

# CET Syllabus of Term



**Program:** CET Prague

**Course Title:** International Marketing

**Course Code:** PR290

**Total Hours:** 45

**Recommended Credits:** 3

**Suggested Cross Listings:** Economics, Business, Marketing

**Language of Instruction:** English

**Prerequisites/Requirements:** None, open to all students

**Professor:** Christopher M. G. Shallow BA (Hons.); MSc (Marketing), Merit; DipExM; DipITB

**Email:** [chris.shallow@aauni.edu](mailto:chris.shallow@aauni.edu); ([cshallow@gmail.com](mailto:cshallow@gmail.com))

**Professor contact:** Mobile phone: +420-603-489474 (if you text me, include your name and class)

**Class Schedule:** Monday, 13:00-14:30 and Wednesday, 14:45-16:15

**Consultation hours:** One hour after the lesson; appointment must be confirmed by SMS with your professor

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## Description of the course

This course equips students with tools and concepts to explore and understand marketing practices in a global environment. Students address both the opportunities and challenges relating to international marketing, international trade, and the business systems of global markets, and study the cultural, political and legal aspects involved in international marketing. Finally, students gain an understanding of how to develop successful global marketing strategies.

This course is designed to provide students with real-world, current examples of international marketing issues through lectures, short videos, case study discussions, individual and group assignments. Marketing theories and methodologies developed from an international perspective are tested and examined through case studies.

- For the purposes of this course, International Marketing is simply the application of marketing principles to more than one country. *"At its simplest level, international marketing involves the firm in making one or more marketing mix decisions across national boundaries. At its most complex level, it involves the firm in establishing manufacturing facilities overseas and coordinating marketing strategies across the globe."* Doole and Lowe (2008, p5). Note: Doole and Lowe differentiate between *international marketing* (simple marketing mix changes) and *global marketing* (more complex and extensive).
- The course is divided into three parts:
  - **Analysis** (economic, ecological, cultural, political, and legal factors – PLEESTIC);
  - **Strategy development** (positioning, branding, planning, pricing, promotion, and

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- distribution of products); *and*  
**Implementation.**

This structure emphasizes the importance of developing the skills, aptitude and awareness to be successful in a diverse, complex, and ever-changing international market place.

- Marketing starts and ends with the buyer (consumer or business) / end-user. Products must be developed, channels optimized and markets created or penetrated based on the buyer / end-user and their motivations, needs, wants, and desires.
- The principal perspective that students will have is as the International Marketing Officer of a corporation or a small-to-medium enterprise (SME) investigating entering new international markets and / or expanding its business into new countries.
- The course recognizes that we live in a connected, shrinking, interdependent (i.e., 'flat', see Friedman, 2006) world in which time horizons are compressed, communications are 24/7, information is global and (almost) instantaneous, and work groups are located worldwide.

### Objectives

- To acquire the basic knowledge and concepts relating to global problems and issues in the business world.
- To understand how companies in international markets adjust their global strategies to deal with political risk and vulnerabilities.
- To become more sensitive to cultures through the analysis of the economic, social / cultural, legal / political and regulatory forces involved in international marketing.
- To develop public speaking and teamwork skills.
- To understand the latest trends in the Czech Republic and Europe and how companies use marketing strategies and tools to positively impact their stakeholder communities.

### Course Method & Requirements

The course is divided into 26 lessons, during which a variety of student participation methods are used. Classes will be organized principally – but not exclusively – around presentations based on the course book (*see below*). Discussions are encouraged and case studies used to demonstrate students' analytical thinking, creative problem solving skills and information acquisition. Before each class each student should, therefore, be prepared to discuss the session topics (*see Course Schedule, below*).

### Methods of Evaluation

The final course grade is determined as follows:

- CP: Class attendance and participation\*: 15% (i.e., 5% plus 10%)
- CW1, CW2: Two Current International Marketing Strategy Reviews: 20% (i.e., 10% each),

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- CW3: Group Presentation of the International Marketing Strategy Case business report: 15%,
- CW4: Group International Marketing Strategy Case business report: 20%,
- E1: Final Exam.: 30%

\*NB Participation extends beyond mere attendance. Any or all of the following behavior will have an IMMEDIATE negative effect on your participation grade:

1. Missing, or arriving late for, class.
2. Leaving the class before the three hours are up.
3. Continually talking. (This means talking for longer than a few seconds.)
4. Reading non-course related material, e.g. newspapers and magazines, during class.
5. Any breach of the Electronics Policy (*see below*).
6. Any other action which another student may reasonably find distracting during class.

### Academic Honesty

Although the students are encouraged to exchange ideas in and outside class, everybody is required to submit their own work. That means that copying the work of other students or published materials is strictly prohibited.

### Attendance Policy

Mandatory attendance is a primary requirement for a responsible learning experience. Please consider that every absence has the potential to lower the final grade, as it may affect the “attendance and participation” portion of your grade or result in missing key information that could appear on quizzes or exams. In addition, professors take attendance at the beginning of the class. If you are more than 10 minutes late, professors mark one hour of absence from class. Onsite visits count as regular class hours. A no-show to a site visit counts as an absence. Detailed information about the Attendance you will find in the **CET**

### Prague Academic Policies

#### Grading scale

A:	93-100%	C+:	77-79%
A-:	90-92%	C:	73-76%
B+:	87-89%	C-:	70-72%
B:	83-86%	D+:	67-69%
B-:	80-82%	D:	60-66%
		F:	59% and below

### Primary Texts

Doole, Lowe, Kenyon, *International Marketing Strategy*. London: Cengage Learning CMEA, 2016 (7<sup>th</sup> ed.)

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Before class meetings, students may be e-mailed additional material which they will be required to read, study and be ready to discuss at the next class meeting, as required. Students are also encouraged to bring additional material, e.g. from online resources (*see below*), which they consider relevant to that day's class meeting, for discussion.

## Recommended Additional Online Resources

<http://www.businessweek.com/> (Business Week)  
<https://www.ft.com/> (Financial Times)  
[www.forbes.com/](http://www.forbes.com/) (Forbes)  
<http://www.fortune.com/> (Fortune magazine)  
[www.economist.com/](http://www.economist.com/) (The Economist)  
<http://www.online.wsj.com/> (The Wall Street Journal)  
<http://www.hbr.org/> (Harvard Business Review)  
<https://www.atkearney.com/> (AT Kearney)  
<https://www.bcg.com/> (Boston Consulting Group)  
[www.businessinsider.com/](http://www.businessinsider.com/) (Business Insider)  
<http://www.mckinsey.com/> (McKinsey & Company)  
[www.smartbrief.com/](http://www.smartbrief.com/) (SmartBrief | Industry News & Newsletters)  
<http://www.strategy-business.com/> (Strategy+Business)

## Course Schedule

### Monday, January 29<sup>th</sup>

*Introduction to the course: expectations, deadlines, and procedures.*

*Introduction to the International Marketing course assignments:*

CW1: Current International Marketing Strategy Review, CW2: Current International Marketing Strategy Review, CW3: Group Presentation of the International Marketing Strategy Case, and CW4: International Marketing Strategy Case business report.

### Wednesday, January 31<sup>st</sup>

#### -- Part One: Analysis

Chapter 1: An Introduction to International Marketing

*Each team will need to submit, by **MIDNIGHT Friday, February 2<sup>nd</sup>**, a one-page description of the case it has proposed to examine for their CW3 and CW4 International Marketing Case Project. The description should include the sources of information that will be utilized to investigate the case. Once the case has been agreed, I will then assign each team a specific presentation date.*

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**Monday, February 5<sup>th</sup> and Wednesday, February 7<sup>th</sup>**

Chapter 1: An Introduction to International Marketing (cont'd.)

**Monday, February 12<sup>th</sup> and Wednesday, February 14<sup>th</sup>**

Chapter 2: The World Trading Environment (cont'd.)

***CW1 Current International Marketing Strategy Review (10%) due: Midnight, Friday February 16<sup>th</sup>***

**Monday, February 19<sup>th</sup> and Wednesday, February 21<sup>st</sup>**

Chapter 2: The World Trading Environment (cont'd.)

**Monday, February 26<sup>th</sup> and Wednesday, February 28<sup>th</sup>**

Chapter 3: Social and Cultural Considerations in International Marketing

**Monday, March 5<sup>th</sup> and Wednesday, March 7<sup>th</sup>**

Chapter 3: Social and Cultural Considerations in International Marketing (cont'd.)

***CW2 Current International Marketing Strategy Review (10%) due: Midnight, Friday March 9<sup>th</sup>***

**Monday, March 12<sup>th</sup> and Wednesday, March 14<sup>th</sup>**

Chapter 4: International Marketing Research and Opportunity Analysis

**March 15-23 (Thu-Fri) – Traveling Seminar – no classes**

**Monday, March 26<sup>th</sup> and Wednesday, March 28<sup>th</sup>**

Chapter 4: International Marketing Research and Opportunity Analysis (cont'd.)

**April 2-6 (Mon-Fri) – Spring break – no classes**

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**Monday, April 9<sup>th</sup> and Wednesday, April 11<sup>th</sup>**

Chapter 5: International Niche Marketing Strategies for Small and Medium-sized Enterprises (SMEs)

**Monday, April 16<sup>th</sup> and Wednesday, April 18<sup>th</sup>**

Chapter 5: International Niche Marketing Strategies for Small and Medium-sized Enterprises (SMEs) (cont'd.)

***CW3: Group Report (20%) of International Marketing Strategy Case due: Midnight, Friday April 19<sup>th</sup>***

**Monday, April 23<sup>rd</sup> and Wednesday, April 25<sup>th</sup>**

**-- Part Two: Strategy Development**

Chapter 6: Global Strategies

**Monday, April 30<sup>th</sup> and Wednesday, May 2<sup>nd</sup>**

**-- Part Two: Strategy Development**

Chapter 6: Global Strategies (cont'd.)

***CW4: Group Presentation (15%) of International Marketing Strategy Case due: Midnight, Friday May 3<sup>rd</sup>***

**Monday, May 7<sup>th</sup>**

***CW4: Group Presentation of International Marketing Case Project (15%) in-class presentations.***

**Wednesday, May 9<sup>th</sup>**

***E1: Final Examination (30%).***

- *NB The Course Contents and Schedule are Subject to Change!*

## Course Requirements:

- **Electronics Policy.** Notebook / laptop PCs, tablets and mobile / cell phones are not allowed to be used during class. This policy facilitates class engagement and participation. All mobile / cell phones must be turned off and put away. If your 'phone rings during class, you will be asked to leave the classroom.
- **Class Participation (10%):** is evaluated on the quality of your participation and its contribution to improving

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the learning experience of the class. Note that quality is *not* necessarily a function of quantity. You will be evaluated, at the end of the course, as follows:

- **Outstanding (10%):** Contributions provided important insights for the class. Arguments were well-supported (with evidence) and persuasively presented. If this student were not a member, the quality of the class would have been significantly less.
- **Good (7%):** Contributions were 'on-target', fairly well-supported and persuasive. If this student were not a member, the quality of the class would have been slightly less.
- **Attending Non-participant (5%):** Contributed nothing to the class. A student attends all class sessions but is silent and does not participate.
- **Repetitive (0):** A student's class comments were repetitious and obvious and did not add value to the class. That is, you will be penalized for 'airtime' without value.
- **Unsatisfactory (-1%):** Unsatisfactory contribution occurs due to inadequate preparation. If this student were not a member of the class, the quality of the discussions would have been enhanced.
- **Absent or Late (-1%, for each occasion):** This class is intensive and interactive. Obviously, one cannot participate if one is absent from the course. Missing class could seriously affect your grade!

### Assignments:

#### ***CW1, CW2: Two Current International Marketing Strategy Reviews (20%; i.e.10% each):***

Each student will write two detailed (up to **five pages**, excluding appendices and bibliography plus works cited) International Marketing Strategy Reviews, in business report format, of articles found in recent periodic literature (journals, magazines, newspapers) concerning (as previously mutually agreed):

- (a) an international marketing strategy problem / challenge confronting a specific company,
  - (b) an international marketing strategy issue confronting a group of companies or industry or
  - (c) an international marketing strategy topic of current interest mutually agreed.
- The reviews should concisely describe and analyze a specific international marketing strategy challenge, issue, problem, or topic, (of relevance to the course syllabus), and evaluate its relevance to today's international marketing environment.
  - Some suggested topics are:
    - The varying importance of the **BRICs** (Jim O'Neill, 2001, Goldman Sachs), (i.e., Brazil, Russia, India, and China – the four largest emerging and developing economies by either nominal or PPP-adjusted GDP), the next five largest markets: South Korea (though, considered a developed market), Mexico, Indonesia, Turkey, and Saudi Arabia, plus other rapidly developing countries, like Vietnam, as *both* growing **markets**

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and **competitors**. For example, China is striving to increase its export sales and has a strategy of establishing / building its own brands (e.g., Huawei, Oppo, Xiaomi), buying US companies / brands (e.g. IBM's former PC business, rebranded as Lenovo; Motorola bought by Lenovo) as well as European ones (e.g., Volvo is owned by Chinese-automaker Zhejiang Geely Holding Group, aka Geely), investing in its infrastructure and 'managing' its currency whilst recognizing that the country cannot just be the 'world's low-cost factory' but must sell and market its own unique, innovative or adapted products to its rapidly expanding middle class (just 4% of urban Chinese households in 2000—but 68% in 2012, McKinsey Quarterly June 2013) whilst simultaneously going 'up market' by building / expanding its relatively few and largely unknown brands in developed countries, (as did South Korea, and Japan before it) (see *below*), and selling high-technology capital goods, e.g. aircraft, high-speed trains. (The Chinese government also wants to encourage Chinese manufacturers to sell more to the Chinese domestic market in order to reduce the country's dependence on selling to the weakened US and European economies.)

- The rise of **multinational enterprises from developing countries as competitors**. Much of the world's economic growth is occurring in the Rapidly Developing Economies (RDEs) of Brazil, China, India, Mexico, Russia, and others. MNEs (Multinational Enterprises) from the developed economies have flooded these markets. However, in the last few years, we have seen a new phenomenon, MNEs from the RDEs (particularly China, India and Brazil) being increasingly active on the world stage.
- The trend of **migrating production from China to India, Vietnam and Indonesia** due to rising labor costs, growing labor shortages, the enforcement of labor and environmental standards and of course, product quality and safety issues.
- The possibility of **increased political and economic turmoil within parts of Europe** (e.g. Brexit – the GBP fell to a 31-year low vs. the USD; xenophobic ultranationalists in Poland and Hungary), **the rise of the new nationalism** – a pessimistic view that foreign affairs are often a zero-sum game in which global interests compete with national ones, *The Economist* Nov 19th 2016) as well as the USA (President Trump – 'Trumponomics': restricting imports to increase US manufacturing jobs) and the implications of this for international companies and their brands as well as the World Trade Organization, and the failure of the proposed Trans-Atlantic Trade and Investment Partnership (TTIP) and Trans-Pacific Partnership (TPP) trade deals.
- The identification, description and benchmarking of '**best international marketing practices**', the **successes and failures of global companies** (e.g. Wal-Mart's failure in Germany, Japan, and South



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Korea) and the lessons which can be learnt from them.

- The global opportunity of **selling to the 4 billion 'poor people'** (of the 7.5 billion [2016; <http://www.worldometers.info/world-population/>] people on the planet) by designing and developing low-cost products and services that are affordable and meet or exceed the needs of this target market: the 'customers at the bottom of the pyramid', (the late C.K. Prahalad, 2002, 2005). **Low cost products**, designed for the millions of lower income customers in the RDEs, are now being adopted in developing economies but could also prove **attractive to poorer customers in developed economies**.
- The reality that **governments of foreign countries in cross-border trade** can be a significant barrier to entry, a partner, a customer or a competitor and are, in fact, a 6th Force to add to Michael Porter's Five Forces Model (1979) when planning international market entry, whilst **distributors** can be a 7th Force.
- The **implications of sovereign wealth funds, private equity, hedge funds and 'buy-out' companies** that have the financial resources and ability to pull off multi-billion dollar deals even in times of economic recession.
- In the Czech Republic, **the low crown has fueled exports** – the trade balance till the end of October this year was, at 178 billion crowns, already higher than the total for the whole of 2015. (2015 was a record year for Czech trade with the end of year trade surplus coming in at just under 150 billion crowns.)
- The **Czech exporter of the year** is, again, **Škoda Auto**. The car maker is set to break production records in 2016 as it struggles to meet demand from both buoyant foreign and domestic markets. Škoda already delivered a million cars to customers in mid-November, a month earlier than it reached the same milestone in 2015. Overall sales in the first 11 months of this year were just short of 7 percent higher than in 2015.
- Another important **Czech exporter, beer producer, Plzeňský prazdroj a.s.**, with its portfolio of Czech (Pilsner Urquell, Gambrinus, Velkopopovický kozel, Radegast Birell, Excelent, Frisco, Kingswood Cider, Master, Kopparberg, Klasik, and Primus) and related Slovak beer brands (Topvar, Šariš, and Smädný Mních), will be back in Japanese ownership, specifically that of the Asahi Group Holding, after a sale by SABMiller (ABInBev).
- The **Czech Republic**, with its open and export oriented economy, was a big supporter of the **Trans-Atlantic Trade and Investment Partnership (TTIP)** which was supposed to revolutionize two-way trade between the EU and United States by pulling down most of the non-tariff barriers – such as trade and licensing standards – that hamper the flow of goods. US president Donald Trump has put paid to that ambitious agreement with his open hostility to multinational trade pacts.

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- Source articles, which should be attached as appendices, should be drawn from a variety of different reliable periodicals (e.g., *Advertising Age*, *Business Week*, *Financial Times*, *Forbes*, *Fortune*, *Harvard Business Review*, *Inc*, *Journal of Marketing Management*, *The Economist*, *The McKinsey Quarterly*, *Wall Street Journal*, etc.)

*Required Outline for the Two (CW1, CW2) Current International Marketing Strategy Reviews:*

### **1. Introduction.**

Identify and briefly describe the international marketing strategy topic covered in the report, explain the purpose of the review, tell the reader how the report is organized and describe what, if any, related areas or sub-topics the review contains.

### **2. Detailed Review and Audit.**

Organize the body of the report in a logical manner into a detailed review of the key points and an evaluation of them. Indicate each source. Each reference source must be listed in the Works Cited or, if not cited or paraphrased, in the Bibliography.

### **3. Analysis and Summary of Findings.**

In the analysis, do not introduce new information, rather interpret the data from the articles reviewed to reach logical conclusions about the international marketing strategy of the subject. Use the summary for an overall evaluation of your findings.

### **4. Works Cited and Bibliography.**

List all sources of information you have used in your review alphabetically by the last name of the author(s). In Works Cited, list only those reference sources you actually cite or paraphrase in your report. Provide full information to enable the reader to find the sources you have used. Use Harvard style for reference citations and the Works Cited and Bibliography listings. List the date of access [ ] as well as the URL of Internet hosted material used.

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### ***CW3: International Marketing Strategy Case Report (20%):***

- Students, working in small (2-4 member) **groups**, will research, prepare and compose a detailed an international marketing strategy case report for a company, or business element of a company, of your choice agreed with your class leader. Gather as much up-to-date reliable information as possible about the company's international marketing strategy and effectiveness. Students may select a local business from which to gather data directly, or use secondary sources (articles, reports, on-line information, etc.) to analyze the selected company's strategy. Be sure to document all sources of data you use and provide a Works Cited (cited) and Bibliography (not cited) listing those sources in the standard Harvard format. If necessary, describe why any information is not available, and what effect such limitations have had upon your analysis.
- In order to compose a detailed an international marketing strategy report you will first need to **carry out and document**, as the first part of your report, the following activities:
  - Market Appraisal: Internal Audit
  - Market Appraisal: External Audit, using PLEESTIC
  - Market Appraisal: Research (Secondary plus, if possible, Primary)
  - Market Appraisal: Marketing Mix Matrix (MMM; 4 or 7Ps, as appropriate)
  - Market Appraisal: using as a MINIMUM:
    - PLEESTIC
    - Porter's Five Forces
    - SWOT Analyses (of chosen company and at least two leading competitors)
    - Ansoff's Matrix
- Acknowledge all assistance provided by employees or managers from the company.

### ***CW4: Group Presentation of the International Marketing Strategy Case (15%):***

- Students, working in small (2-4 member) **groups**, will research, prepare and present an approximately 40-minute (i.e., 30 minute presentation plus 10 minutes for Q&A) oral PowerPoint based presentation (with Speakers' Notes) providing a summary of the key relevant information, analysis, and supported recommendations from the agreed International Marketing Strategy Case.
- Each team will need to submit, **no later than one week after the course begins**, a one-page description of the

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case it has proposed to examine. The description should include the sources of information that will be utilized to investigate the case. Once the case has been agreed, I will then assign each team a specific presentation date.

- Each team should distribute a **1-page Executive Summary** to each class member at the beginning of their presentation, to facilitate engagement. The presentation should be in a Microsoft PowerPoint compatible format and the Speakers' Notes in Microsoft Word compatible format.
  - Students are required to read and use the presentation format guidelines (*see below*) in the when preparing their presentations.
  - Each PowerPoint presentation must present and analyze, in a clear and concise way, important information relevant to the agreed case.
- Each presentation must be e-mailed to your class leader (together with a completed Group Self-Assessment form, available in Dropbox, completed by each group member), as well as presented in class. All sources of data and graphics must be carefully documented on the slide where it is used as well as listed in the Works Cited at the end of the presentation. Each presentation will be graded on your understanding of the topic; plus relevant data use, clarity, organization, time management, graphics, etc.

### ***E1: Final Examination (30%):***

- One examination will be taken at the end of the course:
  - It will cover material from the textbook (Chapters 1-6 inclusive), and all class notes, handouts, lectures and class discussions. The exam. format may combine a mixture of short answer, true / false, matching, sort answer, and essay questions.
  - No excuses for absence from the exam. will be accepted. The only exceptions to this rule are severe illness (doctor's note required).

### **Detailed description of the assignment grading**

All assignments will be evaluated for clarity of writing, critical analysis of the issues, proper use of references to

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support positions taken, quality and diversity of sources, and extent to which the assignment meets the requirements specified.

### **Assessment breakdown summary for all assignments**

Assessed area	Percentage
QUALITY OF RESEARCH Includes citation	15
CONTENT / QUALITY OF IDEAS Includes: use of supportive material (e.g. charts, diagrams, illustrations, maps, and tables)	50
TITLE, INTRODUCTION, CONCLUSION AND TABLE OF CONTENTS	15
ORGANIZATION AND DEVELOPMENT	10
CLARITY AND READABILITY	10
PENALTY FOR ERRORS IN SPELLING, USAGE, MECHANICS	Up to -5

NB For ALL assignments, *four academically respectable correctly cited sources* is the *minimum* expected. Any assignments NOT meeting this standard will NOT be graded.

### **Assignment Formats**

**Individual (CW1, CW2 – Current International Marketing Strategy Reviews, 10%+10%); and Group Written Assignment (CW3: International Marketing Strategy Case Report (20%); (40% in total), requirements:**

- All assignments MUST be e-mailed in **Microsoft Office compatible format – Word for CW1, CW2, and CW4 and notes for CW3; PowerPoint for CW3 (no PDFs)** to your course leader by **midnight of the due date**.
- The text assignments **must be word processed** and written in an appropriate **Business Report format**, as per the **Business Report format** handout, (available on the class course space). **All sources used must be referenced in an approved academic style using Harvard formatting with in-line citation (author, year, page number) and a complete Works Cited and Bibliography at the end of the paper. Information on proper Harvard citation** is available on the online class course space.
- **Written assignments must**, as a *minimum*, include a **cover sheet**, **table of contents**, **executive summary**, **introduction**, **conclusion / summary**, and **works cited** and **bibliography**, as *separate* pages. The main body of the paper should include a **header** (title of course, term and name of student) and **footer** (date and page number). The paper should have normal margins (1" on all sides), be single-sided, 1.5-spaced, **12 point font**, Times New Roman. **Failure to meet ANY of the above requirements will result in the assignment not being graded.**
- **Creativity** is to be demonstrated in the content of your paper. Your work should reflect your understanding of the material. An emphasis on *synthesis* and *critical thinking* rather than simply "reporting" is expected.

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- For the group assignments, a **Group Self-Assessment (GSA) form** (available on the online class course space) **MUST** be completed by each member of the group. *Failure to do so will result in the assignment not being graded.*

## CW4: Group Presentation of the International Marketing Strategy Case (15%) Requirements

- Each student group is **required to deliver one PowerPoint presentation** (with **speakers' notes**), **CW3**, on a previously mutually agreed **International Marketing Case**. (See below, for details.)
  - Students are *required to read and use* the **presentation format guidelines**, (see below), when preparing their presentations.
  - Each individual **PowerPoint presentation** must be approximately 30 minutes long (plus 10 minutes time for questions) and must present and analyse in a clear and concise way information relevant to the agreed case.
  - It is recommended to supplement the course book text by finding other texts (e.g. other textbooks and reliable and legitimate online sources) that cover the topic and cite these also (*an excellent presentation: worth 90-100 %!*).
- Your **presentation** must be **e-mailed** to your class leader in **Microsoft PowerPoint compatible format** together with **speakers' notes** in a **Microsoft Word compatible format (no PDFs)**, as well as presented in class (but **NOT printed**).
- Your **presentation** must include a **cover 'page'**, a **list of contents**, an **introduction** explaining what is to come and why it is important, a **conclusion / summary**, and **works cited** and **bibliography** at the end of the presentation, all as *separate slides*.
- It **MUST** contain a **SWOT Analysis**, **Critique**, and **Recommendations**, all as separate slides.
- Your **presentation** slide master must include a **header** (title of course, term and name of student) and **footer** (date and page number).
- **All sources are to be written in an academic style using** appropriate in-line **citation (preferably, Harvard formatting: author, year, page number)**. **Information on proper Harvard citation** is available as a link on the online class course space.
- Each presentation will be graded on your understanding of the topic; plus relevant data use, clarity, organization, time management, graphics, etc.
- An 'A grade' (90-100%) presentation should demonstrate all of the **7Cs**:
  - **Clarity** in the message
  - **Charisma** when delivering
  - **Credibility** when presenting
  - **Confidence** in front of your audience
  - **Competence** at an essential business skill
  - **Convincing** demeanour
  - **Compelling** case
- A **Group Self-Assessment form** (available on the online class course space) **MUST** be completed by each member of the group. *Failure to do so will result in the assignment not being graded.*

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- During the final week, you will receive feedback on the results of your group presentation.

### Tips for Effective Report Writing:

- Avoid using second person pronouns: you, your, we, us, or our. The reader may not wish to be so closely involved with your topic or opinion.
- Use direct sentences and active voice as much as possible.
- Make your paper concise and uncomplicated.
- Limit the number of prepositional phrases used in the report.
- Be sure to tell the reader how you have organized your paper (do this in the introduction).
- A table of contents is required. Number the pages of the report.
- Include a title page containing: the report title, your names, the course name and number, and the date of the report.
- Indent the first line of each paragraph, and ensure that there is a blank line between paragraphs (use Auto, 1.5 paragraph formatting). Left justify the report, do not use full justification.
- Use supporting graphics wherever they can replace descriptive text.

### Assignment Deadlines

Assignments must be e-mailed to your course leader by midnight of the due date (always a Friday). Work which is not submitted on time will be *reduced* a **full letter grade** for each subsequent week or part thereof.

### Academic Dishonesty

Rules on academic dishonesty (e.g. cheating, plagiarism, incorrect paraphrasing, and submitting false information) will be strictly enforced. (Please, note the penalties for plagiarism and cheating.)

### The Importance of Taking Notes

Students should come equipped to **take notes** at all sessions. Experience shows that learning any subject requires **active involvement** with the material: passively listening, or scanning documents – even repeatedly, leaves little

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impression. (Still less does looking at your mobile 'phone, notebook / tablet PC during the lesson; students who do so are more likely to get poor grades or **even fail**.) *The act of making one's own notes, by hand, has a 'magic effect' of stimulating thought and understanding.* Any student who takes the course seriously will need to take his or her own notes in the lessons, and his or her own notes on the textbook and do further reading (e.g. from my handouts) – and will need to revise those notes. My lessons are no more than an *introduction* to a complex and demanding subject; and just reading my PowerPoint slides will *not* be enough to gain the necessary level of knowledge and understanding.

**Shared Assignments:** Your course leader may share completed student assignments with the next semesters' class as "good examples" of work. If you do *not* want to have your work shared, please notify your course leader at the beginning of the course. Additionally, your papers may be shared in subsequent course sessions. Please, also notify your course leader if you do *not* wish that to happen.

### **Date prepared and By Whom Prepared:**

Friday, 29<sup>th</sup> December 2017, Chris Shallow MSc.