Programme: MSc in International Hospitality Management

Course Title: CROSS-CULTURAL SELLING AND MARKETING

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>MRKT901</th>
<th>Credit hours:</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prerequisite/s:</td>
<td>Nil</td>
<td>Co-requisite/s:</td>
<td>Nil</td>
</tr>
</tbody>
</table>

Lecturer/s: Dr. John Fong  
Tel Ext: 5118  
Lecturer’s email address: John.Fong@emiratesacademy.edu

Course Rationale and Description

Recent waves of globalization have created new markets and business opportunities that few could have visualized earlier. These opportunities however, come with challenges and risks. Companies today have proven that they are, and will continue to remain globally competitive if they are to be able to carry their clients, investors and talented high performing employees with them into the future. Many businesses are expanding into multicultural markets both within their home country and globally, and have to appeal to clientele from different cultures.

Conducting business across international boundaries requires interaction with people. Both national culture and organizational culture can influence the sales process when conducting business internationally. As more firms operate globally, an understanding of the effects of cultural differences on decision making becomes increasingly important so as to mitigate business risk as well as to enhance international marketing strategies.

More than any other function of a business, the Marketing function is perhaps the most susceptible to cultural error. It is in the area of international marketing that most of the “international business blunders” occur.

Cross-Cultural Selling and Marketing explores the key roles that multiculturalism plays in different societies and its impact on marketing theory and practice. It will prepare students for the realities and complexities of cultural diversity. Furthermore, it addresses both cross-cultural management and international marketing, and will expound on practical consumer issues within the market place.
Teaching and Learning Philosophy

The concept of learning for this module is focused around four main areas:

1. Independent thought is essential to the development of each student. Being able to form unique independent ideas to solve problems will serve students both in and outside of the classroom.
2. Group interaction is also an important part of learning. Being able to share ideas, validate them with those of others, and teamwork are important processes in social and mental development.
3. Leading students in the directions they should go to reach correct conclusions and answers, without always providing the answers.
4. Stressing the use of learned ideas and processes in new situations is essential. By using information, students should be able to apply what they have learned to new life or learning situations. Transfer of this sort is what really determines what has been learned.

Contribution to Graduate Profile:

1. To have the attribute of understanding the limits and applicability of the subject discipline and to be able to perform in a variety of idioms and contexts by incorporating into personal, subject and professional practice, a fluent awareness of the subject and the wider picture, and to be able to communicate this effectively.
2. Can interact effectively within a team/learning/professional group, recognizing, supporting or being proactive in leadership, able to negotiate in a professional context and manage conflict.
3. Can engage effectively in debate in a professional manner and produce detailed and coherent reports.

Specific Learning Outcomes

Knowledge:

Upon completion of this course, students will know how to:

LO1. Demonstrate an understanding of the cross-cultural selling and marketing concepts, as related to corporate objectives, strategies and practical implementation.
LO2. Comprehend concepts in psychology and sociology relevant to international consumer behaviour.
LO3. Identify the nature and scope of marketing research and apply appropriate methodology.
LO4. Identify and critically evaluate various options available within given constraints and apply competitive positioning strategies, justifying any decisions taken.
Skill
Upon completion of this course, students will be able to demonstrate:
   LO5. The ability to identify and critically evaluate marketing issues within various international environments, utilizing a wide variety of marketing techniques, concepts and models.

Autonomy and Responsibility Competence
Upon completion of this course, students will be able to state the following reporting, regulating or ethical considerations:
   LO6. Assess the relevance of, and opportunities presented by, contemporary marketing issues within any given scenario including innovations in marketing.

Self Development Competence
Upon completion of this course, students will be able to demonstrate the need to continually research and up skill the following areas:
   LO7. Apply knowledge and skills to plan and strategies, and to implement and evaluate marketing programmes that target the internal and external constituencies of business and organizations.

Role in Context Competence
Upon completion of this course, students will be able to effectively contribute to the following activities or endeavours:
   LO8. Appreciate and experience the cross-cultural issues which impact on the marketing activities of organizations operating in an international environment
Transferable and Employment Skills

<table>
<thead>
<tr>
<th>SKILLS</th>
<th>PRACTICED</th>
<th>TAUGHT</th>
<th>ASSESSED</th>
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<tbody>
<tr>
<td>1. Written Communication</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>2. Verbal Communication</td>
<td>✓</td>
<td></td>
<td>✓</td>
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<tr>
<td>3. Commercial Awareness</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>4. Problem Solving</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>5. Networking</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>6. Planning and Organising</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>7. Numeracy</td>
<td>✓</td>
<td></td>
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<tr>
<td>8. Computer Literacy</td>
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<tr>
<td>9. Time Management</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>10. Research</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>11. Team Work</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>12. Leadership</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>13. Negotiating</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>14. Customer Service</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
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### Indicative Weekly Content

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC</th>
<th>READING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>17 November 2013</td>
<td>Introduction to Cross-Cultural Selling and Marketing Being “Googlie” – A look into Google’s Culture</td>
<td>Chapter 1</td>
</tr>
<tr>
<td></td>
<td>19 November 2013</td>
<td>History and Geography: The Foundations of Culture Cultural Dynamics in Assessing Global Markets <em>(Discussion/submission of Individual Assignment Proposal)</em></td>
<td>Chapters 3 &amp; 4</td>
</tr>
<tr>
<td></td>
<td>21 November 2013</td>
<td>Culture, Management Style and Business Systems <em>(Discussion/submission of Individual Assignment Proposal)</em></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>24 November 2013</td>
<td>Guest Lecture</td>
<td>Handouts in class</td>
</tr>
<tr>
<td></td>
<td>26 November 2013</td>
<td>Guest Lecture</td>
<td>Handouts in class</td>
</tr>
<tr>
<td></td>
<td>28 November 2013</td>
<td>Culturally Connected Environments – A Case Study of Jumeirah Creekside Hotel <em>[Meet @ 6pm at Jumeirah Creekside Hotel lobby]</em></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>1 December 2013</td>
<td>Field work for Individual Assignment Country Notebook</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3 December 2013</td>
<td>Field work for Individual Assignment Country Notebook</td>
<td></td>
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<tr>
<td></td>
<td>5 December 2013</td>
<td>Presentation of Preliminary Findings</td>
<td></td>
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<td>4.</td>
<td>8 December 2013</td>
<td>Revision + Q&amp;A session</td>
<td></td>
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<td></td>
<td>10 December 2013</td>
<td>Closing comments</td>
<td></td>
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<tr>
<td></td>
<td>12 December 2013</td>
<td>Final Examination</td>
<td></td>
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Assessments, Weighting and Deadlines (Each assessment must be linked to the learning outcomes)

Your grade in the course will be based on both your individual and group efforts and performance.

<table>
<thead>
<tr>
<th>ASSESSMENT COMPONENT</th>
<th>WEIGHTAGE</th>
<th>MARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Assignment – Country Notebook (Including presentation of preliminary findings)</td>
<td>50%</td>
<td>Individual mark</td>
</tr>
<tr>
<td>Final Exam</td>
<td>50%</td>
<td>Individual Mark</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

**Individual Assignment: The Country Notebook – 50%**

To understand the nuances of Cross-Cultural Selling and Marketing, companies normally undertake a preliminary country analysis as the first stage in the planning process. Companies need basic information to evaluate a country’s market potential, identify problems that would eliminate a country from further consideration, identify aspects of the country’s environment that need further study, evaluate the components of the marketing mix for possible adaptation and develop a strategic marketing plan.

Hence, many companies, large and small, have a **Country Notebook** for each country in which they do business. The country notebook contains information a marketer should be aware of when making decisions involving a specific country market. As new information is collected, the country notebook is continually updated by the country or product manager. Whenever a marketing decision is made involving a country, the country notebook is the first database to be consulted. New-product introductions, changes in advertising program and other marketing program decisions begin with the country notebook. It also serves as a quick introduction for new personnel assuming responsibility for a country market.

The intention of this assignment is to encourage students to conduct research on a particular product within a specific country. Students will have a choice of one of the following product categories:

<table>
<thead>
<tr>
<th>Automobile</th>
<th>Shoes</th>
<th>Clothing</th>
<th>Softdrink</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile-phone</td>
<td>Tablet device</td>
<td>Laptop</td>
<td>Fast food</td>
</tr>
</tbody>
</table>
Students will then need to make a choice on the specific country. The following countries have been suggested as they are considered the fastest growing.

<table>
<thead>
<tr>
<th>China</th>
<th>Brazil</th>
<th>India</th>
<th>Russia</th>
<th>Vietnam</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taiwan</td>
<td>Indonesia</td>
<td>South Korea</td>
<td>Thailand</td>
<td>Singapore</td>
</tr>
</tbody>
</table>

*Should students wish to adopt an alternative product/service category or country, please consult with your Professor before proceeding.

**Preparation of the Country Notebook**

There are numerous ways to prepare a Country Notebook. Please refer to the textbook for specific guidelines on what is to be included. In this particular course, we will divide the Country Notebook into four (4) sections: (1) Social and Cultural Analysis; (2) Financial and Economic analysis; (3) Competitive Market Analysis and (4) Promotional Analysis.

1. **Social and Cultural Analysis**

   The Social and Cultural analysis include information that helps the marketer make market planning decisions. However, its application extends beyond product and market analysis to being an important source of information for someone interested in understanding business customs and other important cultural features of the country. The information in this analysis must be more than a collection of facts. Students should attempt to interpret the meaning of the social and cultural information. Some guidelines to consider when beginning the Country Notebook include:

   - Introduction: Short profile of company and product
   - Brief discussion of country’s relevant history
   - Geographical setting (Location, Climate, Topography)
   - Population (Birth rates and growth rates)
   - Distribution of population (Age, Sex, Migration rates, Ethnic Groups)
   - Social institutions (Family, Parental roles, Marriage and courtship)
   - Education (Role of education in society, levels of development, literacy rates)
   - Political system (Structures, Parties, Stability, Role of Local government)
   - Legal system (Cod, Common, Socialist or Islamic Law Country)
   - Race ethnicity and subcultures
   - Business customs and practices
   - Religion and other belief
   - Living conditions (Diet, Housing, Clothing, Recreation activities)
   - Social security and health care
   - Language (Official, Spoken, Dialects)
2. **Financial and Economic Analysis**

The Financial and Economic Analysis will appear to be more straightforward than the Social and Cultural Analysis. Generally, the economic data provides a snapshot of the population and serves as a basis for an evaluation of the economic soundness of a country, and information on channels of distribution and media availability. Some guidelines to include in the Country Notebook are:

- Economic statistics and activity (GDP or GNP)
- Personal income per capita
- Distribution of wealth (Income classes, proportion of population in each class)
- Minerals and resources
- Transportation (modes, availability, usage rates)
- Communication systems (types, availability and usage rates)
- Working conditions (employer-employee relations, salaries and benefits)
- Principals industries
- Foreign investments (opportunities and which industries)
- International trade statistics (dollar value, balance of payments)
- Trade restrictions (embargoes, quotas, import taxes, tariffs, custom duties)
- Labour force (size, unemployment rates)
- Inflation rates
- Channels of distribution (types and size of retailers)
3. Competitive Market Analysis

This analysis will be product or brand specific and is used to determine competitive market conditions and market potential. The data generated will be used to determine the extent of adaptation of the company’s marketing mix. Also, this section will assist in determining the correct questions to ask when embarking on a formal market research study. Some guidelines to include in the Country Notebook are:

- Evaluate your product (relative advantage in comparison to competitors)
- Describe the market in which the product is to be sold
- Research methods (what is acceptable and what is not)
- Competitors (who are they and what is their market share)
- Consumer buying habits (product use patterns, product feature preferences)
- Pricing strategy (customary mark-ups, types of discounts available)
- Compare and contrast your product and the competition’s product (Brand name, features, packaging)
- Specific market size (estimated sales)
- Channels of distribution (type and size of retailers)
- Government participation in the marketplace (agencies ad regulations?)

4. Promotional Analysis

This analysis will reflect the most effective means of marketing your product in the country market. Adaptation of the promotion mix is detrimental to a company’s success so be as specific as possible. Some guidelines to include in the Country Notebook are:

- Promotion mix (objectives, media mix, message, costs)
- Sales promotions (objectives, coupons, premiums, costs)
- Personal selling and other promotional methods
- Methods of payment (cash on delivery, cash in advance, consignment, letters of credit)
- Media used to reach your target markets
- Availability of media
- Cost of media
- Coverage of media
- Percentage of population reached
- Resource requirements (personnel, finances, production capacity)
- Measuring effectiveness and media
- Follow up and feedback processes.

Note that the above list for the four sections is not all encompassing and students are encouraged to add to the list to make their Country Notebook as comprehensive as possible.
Notes about the Individual Assignment:

- Length of the report should not exceed 15 pages (approximately 3,000 words) plus exhibits, references and appendices.
- Double spaced, Times New roman font size 12, Margins top/bottom 1.00” and left/right 1.25”.
- Refer to the Marking Scheme (on Moodle) for details of the components of the report.
- Proposal is to be submitted by **21 November 2013**.
- Presentation of Preliminary Findings on **5 December 2013**.
- Report is to be handed in by **6 February 2014** (or earlier).

**Final Exam – 50%**

The final exam will assess all of the learning outcomes. The examination paper will take the form of **FOUR compulsory questions that may contain sub-questions and you will have TWO hours to write the exam plus 10 minutes of reading time at the beginning of the exam.**

This exam is closed book and no dictionaries will be allowed. You will be tested on all topics covered during class, including videos, class handouts; possible talk(s) of guest speaker(s) etc. Please note that, due to time constraints, it is impossible to cover each and every slide to read the relevant textbook chapters as part of the overall course requirements and to study material not specifically discussed during class on their own (since this could also be tested).
Grading Criteria for Assessments

DISTINCTION – 90-100%
The student’s work is outstanding in every respect showing an excellent ability to define the problem, analyse the problem using sophisticated analytical techniques and draw conclusions that are wholly located in the literature or management practice, showing contributions to the literature and/or management practice. The number of references used will display ability to search the literature. Grammar, text and numerical representations, and structure are excellent; and proper referencing is adopted with the provision of clear examples where appropriate. In cases of projects this implies that a potential exists for a student to be a sole author of a conference or journal paper. The conceptualisations go significantly beyond those discussed in class and are innovative in nature and strongly argued.

MERIT – 80-89%
The work is significantly above average in standard, showing an above average ability to define the problem, analyse the problem using sophisticated analytical techniques and draw conclusions that are wholly located in the literature showing contributions to the literature. There may be minor typographical and referencing errors. The candidates provide evidence of being able to develop conceptualisation beyond that done in class.

PASS – 70-79%
The work is of average standard showing a clear understanding of the concepts and issues that is to be expected of a student at a given standard of work. There may be a few factual errors, but these are not sufficient in number or significant in nature to generally detract from the main thrust of the argument. The main hypotheses are clearly stated, but some nuances may be left unattended. Writing is still clear with few errors of grammar and syntax, but there may be some typographical errors.

Fail Grades - these will be characterised a number of faults that may include:
- Poor research skills demonstrated by inappropriate or few references.
- Poor standards of grammar and syntax.
- Inadequate referencing.
- Misunderstanding the nature of the task given and the means appropriate to completing the task.
- A failure to focus on the main concepts/arguments/issues set in the task
- Misunderstandings about the content of references used.
- Undue brevity.
- An inability to develop an argument in a logical and rational manner – the argument may be disjointed, comprise non sequitors, and be irrelevant to the task in hand.
• Misunderstandings of the nature of the task set, the problems posed, the solutions required.
• A failure to provide evidence to support contentions.
• Non-performance in that work is not submitted in the time required with no valid reason being provided.

Academic Integrity

Each student in this course is expected to abide by The Emirates Academy of Hospitality Management’s Academic Integrity Policy.

Plagiarism, in any form, is not permitted

Learning Resources:

Textbooks:

Recommended Reading:


Journals:
• Journal of Marketing
• Journal of Travel Research
• Managing Leisure
• Marketing Week
• Service Industries Journal
• Journal of Service Management