



# **Mastery of Management Graduate Diploma**

**on**

## **International Marketing**

A Program to help marketers and managers understand how to achieve global competitiveness through the design and implementation of internationally market-responsive programmes.



The study and practice of global marketing management has developed from a traditional 'export trade' focus towards a more strategic and global approach. This Program considers large multinational enterprises which use the advantages of economies of scale to introduce world-standardised products, and the less costly and less bureaucratic small and middle-sized companies which are quicker to adapt in expanding and international market. The Program gives a decision-oriented and action-oriented approach to global marketing.

This Program takes the perspective of companies competing in international markets, and provides a framework for the development and implementation of international marketing programmes, to help in the analysis, selection and evaluation of appropriate approaches to the main management decisions of the international marketing process.

## **Course Outline**

### **Module 1 - Global Marketing in the Firm**

Strategic windows

Industry globalisation, preparedness for internationalisation

Development of the 'global marketing' concept

Transferring knowledge and learning across borders

Comparison of global marketing and management styles of SMEs and LSEs; resources, decision making processes, organization, risk, flexibility, economies

Formation of strategy and decision-making processes

Forces for 'global integration' and 'market responsiveness'

The role of global marketing in the firm: a holistic approach

The 7-S framework

The value chain; primary and support activities

A framework for identifying international competitive advantage

Information business and the virtual value chain

### **Module 2 - Initiation of Internationalisation**

Internationalization motives

proactive and reactive motives

Triggers of export initiation (change agents);

internal and external triggers

Internationalization barriers/risks;

general market, commercial, political

### **Module 3 - Political and Economic Environment**

The political/legal environment

Home country environment;

government, promotion, financial activities, information, export facilitation

Host country

political risks and changes

The international environment

Political risk analysis processes

The economic environment

Exchange rates  
Classifying countries by development/industrialisation  
Trade and tariff barriers  
Free trade, customs unions, common markets, economic unions, trading blocs  
The European Economic and Monetary Union and the euro

#### **Module 4 - Socio-cultural Environment**

Cultural types;  
learned, interrelated, shared  
Layers of culture, norms of behaviour  
High- and low-context cultures  
Elements of culture;  
language, non-verbal, manners and customs, technology, social institutions  
education, values and attitudes, aesthetics, religion  
Hofstede's original work on national cultures (the '4 + 1' dimensions model)  
The strengths and weaknesses of Hofstede's model  
Managing cultural differences  
Convergence or divergence of the world's cultures  
The effects of the cultural dimensions on ethical decision making

#### **Module 5 - Market Selection and Market Entry Alternatives – Exporting**

Selecting foreign markets  
Market selection criteria  
Market potential  
Tariffs, duties, customs, non-tariff barriers  
Shipping costs  
Product fit  
A market selection model  
Visiting the potential market  
Different modes of market entry  
Exporting; indirect and direct  
National policies governing exports and imports  
Government programmes supporting exports  
Export financing/methods of payment;  
non-documentary, payment against documents, bank guarantees, counter trade

#### **Module 6 - Production Abroad and Strategic Alliances**

Production abroad; ownership and control  
Licencing, franchising  
Joint ventures  
Wholly owned subsidiaries  
Expansion through acquisitions  
Demands on strategic alliances  
Success factors; missions, strategy, culture, organisation, management  
Japanese cooperative strategies

## **Module 7 - Global Competition and Strategy**

Dimensions of global competition  
National competitive advantages  
Factor and demand conditions  
Related and supporting industries  
Firm strategy, structure and rivalry  
Industry analysis; Michael Porter 5-forces model  
Analysis of industry groups  
Competitive advantage of individual companies  
Generic competitive strategies  
Creating competitive advantage  
Strategic intent  
Hypercompetition  
Entering highly competitive markets

## **Module 8 - Global Logistics and Channel Decisions**

The nature of global logistics and channel decisions  
In-bound logistics: sourcing decisions  
Factor costs, conditions, transport costs  
Country infrastructure, political dimensions, market access  
Foreign exchange  
Out-bound logistics and transportation  
Inventory management, order processing, warehousing  
International channel strategies  
Characteristics impacting on channel design and strategy;  
customers, products, middlemen, environment  
Global trends in channel design and strategy  
Global retailing and direct marketing  
E-commerce and international distribution strategies

## **Module 9 - Organization and Control of the Global Marketing Programme**

Organization of global marketing activities;  
functional, international divisional, product, geographic, matrix structures  
The Global Account Management (GAM) organization  
Implementation of GAM  
Development of GAM  
Relationship development model  
Controlling the global marketing programme  
Budget and control systems  
Design of control systems  
Measures of marketing performance  
The global marketing budget