

**NEW JERSEY INSTITUTE OF TECHNOLOGY
SCHOOL OF MANAGEMENT**

**COURSE SYLLABUS
FALL 2002**

COMPETING IN GLOBAL MARKETS MRKT 620-101

I. Instructor Information

Instructor:	Dr. Rajiv Mehta	Tel. Numbers:	973.596.6419 (Office) 732.376.9730 (Home)
Office Hours:	Monday 4:00-6:00 p.m. and Wednesday 2:00-3:00 p.m. And by appointment only.	Office:	SOM 3018
Class Schedule:	Mon 6:00-9:05 p.m.	Internet address:	mehta@njit.edu

II. Course Information

Catalogue Description:

This course is meant to provide an introduction to marketing management in a global context. It is designed to help prepare you to become an effective manager overseeing global marketing activities in an increasingly competitive environment. It will examine the impact of global economic, financial, cultural, political, and legal factors on the development of marketing programs and on the marketing/R&D and marketing/manufacturing interfaces.

Course Prerequisites:

Principles of Marketing (MRKT 530)

Required Text:

Cateora, P. and J. Graham (2002), International Marketing, 11th Edition, Irwin/McGraw-Hill.

Course Learning Objectives:

Students completing this course will:

- understand what motivates firms to markets products globally
- attain a critical understanding of the plethora of decisions that need to be addressed with regard to the strategic elements of the marketing mix in the international marketplace (viz., product, pricing, promotion and distribution)
- attain a critical understanding of whether the strategic elements of the marketing mix (viz., product, pricing, promotion and distribution) should be standardized or adapted to global markets
- understand the impact of global competitors
- attain a critical understanding of the plethora of decisions that need to be addressed with regard to the use of various global market entry strategies
- understand how international marketing programs are shaped by the cultural, political-legal, geographic, economic and competitive factors
- understand the key factors, trends and decision processes that affect the formulation and implementation of marketing strategies for competing in global markets
- critically analyze marketing problems, opportunities and challenges firms face in becoming multi-domestic or global marketers
- become proficient in integrating marketing, organizational and control factors into a cohesive framework for formulating and implementing global marketing programs and strategies
- understand how to communicate information about goods and services to prospective buyers globally
- understand how to make goods and services available at times and locations that meet global customer needs

Group Project:

You are responsible conducting a political-legal, economic, and competitive analysis of a Latin American country of your choice (with approval from the Instructor). **While writing the report be sure to integrate, where necessary, relevant concepts, theories and definitions from the chapters in the textbook or any other source of information. The report should be professionally written, and carefully edited for grammar and spelling. Use headings and sub-headings liberally.** It should be typed using a standard word processing package. Please use consistent fonts, font sizes, and spacing. Comprehensive group project guidelines will be provided to help you write your reports.

The written project should be no more than **30 pages** (single space), not counting the appendices. **Be sure to cite all sources of information. Failure to do so constitutes plagiarism, a very serious offence, which will be prosecuted in accordance with University policies.**

The report should be **professionally written, and carefully edited for grammar and spelling.** It should be typed using a standard word processing package. Be sure to use consistent fonts, font sizes, and spacing. You will be graded on the overall report, professional outlook, grammar, etc. An oral presentation of the written project is also required (see Tentative Schedule). Overall, you must do a professional job. Please use **Microsoft Powerpoint** and be prepared in advance for the presentation (**do not read from your reports**). The project should have structure, content and style (verbal and visual).

Individual Written Case Analysis:

Ten cases will be analyzed in written form by each student during the term. Case analysis guidelines will be provided to help you write your reports.

III. Course Policies

Instructional Method:

The instructional delivery system will primarily consist of lectures as well as group discussion of course material and videos that exemplify the various international marketing concepts introduced through the term.

Course Assignments:

Students should have read the assignments in advance and be prepared to discuss the material during the class. Assignments must be handed in by the predetermined date. No late assignments are accepted.

Class Participation:

Class participation, which will be graded, is taken to mean something beyond physical presence in class. It includes **raising interesting questions, answering questions intelligently, and contributing to class discussion on a continuing, not intermittent, basis.**

Role of the Professor:

In this course, the role of the professor is to serve as a guide, facilitator and moderator, not as a primary source of information. Class time will be devoted primarily for instruction and discussion.

Exams:

Two mid-term exams will be given during the term. Do not miss any exam. **Make-up exams will be administered only for exceptional circumstances and must be arranged prior to the scheduled examination.** If not, the student will receive a zero for the test. The second mid-term examination is scheduled three weeks before the term ends. The last two weeks of class are for group presentations. There is **no final exam.**

Attendance Policy:

All students are expected to be present, punctual and prepared for all classes. Attendance will be taken in every class, but is not mandatory. However, missing too many classes will negatively affect your class participation grade.

Criteria for Course Performance Evaluation:

First Exam	100 points
Second Exam	100 points
Group Project	150 points (120 for written report & 30 for oral presentation)
10 Case Analyses	50 points (5 points for each case)

Class Discussion and Participation 50 points
450 points

450 points

Grading Policy:

The following scale will be used to determine your grade for the class:

GRADE	NUMERICAL SCORE
A	90 - 100%
B+	87 - 89%
B	80 - 86%
C+	77 - 79%
C	70 - 76%
F	Below 70%

Note: Once assigned, grades will not be changed under any circumstances unless there is a computational error. There are no exceptions to this rule. No additional assignments will be given to increment your grade.

Academic Integrity Statement:

If I believe an exam or test has been compromised, I reserve the right to retest the whole class or any individual in the class. Violations of the University's academic code include, but are not limited to: possession of, or use of unauthorized materials during exams; providing information to another student. Violations may result in academic penalties, including receiving an "F" in this course.

Contacting the Instructor:

You may contact me at my office or home. If I am not available, please leave your name, phone number and message. Your call will be returned as soon as possible.

Caveat:

The instructor reserves the right to change or revise the syllabus during the course of the term.

TENTATIVE SCHEDULE LECTURE TOPICS AND ASSIGNMENTS FOR WEEK OF:	
September 9	INTRODUCTION AND GROUP FORMATION AND <u>CHAPTER 1: THE SCOPE AND CHALLENGE OF INTERNATIONAL MARKETING</u> <i>Chapter Learning Objectives:</i> - The changing face of U.S. business - The scope of the international marketing task - The importance of the self-reference criterion (SRC) in international marketing - The progression of becoming an international marketer - The increasing importance of global awareness CASE: ACER INC.
September 16	<u>CHAPTER 2: THE DYNAMIC ENVIRONMENT OF GLOBAL BUSINESS</u> <i>Chapter Learning Objectives:</i> - The basis for the re-establishment of world trade following World War II - The importance of balance-of-payment figures to a country's economy - The effects of protectionism on world trade - The seven types of trade barriers - The importance of GATT and the World Trade Organization CASE: VIETNAM'S MARKET POTENTIAL <u>HAND IN GROUP MEMBERS NAMES, TELEPHONE NUMBERS, PRODUCT AND COUNTRY SELECTION FOR GROUP PROJECT</u>
September 23	<u>CHAPTER 4: CULTURAL DYNAMICS IN ASSESSING GLOBAL MARKETS</u> <i>Chapter Learning Objectives:</i> - The importance of culture to an international marketer - The effects of the self-reference criterion (SRC) on marketing objectives - The elements of culture - The impact of cultural borrowing - The strategy of planned change and its consequences

	<u>CHAPTER 5: BUSINESS CUSTOMS IN GLOBAL MARKETING</u> Chapter Learning Objectives: a. The obstacles to business transactions in international marketing b. The effect of high-context, low-context cultures on business practices c. The effects of disparate business ethics on international marketing d. A guide to help make ethical and socially responsible decisions CASE: MARKETING AN INDUSTRIAL PRODUCT IN LATIN AMERICA
September 30	<u>CHAPTER 6: THE POLITICAL ENVIRONMENT: A CRITICAL CONCERN</u> Chapter Learning Objectives: a. The political environment for foreign investment and the factors that affect stability b. The impact of the political system on international marketing and its effect on investment c. The risks and controls associated with investments in foreign markets d. The means of protecting an investment in foreign market e. Alternatives to loss of markets through political instability <u>CHAPTER 7: THE INTERNATIONAL LEGAL ENVIRONMENT: PLAYING BY THE RULES</u> Chapter Learning Objectives: a. The four heritage's of today's legal systems b. The important factors in jurisdiction of international legal disputes c. The problems of protecting intellectual property rights d. The legal differences between countries that affect international marketing plans e. The importance of green marketing f. The complications for U.S. marketers in adhering to U.S. laws in international marketing CASE: TRADEMARK INFRINGEMENTS IN WORLD MARKETS READING: EUROPE GOES BANANAS FOR.....(CASE PACKET) VIDEO: DIAMOND EMPIRE
October 7	<u>CHAPTER 9: EMERGING MARKETS</u> Chapter Learning Objectives: a. The political and economic changes affecting global marketing b. The connection between the economic level of a country and the marketing task c. Marketing's contribution to the growth and development of a country's economy d. The growth of developing markets and their importance to regional trade e. The political and economic factors that affect the stability of regional market groups f. The NIC growth factors and their role in economic development <u>CHAPTER 10: MULTINATIONAL MARKET REGIONS AND MARKET GROUPS</u> Chapter Learning Objectives: a. The need for economic union and how that need is affected by current events b. The impact of the Triad powers on the future of international trade c. Patterns of multinational cooperation d. The evolution of the European Community (EC) to the European Union (EU). e. The strategic implications for marketing in Europe f. Eastern Europe and the former republics of the USSR embrace a free-market system g. The increasing importance of emerging markets CASE: ASIA-PACIFIC ECONOMIC COOPERATION POWERPOINT PRESENTATION: A COUNTRY ANALYSIS
October 14	<u>FIRST MID-TERM EXAM (CHAPTERS 1, 2, 4, 5, 6, 7, 9, AND 10)</u>
October 21	<u>CHAPTER 11: GLOBAL MARKETING MANAGEMENT: PLANNING AND ORGANIZATION</u> Chapter Learning Objectives: a. How global marketing management differs from international marketing management b. The increasing importance of strategic international alliances c. The need for planning to achieve company goals d. The important factors for each alternative market-entry strategy CASE: AIRLINES TAKE TO THE SKIES <u>CHAPTER 8: DEVELOPING A GLOBAL VISION THROUGH MARKETING RESEARCH</u> Chapter Learning Objectives: a. How to analyze and use research information b. Sources of available secondary data CASE: WHIRLPOOL

October 28	<u>CHAPTER 12: PRODUCTS AND SERVICES FOR CONSUMERS</u> Chapter Learning Objectives: a. The importance of offering a product suitable to the intended market b. Standardized versus differentiated products in international marketing c. The relationship between product acceptance and the market into which it is introduced d. The importance of quality and how quality is defined e. Country of origin effect on product image f. The increasing importance of quality in global marketing CASE: LVMH AND LUXURY GOODS MARKETING
November 4	<u>CHAPTER 14: INTERNATIONAL MARKETING CHANNELS</u> Chapter Learning Objectives: a. The variety of distribution channels and how they affect cost and efficiency in marketing b. The Japanese distribution structure and what it means to exporters c. The growing importance of direct-mail distribution in foreign markets d. The growing importance of e-commerce as a distribution alternative e. The importance of middlemen and the need for selecting and motivating middlemen CASE: TOYS 'R' US IN JAPAN <u>HAND IN GROUP PROJECTS ON COUNTRY ANALYSIS</u>
November 11	<u>CHAPTER 18: PRICING FOR INTERNATIONAL MARKETS</u> Chapter Learning Objectives: a. Components of pricing as competitive tools in international marketing b. The pricing pitfalls directly related to international marketing c. How to control pricing in parallel imports or gray markets d. Price escalation and how to minimize its effect e. Countertrading and its place in international marketing policies f. The mechanics of price quotations CASE: PRICING AIDS DRUGS IN EMERGING MARKETS READING: THE ROAD TO EUROPEAN MONETARY UNION (CASE PACKET)
November 18	<u>CHAPTER 16: INTEGRATED MARKETING COMMUNICATIONS AND INTERNATIONAL ADVERTISING</u> Chapter Learning Objectives: a. Local market characteristics, which affect the advertising and promotion of products b. When global advertising is most effective; when modified advertising is necessary c. The effects of a single European market on advertising d. The effect of limited media, excessive media, paper and equipment shortages, and government regulations on advertising and promotion budgets e. The strengths and weaknesses of sales promotions in global marketing CASE: BENETTON GROUP SPA
November 25	<u>GROUP PRESENTATIONS</u> <u>SECOND MID-TERM EXAM (CHAPTERS 8, 11, 12, 14, 16, AND 18)</u>
December 2	<u>GROUP PRESENTATIONS</u>
December 9	<u>GROUP PRESENTATIONS: LAST DAY OF CLASS</u>
December 16	<u>GROUP PRESENTATIONS AS PER FINAL EXAM SCHEDULE (IF NECESSARY)</u>
GOOD LUCK AND HAVE A PRODUCTIVE SEMESTER	

GUIDELINES FOR CASE ANALYSES AND CLASS PARTICIPATION

1. Make sure that you read the chapter and case(s) before class and be ready to participate in class discussions. I will ask many questions on the materials that you are responsible for reading. Remember that class participation and discussion is being graded. **So you must participate in class discussion on a continuing, not intermittent, basis.**
2. **You must hand in the case analysis on the day the case is being discussed. It will not be accepted at a later date. There are no exceptions to this.**
3. **Use no more than a total of 2 complete pages for the case analysis. Use $\frac{3}{4}$ to no more than 1 page to summarize the case. Then type and number each question and before answering it.**
4. **Please answer each question to the best of your ability. Do not leave me guessing as to what your intent is, in which case your answer will be deemed incomplete.**
5. If a case is not discussed in a particular class due to time constraints, it will definitely be discussed in the next class.
6. Know general information about the industry being analyzed in the case even if the information is not provided in the case. Go to the library and read-up on it. Consult Moody's Industrial Surveys.
7. Read and use your syllabus as a resource for keeping pace with class assignments.
8. Make sure that the case analysis has a cover page, topic of the case, your name, term, year, etc. **(See example on page 7).**
9. I will not accept nor correct any case analysis that is not typed. **(Use Times font, size 10, single spacing, page numbers, 1" margins, etc.).**
10. In answering the questions, relate, use and define concepts presented in the relevant chapter.
11. **The importance of good writing cannot be emphasized enough. Thus, the cases should be professionally written, and carefully edited for grammar and spelling.**

EXAMPLE**Case Analysis****BENETTON GROUP SPA**

**Prepared for:
Dr. Rajiv Mehta**

**Prepared by:
Patrick Murphy
Competing in Global Markets
MRKT 620-101
FALL 2002**

GENERAL SUGGESTIONS FOR THE POLITICAL-LEGAL, ECONOMIC AND COMPETITIVE ANALYSIS GROUP PROJECT

You are responsible conducting a political-legal, economic and competitive analysis of a Latin American country of your choice (with approval from the Instructor). The project must be **professionally written**. It should be typed using a standard word processing package (**use Times font, size 10, single spacing, page numbers, 1" margins, etc.**). You will be graded on the overall report, professional outlook, grammar, etc. The written project should be no more than **30 pages** (single space), not counting the appendices. **Be sure to cite all sources of information. Failure to do so constitutes plagiarism, a very serious offence, which will be prosecuted in accordance with University policies.**

The importance of good writing cannot be emphasized enough. Thus, the report should be professionally written, and carefully edited for grammar and spelling. Be sure to use consistent fonts, font sizes, and spacing. You will be graded on the overall report, professional outlook, grammar, etc. An oral presentation of the written project is also required (see Tentative Schedule). Overall, you must do a professional job. Please use **Microsoft Powerpoint** for the presentation and be prepared in advance (**do not read from your reports**). The project should have structure, content and style (verbal and visual). **Use all headings and sub-headings, especially those in boldface below. Remember that being cogent, coherent and concise is the essence of good writing.**

The following criteria will be used in Grading and Evaluating each section of the report:

- 1) Comprehensiveness of topics covered;**
- 2) Application and use of theoretical concepts;**
- 3) Composition – grammar, structure, writing style, and professional outlook of the report; and**
- 4) Analytical evidence or impact of the components of the report on the marketing strategy (Product, pricing, promotion, and distribution) being utilized for the targeted country. THIS IS THE MOST IMPORTANT PART OF THE PAPER AS IT REPRESENTS YOUR CONTRIBUTION TO THE PROJECT.**

GENERAL SUGGESTIONS

- On the **Cover Page**, provide an appropriate Title, Names, Course, Term, etc.
- Provide a **Table of Contents** in which the headings and subheadings are identified by page number.
- **Write the report in third person.** Refrain from using I, us, you, we, etc. For example, "We suggest....." can instead be stated as: "It is suggested that....."
- **You must use at least twenty different sources (cites) of information.**
- Address the firm in general, not an individual in the firm.
- As stated earlier, the importance of good writing cannot be emphasized enough.
- **And, to reiterate again, EDIT, EDIT, EDIT, and EDIT!!!!**
- **Once again, be sure to cite all sources of information. Failure to do so constitutes plagiarism, a very serious offence, which will be prosecuted in accordance with University policies.**

GUIDELINES FOR THE POLITICAL-LEGAL, ECONOMIC AND COMPETITIVE ANALYSIS GROUP PROJECT

- **The Project has several sections. Each of these has been outlined in bold below. Use each of these as headings and subheadings in the paper.**
- **Headings should be centered (in bold) and subheadings should appear on the side (in bold) in the paper.**
- **Provide, where necessary, statistical trends for different factors such as GNP, interest rates, employment levels, balance of payments, etc., at least 10 years (quarterly data) using graphs, which should be provided in the Appendix.**
- **For each of the sections of the report, provide your assessment indicating if this factor is a favorable or unfavorable factor, which would or would not make marketing your product possible. For instance, don't just state that inflation rates are high. Instead indicate how high levels of inflation will affect the marketing of your products in that country. This represents analytical evidence.**

I. INTRODUCTION

- Begin with a brief discussion on the impact of globalization of markets and trade. What has lead to this phenomenon?
- Identify the marketing opportunities that firms can take advantage of in international markets. Indicate why this country should be targeted. What opportunities does it offer that others do not?

A. Purpose

- Specifically state the purpose and objectives of your report, which is to perform a political-legal and economic analysis of a Latin American country. The objective is to help you determine whether you recommend (or not) the marketing of products in the country that you are assessing.
- State how your report is organized. (For example: The history of Brazil is presented in section one. The geographical setting of Brazil is discussed in section two. The population is described in section three. In section four,)

II. PROPOSED MARKETING MIX

A. Product Strategy

- Include a detailed description of the **product** (core, packaging and services components) to be marketed in the targeted country. **(SEE CHAPTER 12 FOR ADDITIONAL INFORMATION)**

B. Pricing Strategy

- Include a detailed description of what **pricing strategies and prices that** will be used to market your products in the targeted country. **(SEE CHAPTER 18 FOR ADDITIONAL INFORMATION)**

C. Promotion Strategy

- Include a detailed description of what **promotion strategies** will be used to market your products in the targeted country. **(SEE CHAPTER 16 FOR ADDITIONAL INFORMATION)**

D. Distribution Strategy

- Include a detailed description of what **distribution strategies** that will be used to market your products in the targeted country. **(SEE CHAPTER 14 FOR ADDITIONAL INFORMATION)**

III. HISTORY OF COUNTRY

- A. Brief discussion of the country's relevant history.

IV. POLITICAL SYSTEM

A. Brief Political History

B. Political Structure And Institutions

C. Political Parties

D. Stability of Government

E. Tax Structure

F. Special Taxes

- G. Role Of Local Government**
- H. Political Risk** (political instability and risks of confiscation, expropriation, and domestication)
- I. Analytical Evidence.** Provide analytical evidence on how each of the factors of the political environment discussed above will affect (1) products, (2) pricing, (3) promotion and (4) distribution of your marketing program in that country. This is the most important part of your project, which must be in detail as it represents your contribution to the project.

V. LEGAL SYSTEM

- A. Organization Of The Judiciary System**
- B. Bases for Legal Systems** (Code, common, socialist, or Islamic-law country?)
- C. Commercial Laws**
 - 1. Marketing Laws
 - 2. Green Marketing Legislation
 - 3. Antitrust Issues
 - 4. Participation in patents, trademarks, and other conventions.
 - 5. Protection of Intellectual Property Rights
 - 6. Rules governing Foreign Direct Investment (such as repatriation of profits)
- D. Analytical Evidence.** Provide analytical evidence on how each of the factors of the legal environment discussed above will affect (1) products, (2) pricing, (3) promotion and (4) distribution of your marketing program in that country. This is the most important part of your project, which must be in detail as it represents your contribution to the project.

VI. ECONOMIC STATISTICS AND ACTIVITY

- A. Gross National Product (GNP or GDP)**
 - 1. Total.
 - 2. Rate of growth (real GNP or GDP). Provide graphical trends for at least 10 years using quarterly data.
- B. Personal Income Per Capita.** Provide graphical trends for at least 10 years using quarterly data.
- C. Average Family Income**
- D. Distribution Of Wealth**
 - 1. Income classes.
 - 2. Proportion of the population in each class.
 - 3. Is the distribution distorted?
- E. Minerals and Resources**
- F. Surface Transportation**
 - 1. Modes.
 - 2. Availability.
 - 3. Usage rates.
 - 4. Ports.
- G. Communication Systems**
 - 1. Types.
 - 2. Availability.
 - 3. Usage rates.
- H. Working Conditions**
 - 1. Employer-employee relations.
 - 2. Employee participation.
 - 3. Salaries and benefits.
- I. Principal Industries**
 - 1. What proportion of the GNP does each industry contribute?
 - 2. Ratio of private to publicly owned industries.
- J. Foreign Investment**
 - 1. Opportunities?
 - 2. Which industries are encouraged?
- K. International Trade Statistics**
 - 1. Major exports. Provide graphical trends for at least 10 years using quarterly data.
 - a. Dollar value.
 - b. Trends.
 - 2. Major imports. Provide graphical trends for at least 10 years using quarterly data.

- a. Dollar value.
 - b. Trends
- 3. Balance-of-payments situation. Provide graphical trends for at least 10 years using quarterly data.
 - a. Surplus or deficit?
 - b. Recent trends.
- 4. Exchange rates. Provide graphical trends for at least 10 years using quarterly data.
 - a. Single or multiple exchange rates?
 - b. Current rate of exchange.
 - c. Trends
- L. Trade Restrictions**
 - 1. Embargoes.
 - 2. Quotas.
 - 3. Import taxes.
 - 4. Tariffs.
 - 5. Licensing.
 - 6. Customs duties.
- M. Extent Of Economic Activity Not Included In Cash Income Activities**
 - 1. Counter-trade.
 - a. Products generally offered for countertrading.
 - b. Types of counter-trade requested (i.e., barter, counterpurchase, etc.).
 - 2. Foreign aid received.
- N. Labor Force.** Provide graphical trends for at least 10 years using quarterly data.
 - 1. Size. Provide graphical trends for at least 10 years using quarterly data.
 - 2. Unemployment rates. Provide graphical trends for at least 10 years using quarterly data.
- O. Inflation Rates.** Provide graphical trends for at least 10 years using quarterly data.
- P. Analytical Evidence.** Provide analytical evidence on how each of the factors of the economic environment discussed above will affect (1) products, (2) pricing, (3) promotion and (4) distribution of your marketing program in that country. This is the most important part of your project, which must be in detail as it represents your contribution to the project.

VII. COMPETITIVE ENVIRONMENT

- A. Industry's Competitive Profile**
- B. Major Current and Potential Competitors and Their Advantages** (include their size in terms of employees, sales and market share, ownership, and nationality)
- C. Product(s) and Consumer Segments**
- D. Barriers To Entry**
- E. Analytical Evidence.** Provide analytical evidence on how each of the factors of the competitive environment discussed above will affect (1) products, (2) pricing, (3) promotion and (4) distribution of your marketing program in that country. This is the most important part of your project, which must be in detail as it represents your contribution to the project.

VIII. CONCLUSIONS AND RECOMMENDATIONS

- Briefly gloss over, restate and summarize the salient points of your report.
- State your recommendations. Based on the research presented above, would you recommend or not recommend for launching the product in the country being investigated? Explain why in detail.

IX. REFERENCES

- Provide all references using a standard citation style. For example use **footnotes** (see your text for examples) or use the following style:
- For example: According to Boone and Kurtz (1999; p. 473).....
- For example: Marketing can be defined as “the process of.....” (Boone and Kurtz 1999; p. 25).
- References should be cited as follows:

Barnett, T. R. and Danny R. Arnold (1989), “Justification and Application of Path-Goal Contingency Leadership Theory to Marketing Channel Leadership,” Journal of Business Research, 19: 283-292.

Brown, James R. and Gary Frazier (1978), "The Application of Channel Power: Its Effects and Connotations." In Research Frontiers in Marketing, Dialogues and Directions, Subhash C. Jain (ed.), Chicago, IL: American Marketing Association: 266-270.

X. APPENDICES

- Provide all graphs, charts and exhibits in this section of the report.
- **Label each with a heading and Table or Figure number.** If you put it in the Appendix, it is for a specific purpose. Thus, it should be addressed in the body of the report.

ADDITIONAL SUGGESTIONS FOR THE POLITICAL-LEGAL, ECONOMIC AND COMPETITIVE ANALYSIS GROUP PROJECT

1. Before you start writing the report, read the **Group Project Guidelines**. Use it as a checklist to ensure that all the topics have been covered.
2. Going by the guidelines does not mean that you will automatically earn an "A." Go above and beyond the suggested guidelines. **BE IMAGINATIVE, INNOVATIVE, AND USE YOUR COLLECTIVE SKILLS CREATIVELY.**
3. Use material from other sources as a starting point. **What I would like to read in the report in particular is your analytical evidence in the form of recommendations and suggestions. This is your contribution in the project. Without this information your report contains nothing but useless information which is gathered from extraneous sources. For instance, don't just state that inflation is high. Instead indicate how high levels of inflation will affect the marketing products in that country. This is what represents analytical evidence.**
4. **Use graphs and charts liberally. Plot them using quarterly data for the past ten years or more. Put them in the Appendix.**
5. Make sure that cites have been properly typed. Cite anything you use from external sources. If you use any information verbatim, make sure it is in "quotation marks." **If you do not cite material used in your paper, then you are plagiarizing.**
6. In your reports, make sure that you provide **analytical evidence for every section of the report.**
7. Get together with your group members at least 2-3 days before you hand in the report and go over the project. Have each member read-out aloud their respective sections and correct the report for grammatical mistakes as you go along.
8. Correct sentence construction and grammar is the responsibility of the group. Go to the writing center if you need help writing. I am not responsible for correcting your grammar when you hand in the drafts of your report.
9. I will not accept nor correct any project that is not typed (use Times font, size 10, single spacing, page numbers, 1" margins, etc.).
10. Write the report in the **third person**. Do not use I, we, us, etc.
11. Make sure that the paper has a cover page, topic, names of group members, term, year, Table of Contents, etc.
12. You are responsible for coming to class on time on the day the projects are due. Do not be running around last moment making corrections and printing the report.

EXAMPLE

Term Project

**ARGENTINA:
A POLITICAL-LEGAL, ECONOMIC AND
COMPETITIVE ANALYSIS**

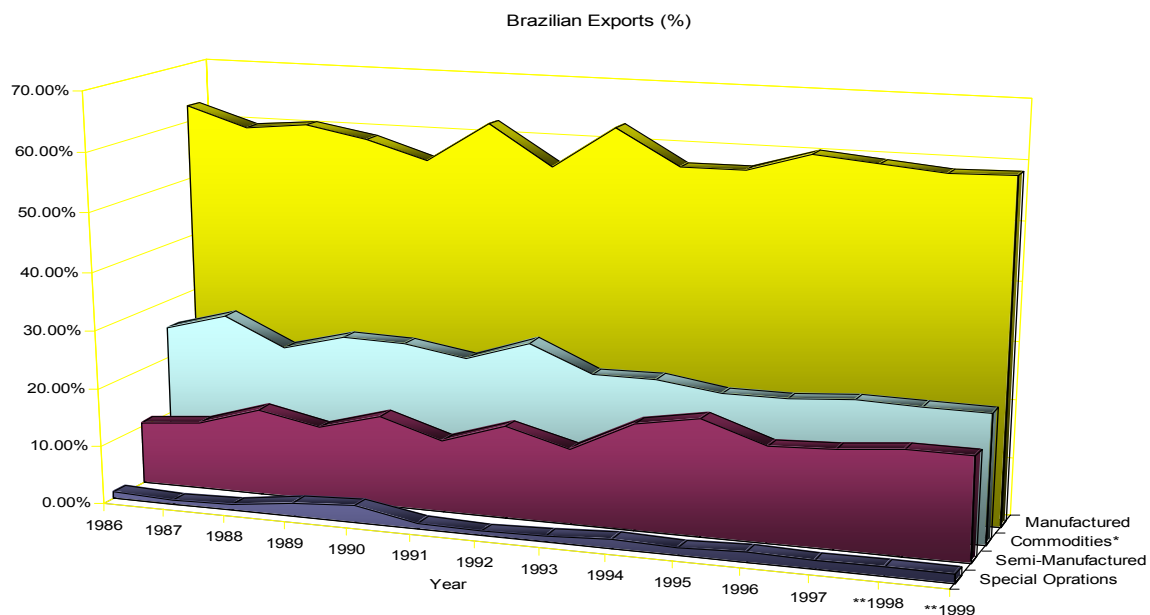
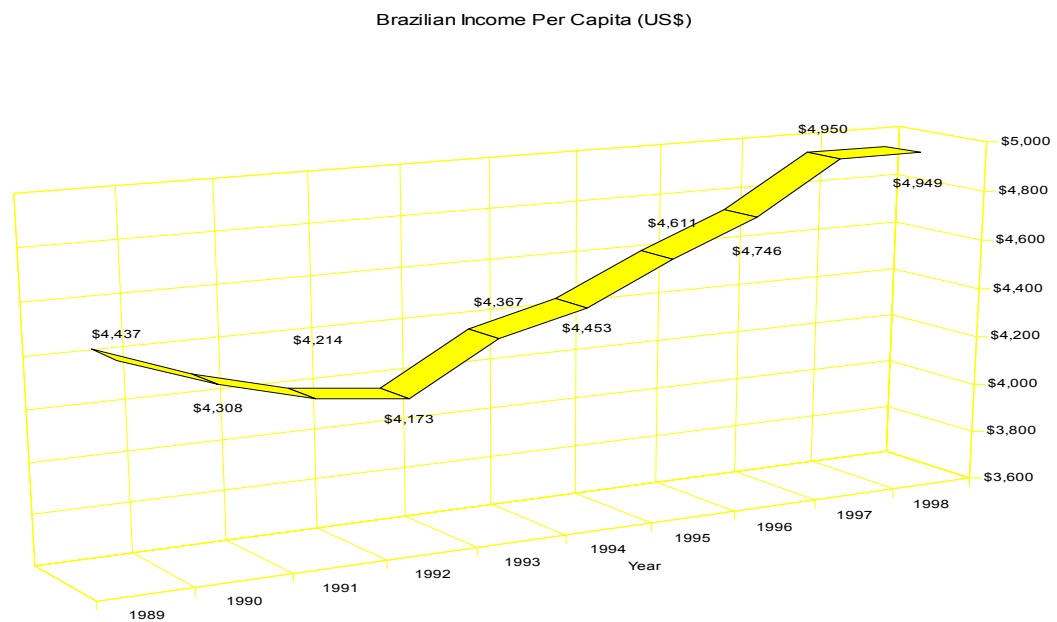
**Prepared for:
Dr. Rajiv Mehta**

**Prepared by:
Patrick Murphy
John Keller
Kelly Sellers
Robert Dickinson**

**Competing in Global Markets
MRKT 620-101
Fall 2002**

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APPENDIX**Figure 1: BRAZILIAN EXPORTS****Source:****Figure 2: BRAZILIAN NET INCOME PER CAPITA****Source:**