

**DEREE COLLEGE SYLLABUS FOR: IB 4235 EXPORT STRATEGY AND MANAGEMENT**

(Previously IB 4035 Export Strategy and Management)

**UK LEVEL: 6**  
**UK CREDITS: 15**  
**US CREDITS: 3/0/3**

(Updated Fall 2021)

**PREREQUISITES:**

IB 2006 International Business  
**or**  
MG 2003 Management Principles  
IB 3121 Global Business Management  
**or**  
MG 3033 New Ventures Creation

**CATALOG DESCRIPTION:**

Developing export strategy and managing exports in a global environment. Market evaluation and selection; development of an export plan for market entry. Problems and pitfalls in export management.

**RATIONALE:**

The course enables students to assess the key factors, processes and strategies necessary for effective export management. Throughout the course students acquire useful insights into the entire process of managing exports through a 'live' project commissioned by a company.

**LEARNING OUTCOMES:**

As a result of taking this course, the student should be able to:

1. Evaluate business opportunities and select corresponding export markets in view of developing an export strategy.
2. Compare and contrast export strategies and decide upon the most suitable strategies to given socio-economic and cultural circumstances and market specificities.
3. Determine the steps involved in the exporting process and assess the key success factors in managing exports.

**METHOD OF TEACHING AND LEARNING:**

In congruence with the teaching and learning strategy of the college, the following tools are used:

- Class lectures, interactive learning (class discussions, group work) and practical problems solved in class.
- Partnership with a Greek-based company (different company each semester) that briefs the students with a real export-oriented business scenario and acts as an active stakeholder throughout the whole semester.
- Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content.
- Use of Blackboard, where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources.

**ASSESSMENT:**

<b>Summative:</b>	
First Assessment: Presentation (group)	<b>20%</b>
Final Assessment: Term project (group, 4000-5000 words; peer evaluation and reflection – individual, 600-800 words)	<b>80%</b>

	<p><b>Formative:</b></p> <table border="1" data-bbox="613 201 1354 235"> <tr> <td data-bbox="613 201 1175 235">Case analysis and in-class discussion</td> <td data-bbox="1175 201 1354 235">0</td> </tr> </table> <p>The formative assessment aims to prepare students for the major written project.</p> <p>The presentation tests Learning Outcomes 1, 2 and 3. The term project tests Learning Outcomes 1, 2 and 3.</p> <p>Students are required to resit failed assessments in this module.</p>	Case analysis and in-class discussion	0
Case analysis and in-class discussion	0		
<p><b>INDICATIVE READING:</b></p>	<p><b>RECOMMENDED READING:</b></p> <p><b>BOOKS</b></p> <p>Cook, T. A. and Raia, K. (2017) <i>Mastering Import &amp; Export Management</i>, 3<sup>rd</sup> ed. AMACOM.</p> <p>Kim, D., Cavusgil, T, and Zou, S. (2009). <i>Export Marketing Strategy: Tactics and Skills that Work</i>, Business Expert Press.</p> <p>Piercy, N. (2014). <i>Export Strategy: Markets and Competition</i>, Routledge.</p> <p>Singh, R. (2020). <i>Export and Import Management: Text and Cases</i>, 1st ed. Sage Publications Pvt. Ltd.</p> <p><b>ARTICLES</b></p> <p>Arsani, A., Stefan, G, Paraschiv-Gherman, A., (2017) “Exports in the European-Union sub-models. Determinants and performances”, <i>Theoretical and Applied Economics</i>, 1(610), 109-126.</p> <p>Boso, N., Adeola, O., Danso, A., Assadinia, S. (2019) “The effect of export marketing capabilities on export performance: Moderating role of dysfunctional competition”, <i>Industrial Marketing Management</i>, 78, 137-145.</p> <p>Campos-Garcia, I., Munoz-Bullon, F., Sanchez-Bueno, M.J., Zuniga-Vicente, J.A. (2020) “Exploring the exporting-downsizing link: Does the type of export strategy and firm efficiency in foreign markets matter?”, <i>Journal of Business Research</i>, 108, 324-336.</p> <p>Casey, S.R., Hamilton, R. T. (2014) “Export performance of small firms from small countries: The case of New Zealand”, <i>Journal of International Entrepreneurship</i>, 12, 254-269.</p> <p>Chen, J., Sousa C.M.P., He, X. (2016) “The determinants of export performance: a review of the literature 2006-2014”, <i>International Marketing Review</i>, 33(5), 626-670.</p> <p>Czinkota, M., Khan, Z., Knight, G. (2021) “International business and the migrant enterprise”, <i>Journal of Business Research</i>, 122, 657-669.</p> <p>Coudounaris, D.N. (2021) “The internationalisation process of UK SMEs: exporting and non-exporting behaviours based on a four forces behavioural model”, <i>Review of International Business and Strategy</i>, Vol. ahead-of-print No. ahead-of-print. <a href="https://doi-org.acg.idm.oclc.org/10.1108/RIBS-06-2019-0075">https://doi-org.acg.idm.oclc.org/10.1108/RIBS-06-2019-0075</a></p>		

	<p>Coudounaris, D.N. (2018) "Typologies of internationalization pathways of SMEs: What's new?", <i>Review of International Business and Strategy</i>, 28 (3/4), 286-316.</p> <p>Davies, R.B., Jeppesen, T. (2015) "Export mode, firm heterogeneity and source country characteristics", <i>Review of World Economics</i>, 151, 169-195.</p> <p>Irwin, D. A. (2021) "The rise and fall of import substitution", <i>World Development</i>, 139, <a href="https://doi.org/10.1016/j.worlddev.2020.105306">https://doi.org/10.1016/j.worlddev.2020.105306</a></p> <p>Hofer, K.M., Niehoff-Hoekner, L.M., Totzek, D. (2019) "Organizing and Implementing Export Pricing: Performance Effects and Moderating Factors", <i>Journal of International Marketing</i>, 27(1), 74-94.</p> <p>Knight, G., Moen, O., Madsen, T.K. (2020) "Antecedents to differentiation strategy in the exporting SMEs", <i>International Business Review</i>, 29(6), <a href="https://doi.org/10.1016/j.ibusrev.2020.101740">https://doi.org/10.1016/j.ibusrev.2020.101740</a></p> <p>Larimo, J. (2013) "Small and medium-size enterprise export performance: empirical evidence from Finnish family and non-family firms", <i>International Studies of Management and Organization</i>, 43(2), 79–100.</p> <p>Leonidou, L.C., Katsikeas, C.S., Fotiadis, T.A., Christodoulides, P. (2013) "Antecedents and Consequences of an Eco-friendly Export Marketing Strategy: The Moderating Role of Foreign Public Concern and Competitive Intensity", <i>Journal of International Marketing</i>, 21(3), 22-46.</p> <p>Monteiro, A.P., Soares, A.M., Rua, O.L. (2019) "Linking intangible resources and entrepreneurial orientation to export performance: The mediating effect of dynamic capabilities", <i>Journal of Innovation &amp; Knowledge</i>, 4, 179-187.</p> <p>Navarro-Garcia, A., Schmid, A. C-M. &amp;, Rey-Moreno, M. (2015) "Antecedents and consequences of export entrepreneurship", <i>Journal of Business Research</i>, 68(7), 1532–1538.</p>
<p><b>INDICATIVE MATERIAL:</b> (e.g. audiovisual, digital material, etc.)</p>	<p><b>REQUIRED MATERIAL: N/A</b></p> <p><b>RECOMMENDED MATERIAL: N/A</b></p>
<p><b>COMMUNICATION REQUIREMENTS:</b></p>	<p>Use of appropriate academic conventions as applicable in oral and written communications.</p>
<p><b>SOFTWARE REQUIREMENTS:</b></p>	<p>MS Office</p>
<p><b>WWW RESOURCES:</b></p>	<p><a href="http://www.pse.gr">www.pse.gr</a>  <a href="http://www.iccwbo.org/">http://www.iccwbo.org/</a>  <a href="http://www.iccwbo.gr/">http://www.iccwbo.gr/</a>  <a href="http://www.aaei.org/">http://www.aaei.org/</a>  <a href="http://www.fita.org/">http://www.fita.org/</a>  <a href="http://www.paei.org/">http://www.paei.org/</a></p>
<p><b>INDICATIVE CONTENT:</b></p>	<ol style="list-style-type: none"> <li>1. Characteristics of the exporting company</li> <li>2. Typology of export strategies and models</li> </ol>

	<ol style="list-style-type: none"><li>3. Market evaluation and selection</li><li>4. Culture and exports</li><li>5. Marketing &amp; Exports</li><li>6. Market Research &amp; Exports</li><li>7. Designing the appropriate exporting strategies for specific markets</li><li>8. Planning for exports</li><li>9. Success factors in export performance</li><li>10. Dos and Don'ts in exports</li></ol>
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