



## SALES STRATEGIES ON INTERNATIONAL MARKETS

### Syllabus

#### Basic information

<b>Field of study</b> Electives		<b>Didactic cycle</b> 2025/26	
<b>Speciality</b> -		<b>Subject code</b> EKOPSW.S.M4.3733.25	
<b>Organizational unit</b> School of Undergraduate and Graduate Studies		<b>Lecture languages</b> English	
<b>Study level</b> graduate studies		<b>Mandatory</b> Elective	
<b>Study form</b> full-time		<b>Block</b> Free choice electives	
<b>Education profile</b> general academic/practical		<b>Department responsible for the subject</b> Department of Organization Relations Management	
		<b>Subject related to scientific research</b> No	
		<b>Subject shaping practical skills</b> No	
<b>Coordinator</b>	Olgierd Witczak		
<b>Teacher</b>	Olgierd Witczak		
<b>Period</b> Semester 3	<b>Form of teaching, number of hours and method of examination</b> • lecture: 14, Credit with grade	<b>Number of ECTS points</b> 3	
<b>Sustainable Development Goals</b>	ethics/ ethical		

## Goals

Code	Goal
C1	Familiarising students with the comprehensive classification and characteristics of international market entry modes, ranging from export and intermediate agreements (e.g. licensing, joint ventures) to hierarchical structures (e.g. wholly-owned subsidiaries).
C2	Imparting knowledge regarding the critical internal and external determinants of entry mode choice, such as transaction costs, risk assessment, resource availability, and control requirements.
C3	Developing skills in analysing and evaluating the advantages and disadvantages of specific sales strategies to enable the selection of the optimal entry mode for a defined global market context.

## Recommended requirements

Management Fundamentals

## Subject's learning outcomes

Code	Outcomes in terms of	Major learning outcomes for the subject	Examination methods
<b>Knowledge:</b>			
W1	The student classifies and characterises the main types of international market entry modes, distinguishing between export modes (indirect, direct, cooperative), intermediate modes (contract manufacturing, licensing, franchising, joint ventures) and hierarchical modes (domestic-based representatives, subsidiaries).	DNS.M_W01	Final test (written) - test
W2	The student identifies and explains the internal and external factors influencing the choice of sales strategy, such as transaction costs, risk aversion, control requirements, socio-cultural distance, and market attractiveness.	DNS.M_W01	Final test (written) - test
W3	The student compares and distinguishes the advantages and disadvantages of specific equity and non-equity modes, for example, contrasting greenfield investments with acquisitions, or licensing with wholly-owned subsidiaries.	DNS.M_W01	Final test (written) - test
<b>Skills:</b>			
U1	Selects the most appropriate market entry mode – ranging from direct export to wholly-owned subsidiaries – by matching the firm's resources and strategic goals with the specific characteristics of the foreign target market.	DNS.M_U01	Final test (written) - test
U2	Evaluates the advantages and disadvantages of cooperative strategies, such as joint ventures and strategic alliances, assessing their potential for risk reduction, resource sharing, and effective market control.	DNS.M_U10, DNS.M_U12	Final test (written) - test
<b>Social competences:</b>			

Code	Outcomes in terms of	Major learning outcomes for the subject	Examination methods
K1	Is sensitive to socio-cultural differences and business diversity in international markets, acknowledging the importance of adapting sales behaviour and strategies to local ethical and cultural norms.	DNS.M_K05	Final test (written) - test

### Study content

No.	Course content	Subject's learning outcomes	Activities
1.	<p><b>Introduction to international sales strategies and global portfolio analysis</b></p> <ul style="list-style-type: none"> <li>• Global corporate portfolio analysis (based on product-market matrices and the Unilever case study).</li> <li>• Market diversification versus market concentration strategies – the dilemma of resource allocation.</li> <li>• The expansion matrix: analysing market and product dimensions in a global context.</li> </ul>	W1, U1, K1	lecture
2.	<p><b>Determinants of market entry mode choice</b></p> <ul style="list-style-type: none"> <li>• Classification of entry modes: export, intermediate and hierarchical structures.</li> <li>• Internal and external factors influencing the strategic decision (e.g. transaction costs, risk assessment, control requirements, socio-cultural distance).</li> <li>• Decision-making approaches: Transaction Cost Analysis (TCA) and decision rules (Naive Rule, Pragmatic Rule, Strategy Rule).</li> </ul>	W2, W3, U1	lecture
3.	<p><b>Export modes: Indirect, direct and cooperative strategies</b></p> <ul style="list-style-type: none"> <li>• Distinction between indirect and direct export; the role and selection of agents and distributors.</li> <li>• Cooperative export and export marketing groups (piggyback strategies).</li> <li>• Managing partner relationships: the concept of 'Partner Mindshare', building trust, commitment and cooperation in distribution channels.</li> </ul>	W3, U1, U2, K1	lecture
4.	<p><b>Intermediate entry modes - non-equity and equity arrangements</b></p> <ul style="list-style-type: none"> <li>• Contract manufacturing, licensing and franchising – benefits, risks and intellectual property management.</li> <li>• Joint Ventures (JV) and strategic alliances: formation processes, X and Y coalitions.</li> <li>• Managing joint ventures: sharing risks and profits, diverging goals and conflict resolution mechanisms.</li> </ul>	W3, U1, U2, K1	lecture
5.	<p><b>Hierarchical modes - fully owned subsidiaries and Foreign Direct Investment (FDI)</b></p> <ul style="list-style-type: none"> <li>• Types of hierarchical presence: from domestic-based representatives to resident sales representatives and fully fledged sales/production subsidiaries.</li> <li>• The role of region centres and transnational organisation structures.</li> <li>• The investment dilemma: Greenfield investment versus Acquisition – a comparative analysis of advantages and disadvantages.</li> </ul>	W3, U1, U2, K1	lecture

## Additional information

<b>Activities</b>	<b>Methods of conducting classes</b>	
lecture	Lecture using multimedia techniques, Lecture using case studies	
<b>Activities</b>	<b>Examination method</b>	<b>Percentage</b>
lecture	Final test (written) - test	100%
<b>Activities</b>	<b>Credit conditions</b>	
lecture	Providing at least 50% correct answers in a test testing knowledge, skills and social competences.	

## Literature

### Obligatory

1. S. Hollensen, Global Marketing, Pearson, 2020.
2. J. J. Wild, K. L. Wild, International Business: The Challenges of Globalization, Pearson 2023.
3. K. Helsen, M. Kotabe, Global Marketing Management, Wiley, 2020.

### Optional

1. W. J. Keegan, Global Marketing Management, Pearson, 2017.
2. J. D. Daniels, D. P. Sullivan, W. Click, International Business, Pearson 2022.
3. S. T. Cavusgil, G. Knight, J. Riesenberger, International Business: The New Realities. Pearson 2020.

## Calculation of ECTS points

<b>Activity form</b>	<b>Activity hours*</b>
lecture	14
Literature study	30
Analysis of lecture notes	30
E-learning - analysis of e-learning materials	16
<b>Student workload</b>	<b>Hours</b> 90
<b>Number of ECTS points</b>	<b>ECTS</b> 3

\* hour means 45 minutes

## Major learning outcomes for the subject

Code	Content
DNS.M_K05	Jest gotów do odpowiedzialnego pełnienia ról zawodowych, z uwzględnieniem zmieniających się potrzeb społecznych, w tym: - rozwijania dorobku zawodu, - podtrzymywania etosu zawodu, - przestrzegania i rozwijania zasad etyki zawodowej oraz działania na rzecz przestrzegania tych zasad.
DNS.M_U01	Potrafi wykorzystywać posiadaną wiedzę - formułować i rozwiązywać złożone i nietypowe problemy z zakresu Informatyki Technicznej i Telekomunikacji oraz innowacyjnie wykonywać zadania w nieprzewidywalnych warunkach przez: - właściwy dobór źródeł i informacji z nich pochodzących, dokonywanie oceny, krytycznej analizy, syntezy, twórczej interpretacji i prezentacji tych informacji, - dobór oraz stosowanie właściwych metod i narzędzi, w tym zaawansowanych technik informacyjno-komunikacyjnych, - przystosowanie istniejących lub opracowanie nowych metod i narzędzi informatycznych.
DNS.M_U10	Potrafi posługiwać się językiem obcym na poziomie B2+ Europejskiego Systemu Opisu Kształcenia Językowego oraz specjalistyczną terminologią.
DNS.M_U12	Potrafi samodzielnie planować i realizować własne uczenie się przez całe życie i ukierunkowywać innych w tym zakresie.
DNS.M_W01	Zna i rozumie w pogłębionym stopniu - wybrane fakty, obiekty i zjawiska oraz dotyczące ich metody i teorie wyjaśniające złożone zależności między nimi, stanowiące zaawansowaną wiedzę ogólną z zakresu Informatyki Technicznej i Telekomunikacji oraz z zakresu dyscyplin uzupełniających: Informatyki i Nauk o Zarządzaniu i Jakości tworzących podstawy teoretyczne, uporządkowaną i podbudowaną teoretycznie wiedzę obejmującą kluczowe zagadnienia oraz wybrane zagadnienia z zakresu zaawansowanej wiedzy szczegółowej - właściwe dla programu studiów na kierunku Informatyka.