISBN: 0-03-031378-3.

Course outline

MODULE 1

Week 35

Introduction and description of the class
 Country presentation: [Example Finland](#)
 Show and Tell assignments
 Final Project
 Grading
 Final exam and quizzes

Read:

None.

Assignment:

Ask questions regarding the class.

Assignment:

Describe your personal data and your expectation regarding the class. Please return at the end of the first session.

MODULE 2

Week 36

Lecture 1:

International Marketing Imperative.

This introductory chapter intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Lecture 2: International Trade Institutions and U.S. Trade Policy.

This chapter begins by discussing the influence of trade on selected historic developments. It explains that trade, even though only one component of the broad spectrum of human activities, has an over-proportional impact on all of our lives. The chapter also describes world trade policy, with a particular focus on the U.S. position in international trade. It highlights that in the past 30 years, the United States has gone from an international trade leader to a major partner with other trading nations. Further discussed are policy goals, which both hinder and encourage international marketing activities.

Read: Chapters 1 and 2 in Czinkota.

Assignment: Show and Tell 1 (Team Apple).

MODULE 3 **Week 37****Lecture 3:** The Cultural Environment.

This chapter focuses on cultural impacts on international business. As the international dimension becomes more important to every type of business, the need for cultural sensitivity becomes more acute. Although no chapter, nor any written material for that matter, can do proper justice to the topic of culture, the chapter outlines three topics: (1) the concept of culture, (2) the elements of culture, and (3) the possible ways in which international managers can deal with the cultural environment. The chapter emphasizes the need to go beyond the factual information, beyond discussing the elements of culture elaborated upon in the chapter with the understanding that "one really does not learn culture, one lives it." The rationale for discussing the factual dimension of culture is to make the student aware of the multidimensionality of culture and to sensitize the student to the individual elements of culture as well as their interaction.

A very understandable tendency is to treat culture as a "soft" topic and only in anecdotal fashion. The discussion on culture has to be far more than a rehashing of previous years' business blunders. Anecdotes do serve a role but only as examples of the frameworks presented.

Lecture 4: The Economic Environment.

This chapter introduces the most basic variables that international marketers use in screening foreign markets for both short-term and long-term opportunity. These are economic variables relating to the individual market's characteristics: (1) population, (2) income, (3) consumption patterns, (4) infrastructure, (5) geography, and (6) attitudes towards foreign involvement in the economy. The variable groups discussed are the major ones; a number of others exist as even the most casual perusal of any statistical handbook will reveal. The form the basis for the analysis on two critical questions for the international marketer: (1) what is the (potential) size of the market, and (2) what are the unique characteristics of each of the markets as well how might they be similar. These variables are easily accessible from secondary data bases

provided by both individual countries, such as the Statistical Abstracts, as well as larger entities such as the OECD (Organization for Economic Cooperation and Development) and the United Nations. Since the volume of these data is overwhelming, the international marketer has to decide which groups of variables to use in order to facilitate decision making. It is also important to realize that they usually have to be used in conjunction with other data, which allow their proper interpretation. The chapter focuses on economic integration highlighting the challenges faced by international marketers as well as possible reactions to these challenges. While the focus is on the European Union (EU) and on NAFTA, discussions on other integrative efforts are also included. Furthermore, the implications of the "triad" consisting of the Americas, Asia, and Europe forming the major three trading blocs is presented.

Read: Chapters 3 and 4 in Czinkota.
Assignment: Country Presentation due (Team Parsley). (40 minutes max)
Assignment: Show and Tell 2 (Team Orange).

MODULE 4 Week 38

Lecture 5: The Financial Environment.

Sales in the international market place, regardless of size of the transaction, are determined by the financing arrangements. With exports becoming more and more important to many countries, support systems for financial assistance emerge to help especially smaller and medium-sized businesses in this field. Large-scale projects are always sold on financing arrangements playing a major role. The first objective, therefore, of the chapter is to show the importance of credit as a marketing tool. The second element of the financial environment of import to the international marketer, is risk and its three dimensions: (1) commercial risk, (2) political risk, and (3) foreign exchange risk.

Since very few companies can handle the management of either credit or financial risk on their own, a considerable segment of the chapter is dedicated to a discussion of the institutions and their programs, which are available for financing assistance.

Lecture 6: The International Political and Legal Environment

This chapter intends to sensitize students to political and legal issues. A broad range of discussion is devoted initially to home country political and legal activities. Here it is highlighted how strictly domestic actions can affect the international competitiveness of firms. The discussion of embargoes, sanctions, and export controls stress how difficult it is to enforce such actions, particularly in the world where multilaterally coordinated efforts are scarce in the trade arena. Import controls are evaluated in the context of their initial objectives and their subsequent results.

Frequently it is found that temporary measures become permanent, and that actions taken to provide a temporary respite wind up as privileged rents for vocal constituencies. The regulation of international business behavior is addressed, with a particular focus on antitrust and bribery issues. Even though such regulations may inhibit the activities of firms, they may be important to maintain due to a nation's legal and ethical priorities.

The political risk in host countries is evaluated with a particular focus on expropriation, confiscation, and domestication. Students need to understand that risk is always present internationally, and that in the event of major occurrences, little government help is available from the home country. It is therefore important to be a good corporate citizen. However, one alternative open to firms is to try to influence politics and laws. The extent and effect of such lobbying efforts are demonstrated.

When entering a foreign market, every company encounters an entirely new foreign legal environment to which it must adapt in order to be successful.

Read: Chapters 5 and 6 in Czinkota.
Assignment: Country Presentation due (Team Chives: Brasil). (40 min. max)
Assignment: Show and Tell 3 (Team Peach)

MODULE 5 Week 39

Lecture 7: Building the Knowledge Base.

This chapter highlights secondary and primary data collection. Secondary research, discussed first, is usefulness as a low-cost, low-commitment, and high-utility information tool. The beginning internationalist is faced with a multitude of new environments. As a result, management must understand the new parameters (e.g., duties, exchange rates), the increased number of factors, and the broader definition of competition in its marketing research activities. However, since the cost of the research must be in relation to the expected benefits, limits exist for the extent of research efforts.

It is therefore useful to seek recourse to secondary data in order to get a "first cut" at international information. Yet in doing so, it is important to evaluate the data quality and fit for the problem under study. Since secondary data are rarely collected for the specific purpose of the firm it is important to make creative inferences from these data in order to obtain information useful to management.

Unlike secondary, primary research is conducted to fill specific information needs of management. Exploratory and descriptive research are explained, and the desire of the firm to obtain quick and low-cost answers is highlighted. Centralized research can provide a great degree of control to headquarters, yet it also undermines the ability of local marketing operations to be responsive to local needs.

Primary research can collect both quantitative and qualitative data. The usefulness of these data depends on the question which management needs to have answered. In all instances, however, great attention must be paid to the design of the research

instrument in order to make it responsive to the environment of the market under study.

Frequently corporations also design a marketing information system to obtain long-term information. Some research tools examined here are environmental scanning, delphi studies, and the building of scenarios. Having such long-term information and projections available may not permit the company to precisely forecast future developments. However, management can train its ability to respond to different situations by understanding possible future developments and honing its response capability to them.

Lecture 8: The Export Process.

This chapter discusses the beginning international effort of firms with a primary focus on exporting. It highlights the motivations of management to go abroad, separating those into proactive (i.e. self-initiated) and reactive motivations. The concept of change agents is introduced, and it is explained that major concerns and problem areas vary for firms as they enter the international market. The chapter then discusses the internationalization process, which, similar to the decision adoption framework, highlights the gradual movement of firms through international stages. The chapter concludes by tying together corporate strategy objectives with export activities.

Read: Chapters 7, and 8 in Czinkota.

Assignment: Country Presentation due (Team Potato). (40 minutes max)

Assignment: Show and Tell 4 (Team Lemon)

Quiz 1: Chapters 1-6

MODULE 6 **Week 40**

Lecture 9: Export intermediaries, licensing and franchising.

This chapter discusses initial market entry alternatives other than exporting. The risks and benefits of licensing are explained, with major emphasis on the structure of licensing agreements. Such agreements need to take the time frame, renewal, royalty rate, and the confidentiality of information into account. The explosive growth of franchising is subsequently highlighted, together with the problems firms encounter in obtaining high levels of standardization in the international market.

Under the subheading of export intermediaries, export management companies, Webb Pomerene associations and export trading companies are discussed. Export management companies (EMCs) specialize primarily as either full-fledged intermediaries who take title to goods or as agents. Webb-Pomerene associations are exempted from antitrust legislation and are able to conduct joint activities in the international market. Export trading companies (ETCs) in turn are also exempt from antitrust legislation and are a U.S. emulation of the successful Japanese and Korean trading companies. So far, this latter mechanism has not been very successful since both U.S. firms and bankers are wary of the cooperative concept. It is important to remind students that while the three export intermediaries can and will perform international marketing functions for the firm, this performance is not without its cost.

Firms using these intermediaries will therefore achieve lower profit margins and run the risk of not obtaining sufficient information about the international market in order to prepare themselves for subsequent internationalization.

Lecture 10: Product Adaptation.

Products have to be altered before they are marketed abroad, despite an increasing discussion of the global market place (discussed in Chapter 3). The key issue to be kept in mind is the definition of a product as a bundle of benefits both tangible and intangible. The core product itself (e.g., Maxwell House instant coffee) may be exactly the same everywhere the product is marketed, but the way the product is perceived, and, therefore, promoted, may be a luxury product in some countries compared to the staple item that it is perceived as in the United States. Factors that influence product adaptation are numerous and quite varied. The chapter uses the division into three categories of influences proposed by the Conference Board, one of the most respected entities in international business. These categories, market, product and company-specific variables, provide a framework with which the issue can be conveniently discussed. Two influences have been added to the Conference Board's proposal: brand-related influences as well as the effect of the country-of-origin. The chapter's objective is to go beyond a list of variables to propose what actually can be done in preparation to meet the adaptation challenges posed by both mandatory and voluntary scenarios. The issue of intellectual property violation has gained increased importance in today's markets, especially with the importance of technology in trade flows.

Read: Chapters 9 and 10 in Czinkota.

Assignment: Country Presentation due (Team Melon). (40 minutes max)

Assignment: Show and Tell 5 (Team Cucumber).

MODULE 7 **Week 41**

Lecture 11: Export Pricing Process.

The primary objective of this chapter is to outline the basics of a topic not given its due attention: principles of pricing. To analyze this decision, the discussion is divided into three parts: the variables to be considered in setting export prices, terms of sale, and terms of payment. The stage is first set to look at the pricing situation beyond the mechanics, which are universal; i.e., first-time pricing, changing prices, and pricing multiple products or product lines. The objective is also to continue a discussion started in Chapter 5 on how to get paid for exports. In this vein, the various terms of payment, INCOTERMS, are outlined and their effects discussed. The actual mechanics of securing payment are discussed in a section on terms of payment. Although price may be only one of the issues to be discussed during business negotiations, it often influences the entire process. Consequently, the basics of price negotiations are highlighted. Two issues that warrant an international marketing students attention are outlined: dumping, which is getting increasing attention in the international business community as international transaction increase in their importance, as well as leasing, which as a creative approach allows for transactions to

occur which would be unlikely if a traditional goods/services for money exchange was called for.

Lecture 12: International communications

The chapter focuses on the problematics of establishing a "commonness" between the buyer and the seller in the international market place. Four issues are discussed: the basic of the (international marketing) communications process, the conduct of negotiations abroad, the principles and elements of (international) marketing communications strategy, as well as the tools with which the interaction with facilitating agencies and the customers of the firm is executed.

Read: Chapters 11 and 12 in Czinkota.

Assignment: Country Presentation due (Team Kiwi). (40 minutes max)

Assignment: Show and Tell 6 (Team Onion).

MODULE 8 **Week 43**

Lecture 13: Channels and Distribution Strategies.

The chapter focuses on setting up the essential linkages between the buyer and the seller. In discussing structure, two essential elements are addressed: the design of the linkages, as well as the entities that form the design once the configuration has been decided upon. The issue of design has been summarized into the eleven C's to aid in their retention and comprehension. Customer characteristics, culture, competition, company objectives, character, capital, cost, coverage, control, continuity, and communication will determine the length and the width of the channel. The second part of the chapter deals with putting flesh on the skeleton created by choosing the actual individual entities to perform the distributive function. After a short summary of the general types of intermediaries, different sources for finding prospective distributive partners are discussed. Since the process is one of selection, the discussion progresses to variables to be used in the screening of the candidates to the distributor agreement which is to outline the functions performed by both of the parties concerned. The distribution decision, being the most long-term of all of the marketing-mix decisions, takes careful management of the relationship. A challenge to an established relationship may be the emergence of parallel importing by unauthorized entities.

The chapter also includes an introduction to the workings of the distribution system from the point of view of the documentation involved including a discussion on one of the most important facilitating agents in the marketing process: the freight forwarder.

Lecture 14: Global Strategic Planning.

One of the most burning issues in marketing in the 1990s has been and will be how to globalize. The first part of the chapter lays out a framework for this effort by establishing the drivers of the phenomenon and suggesting how marketers can and should take advantage of this opportunity in their marketing efforts. Close attention is

paid to the challenge globalization presents to the organization's capability to implement marketing programs in the new environment. The focus in the chapter is the strategic planning process summarized in Figure 14.2. This presentation should be used as the basis of discussion on what global marketers attempt to achieve and how the global approach differs from the traditional international marketing approach.

Read: Chapters 13 and 14 in Czinkota.
Assignment: Country Presentation due (Team Garlic). (40 minutes max)
Assignment: Show and Tell 7 (Team Garlic).
Quiz 2: Chapters 7-12

MODULE 9 Week 44

Lecture 15: Global Market Expansion.

This chapter highlights foreign direct investment activities and management contracts. Marketing factors and market access are the major causes for such investment. Governments increasingly support such investments through incentives, since it provides funds and employment.

Two principal forms of foreign direct investment are full ownership and joint ventures. Full ownership may be desirable from a control perspective, yet often runs into problems with foreign governments. Joint venture activities are frequently necessary in order to comply with government regulations. However, such activities are also valuable in terms of lower capital commitments and the ability to learn from each other. Nevertheless, the problems of cooperation, profit distribution, and management philosophy may become obstacles to joint venture success.

Management contracts offer a firm the possibility to participate in international projects without taking equity ownership. Specialized expertise is useful for the investor as well as for the firm which wishes to sell this accumulated expertise.

Lecture 16: Product and Brand Management.

The focus of the chapter is on the development and management of a product portfolio in the global marketplace. The first part of the chapter will elaborate on the product- development process can be customer-driven and still incorporate some of the cost- saving features of standard elements across borders. The second part will highlight the management of existing product and brand portfolios and how product and brand resources can be leveraged on a worldwide basis.

Read: Chapters 15 and 16 in Czinkota.
Assignment: Country Presentation due (Team Onion). (40 minutes max)
Assignment: Show and Tell 8 (Team Kiwi).

MODULE 10 Week 45

Lecture 17: Services Marketing.

This chapter highlights the fact that industrialized nations are gradually transforming themselves into service economies. Services can be subservient, complimentary, and competitive vis-a-vis products. Due to service aspects such as their intangibility, perishability, and "custom-madness," international marketing efforts dealing with services need to be considered quite different from product marketing.

Services are less transparent and less easily detected when sold internationally. Therefore, the entire area of services marketing is likely to be under-represented in international statistics and often misunderstood in terms of its importance. Since services are often delivered directly to the users, they are much more subject to environmental considerations such as cultural influences, political and legal influences, and regulatory concerns. The international marketer must therefore be much more adaptive and creative in services marketing. Given current developments in the industrialized world, the international marketing of services will continue to increase in importance.

Lecture 18: Global Pricing Strategies.

The chapter focuses on the problematics faced by multinational corporations that have direct inventories in multiple countries when it comes to pricing. The discussion is based on an analysis of two issues: (1) how should goods and services flows be priced when they are within the corporate family, as well as who may be interested in this and why, and (2) what considerations make pricing the most difficult of the marketing mix elements to standardize. Price controls are discussed as a special challenge to the international marketer.

Read: Chapters 17 and 18 in Czinkota.

Assignment: Country Presentation due (Team Cucumber). (40 minutes max)

Assignment: Show and Tell 9 (Team Melon).

MODULE 11 **Week 46**

Lecture 19: Logistics.

This chapter explains that international logistics encompasses the entire flow of materials into, through, and out of international corporations. It highlights the benefits of approaching logistics this way since as a result the systems concept, total cost concept, and trade-off concept can be applied to optimize the performance of the firm. International transportation is discussed with emphasis on the transportation infrastructure and the availability and choice of modes. The issues of transit time, reliability, and cost are explained.

International inventory management must focus on reducing order cycle times, providing acceptable customer service levels, and using inventory as a strategic management tool. Packaging and warehousing must be responsive to international constraints, be they restrictive (e.g., due to antiquated loading facilities) or driven by modernization (e.g., scanning systems.) The management of international logistics needs to be responsive to the local environment, yet, in order to facilitate trade-off considerations, requires effective centralized guidance.

Lecture 20: Global Promotional Strategies.

The chapter builds on the basics of international marketing communication outlined in Chapter 11. The elements to be managed in promotional efforts are outlined in terms of environmental constraints and opportunities.

Within mass promotion the first issue discussed is media strategy in terms of the media vehicles selected and the development of the media schedule. These in turn are influenced by the availability of media in the markets chosen by the international marketer, the product itself and its fit with the media, as well as the media habits of the intended audience. Secondly, the promotional message, what is actually creatively conveyed, is analyzed. Although a standard worldwide message may be ideal, it often needs to be adjusted due to influences by culture, life styles and economic development of the target market. For strategy to work, it needs to have a solid organization to support it and a control mechanism to measure the extent to which intended results are achieved. Organizationally, decisions have to be made in terms of the degree of outside services and the division of tasks and authority between the headquarters and subsidiaries.

Read:	Chapters 19 and 20 in Czinkota.
Assignment:	Country Presentation due (Team Lemon). (40 minutes max)
Assignment:	Show and Tell 10 (Team Potato).
Quiz 3:	Chapters 13-19.

MODULE 12 **Week 47****Lecture 21:** Marketing Organization, Implementation and Control.

This chapter begins by explaining the role of organization in the international context. Most firms have little or no organization when initiating their internationalization efforts. However, as the importance of international operations grows, an international division may be formed. Global organizations typically evolve next out of competitive necessity. These may be formed along different dimensions, such as product, area, customer, function, or process. Matrix structures are used to cut across enormous organizational complexities in order to promote cooperation among business units and to achieve synergistic effects. To further organizational unity and ability to encourage local initiative, many multinationals have put into effect networked global organizations, which may change little structurally but call for major change in roles within that structure.

An important aspect of an organizational discussion is the locus of decision making. The basic forms of centralization and decentralization (=autonomy) are outlined. To fit the discussion on networking, coordinated decentralization is introduced as an alternative.

Organizational control is important for management in order to achieve integration of the various functions performed by different entities. Its purpose is to reduce

uncertainty, increase predictability, and ensure behavior that is compatible from one part of the organization to the next. Controls can be either bureaucratic, based on limited and explicit set of regulations and rules, or cultural, based on shared beliefs and expectations. Output controls measure corporate performance based on established benchmarks, while behavioral controls focus more on the human dimension. U.S. firms tend to focus more on the bureaucratic and output controls, while others focus more on cultural and behavioral controls. This difference is a function of different views of personnel, different turnover rates, and different priorities.

Lecture 22: Countertrade.

International countertrade, i.e., trade which is linked to anything other than money, is increasing in importance. The reasons are lack of hard currency, greater indebtedness, the desire for new market expansions, and increased bilateralism. Countertrade has the potential of severely distorting trade flows, since trading partners may be chosen on the basis of their ability to take back merchandise rather than on the basis of competitive prices and product performance. Publicly, most international organizations and most countries condemn countertrade, but privately countertrade is often seen as the only viable option to no trade at all. As a result, many multinational corporations have formed countertrade units and some are using countertrade capabilities as aggressive sales tools.

Companies confronted with countertrade demands should not automatically shy away from such business transactions. However in their preparations for such transactions, corporations need to be very clear on the inherent dangers of countertrade. These dangers mainly consist of the fact that even though the two transactions are linked, two entirely separate business activities need to be carried out and planned simultaneously.

Lecture 23: Newly Emerging Markets.

This chapter addresses marketing with newly emerging market economies and state-owned enterprises. The reasons behind the collapse of the socialist system and the shift in economic and political ideology are discussed. It is noted that the democracy movement was also driven by economic desires, and that change is not easy. The deeply ingrained systemic differences between newly emerging democracies and free market economies are still in place. The reality and impact of the changes necessary to convert to a market economy, such as the acceptance of the fundamentals of a market economy (reliance on competition, support of the profit motive, and the willingness to live with risk on a corporate and personal level,) will take time to be fully accepted. However, the abundance of opportunities present should not be ignored by the international marketer. Rather, the marketer should proceed with caution.

State-owned enterprises exist because of the desire for increased national regulation, the maintenance of important services, and the bridging of private-sector gaps. The international marketer often faces competition from such enterprises which, due to their government backing, are less subject to free market economics and more subject to governmental direction. The marketer must keep these two dimensions in mind in

working with these state-owned enterprises in order to take advantage of opportunities and understand the risks of such transactions. The recent trend toward privatization of state-owned enterprises is also discussed. Governments are increasingly recognizing that they can improve productivity, product quality and service efficiency and reduce their costs by turning state firms into privately owned companies. This trend offers unique opportunities for the international marketer as existing firms can be purchased at low cost, often with governmental support.

Lecture 24: The Future.

This chapter explains the discontinuities which have emerged in world business. Changes are occurring much more rapidly, more frequently, and have a larger impact. International business is truly at a crossroads. Further progress is not the only option, retrogression is a distinct possibility. International marketing management must therefore be responsive to emerging societal changes, adapt to them quickly, and make use of these changes in order to continue as a profitable activity. The chapter concludes with a focus on international marketing careers. It is explained that major career options consist of employment with multinational corporations, with smaller firms who are beginning internationalization efforts, or self-employment.

Read: Chapters 21, 22, 23 and 24 in Czinkota.

Assignment: Country Presentation due (Team Peach). (40 minutes max).

Assignment: Show and Tell 11 (Team Chives).

MODULE 13 **Week 48**

Assignment: Country Presentation due (Teams Apple and Orange). (40 minutes max)

Assignment: Show and Tell 12 (Parsley).

Quiz 4: Chapters 20-24.

COURSE OBJECTIVES AND COURSE REQUIREMENTS

1. Course objectives are as follows:

- 1) To increase your understanding in the field of international marketing;
- 2) To sharpen your analytical and decision-making abilities by requiring you to identify, to state clearly and succinctly, and to resolve the issues facing the management of a variety of companies in different types of industries in global business;
- 3) To help prepare you for an administrative position in international marketing or general management when you graduate from here.
- 4) Communicate clearly and accurately in writing; and present efficiently your assignments before a peer group.

2. Assignments

2.1. Country presentation

The country presentation is an Team report. This report is due at the end of Module specified. The purpose is to prepare a description of a chosen country for a manager entering the country for the first time, and considering perhaps an entry to that particular market. The report should include at least the following information:

- Key economic indicators of the market as compared to other interesting and relevant countries, and
- Cultural environment in that country.

This information should include at least, but should not be limited to GNP, development of GNP, inflation, unemployment, currency and development of the value of the currency in relation to other currencies, key industries, export/import statistics, cost of living, barriers to entry etc. Also an executive summary should be included. A separate list of references should be included.

2.2. Show and Tell assignments

The "Show and Tell"-assignments are always team presentations. The purpose of the "Show and Tell" assignments is to bring a story to the classroom to be shared with your fellow students and your instructor. This story can be based on your experience in your work place, or one of your recent shopping sprees, a trip to a particular country, etc. It is important, that the story is related to the chapters with which we are dealing during the module. The purpose is not, however, to repeat the facts of the Module and its' chapters. The length of the story should not be more than 1-2 pages. If you are not presenting a Show and Tell, please ask insightful questions from the presenter. We start present the Show and Tell stories starting from Module 2 (week 2). The presentation should take no more than 20 minutes.

3. Course Description:

Methods applied to estimate market potential and to select pricing and distribution strategies; communications to serve markets outside the Finland, methods to serve these markets through branches, warehousing operations, international brokers and traders and foreign affiliates; adaptations to markets in countries with different cultural, political and economic characteristics; review of marketing and distributions methods of a selected number of Finnish and foreign companies.

4. Course Requirements:

Regular attendance in the class, participation in class discussions and presentations, and timely completion of the assignments listed in the Course Outline are required. All work must be submitted during the class that it is due. Late assignments will not be accepted.

5. Exams and grading

Grades will be calculated based on the following schedule:

Country presentation	30%	Quizzes	30%
Show and Tell assignment	20%	Participation	20%

Attendance and participation in class, asking insightful questions, new ways to approach writing and thinking are the best ways to get the most out of this course.

You will receive numerical scores as follows:

95-100%	5
90-94%	4
85-89%	3
80-84%	2
75-79%	1

TAMK requires that students be honest in their academic work. Academic dishonesty is viewed as an ethical issue and the violation of the principles expressed by TAMK. Academic dishonesty defrauds all those who depend upon the integrity of the TAMK, its courses, and its degrees.

Academic dishonesty includes both cheating and plagiarism. Cheating is the act of obtaining or attempting to obtain, or assisting in obtaining, credit for academic work through the use of any dishonest, deceptive, or fraudulent means. Plagiarism is the intentional or negligent presentation of another person's idea or product as one's own.

6. Prerequisites

MKT 101.

7. Biographical Sketch of the Instructor:

Dr. Matti J. Haverila is an experienced management consultant, executive, and speaker. His expertise is in the areas of marketing, strategic planning/acquisitions, international marketing, marketing of technology intensive products and research is based on over twenty years of work in industrial and professional service settings.

He has provided consulting services or designed and implemented development programs for companies of all sizes, including Nokia Corporation (one of the leading telecommunications companies in the world), Valmet Paper Machinery (world largest manufacturer of paper machinery and allied products), and United Paper Mills (largest forest industry enterprise in Europe). In addition, he has held a variety of senior management positions in various companies both in Finland and abroad.

He holds a M.Sc. degree in Industrial Management from the University of Technology in Lappeenranta, Finland, a Lic. Tech. degree in Industrial Management from the University of Technology in Tampere, Finland, a MBA degree in Marketing from the University of Oregon and a Ph.D. degree in Industrial Management from the University of Technology in Tampere, Finland. The title of his doctoral thesis was

"The Role of Marketing when Launching New Products in the International Market: An Empirical Study in Finnish High Technology Companies".

8. Guidelines for Class Participation

- Come to class . . . attendance is important!
- Listen to the preceding discussion. Your comments should contribute to the development and flow of the discussion.
- Ask a question when you have one.
- Feel free to share an illustration from your own personal experience.
- Search for ways to apply what you are covering in this session. Share this discovery with your peers and instructor.
- Pass on ideas from your reading, research, and other study to your colleagues and instructor.
- Be selective, but when you have a relevant point that differs from the others, feel free to present your thoughts. However, be open to (a) the differing perspectives of others and (b) learning from their perspectives.
- Work as a mature member of a mature group.
- Don't stop the flow of discussion with extreme, irrelevant examples and questions. Stay with the flow of the class.
- Don't close your mind by saying, "Fine theory, but in the real world . . ." Work for relevancy for yourself and for your peers; don't expect relevancy to be handed to you.

9. Personal Data Sheet

Describe your personal data and your expectation regarding the class. Please return at the end of the first session.