



Academic Insights

Contributions of Dr. Rajagopal in Research- 2002

Professional Courses conducted at ITESM, Mexico City Campus

Marketing Module has been conducted for the participants of the Doctoral Program at ITESM, Mexico City Campus (January-May, 2002 semester). The duration of the course was of 36 Hours spread over the entire semester.

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Case Studies

Developing case studies
in Mexican Business
Environment

Completed and available
for use

Highlights...

Research Portal Development

Framework of research portal to facilitate on-line information exchange with packages compatible for statistical analysis has been designed for the department of marketing.

Working papers

- Buyer-seller dyadic relationship in transactional process in Mexico
- Conceptual analysis of brand architecture and relationships within product lines
- Organizing for E-commerce: Implementation of management principles

Management Development Programs in India

- Small Scale Business: Innovative Perspectives, NISIET, Govt. of India
- Managing Rural Business, Govt. of Chhatisgarh, India

Simulator

A PC/Windows NT based interactive simulation game to facilitate learning of marketing strategies on the principles of Chess game has been developed.

Teaching and research prospects for the year 2002

The priorities in teaching and research continued same as of previous year. However, the new task of developing a research portal for the department to facilitate on-line information and analysis has been taken-up in collaboration with IT department of the Institute. The working papers have been focused on the issues of growing concern

from the managerial point of view in Mexican companies.

A PC/Windows NT based interactive simulation game has been conceived and developed to facilitate learning of marketing strategies and refining the managerial skills. The management development programs were conducted to executives of Government of India.

Research Portal for On-line Information Exchange

The internet research has opened the gateway to the information acquisition and customized research activities. There are many consulting companies like McKinsey. Many international marketing research companies use on-line data collection method on various consumer issues like brand trust, quality and application perspectives of products, impact of corporate promotions, sales performance and related variables. The data collected through internet opinion poll is mechanically analyzed and reports are generated for public and private use. The on-line marketing research has proved to cost and time effective and gets along well with the contemporary research practices.

The portal will provide interactive mail facility to correspond with the respondents and clients. The business transaction will be controlled by the designated person in-charge of the handling the sales activities and information to this page will be restricted for general users of the portal. The users' guide will be developed to facilitate the faculty members in order to optimize their usage of the on-line marketing portal. The on-line data can be exported to the Excel for carrying necessary analysis. The portal also supports publication of working papers, reports, news etc.

Dynamics of Buyer Seller Relationships in Transactional Process in Mexico: An Empirical Analysis

The performance related issues of buyer-distributor relationship have attracted both the academic and corporate managers. The study attempts to make theoretical contributions to the literature on relationships in marketing channels. Compared with the impact of the often-investigated construct of dependence structure, the impact of channel function performance on relationship quality is relatively large. The study addresses broadly the issues as to what extent is the impact of quality performance responsible for doing business with the organizational customers? To what extent is the relationship between quality perceived and quality performance contingent upon the nature of buyer-distributor relationships? The sample selected for this study was the distribution companies in the office equipments sector serving to the industrial accounts in Mexico. The study also analyzes the impact of channel function performance on relationship quality, which is moderated by the extent dependence structure of the relationship. The impact of channel function performance on different dimensions of relationship quality – satisfaction, trust, commitment and conflict under different dependence structures have also been diagnosed and discussed in the paper.

Conceptual Analysis of Brand Architecture and Relationship within product Categories

Brand architecture inevitably reflects the impression of previous generations of management directives. In the first place, the firm's administrative heritage and in particular, its organizational

structure, establish the template for its brand architecture. Secondly, the firm's international expansion strategy and notably the mode of expansion, through mergers, acquisitions or natural growth in terms of its market share and how brand structure evolves over time are the principal areas addressed by the brand architecture process. Brands play a significant role in developing marketing strategies of specific product categories in a firm. Coherent international brand architecture is a key component of the firm's overall marketing strategy as it provides a structure to leverage strong brands into other markets, assimilate acquired brands, and rationalize the firm's branding strategy. This paper discusses how the firms can develop brand architecture and the factors that contribute in shaping the architecture. The managerial implications for the marketing management and the impact of architecture on the brand hierarchy are also analyzed.

Organizing for E-Business: The Implementation of Management Principles to Electronic Commerce

Commercially the business houses have used Internet as a media for advertisements and indenting goods and services by the individuals. Internet has become the place for Direct Marketing This paper reviews some key structural and design dimensions of organizations and how they apply to electronic business and the virtual organization. The net has been used for advertising brands, retailing goods and services, political opinions, directory based sales, direct response advertisements, sales of industrial goods and services, institutional information and public interest information.

Brief resumes of cases may be viewed at the web site:
http://www.geocities.com/prof_rajagopal/case-resumes.pdf

Working Papers may be viewed and downloaded from various web resources. Check the papers at following URL:
<http://www.econpaper.repec.org>
<http://www.ideas.repec.org>
<http://www.ssm.com>

Management Development Programs conducted in India

Small Business Management: Innovative Perspective, NISIET, Govt. of India, June 14-15, 2002

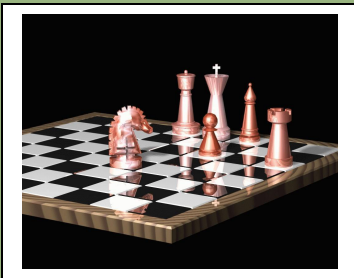
Managing Rural Business, Government of Chhattisgarh, India, June 24-25, 2002

For program schedule and other details contact rajagopal@itesm.mx

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**Strategic Moves: The Business Chess**

Interactive marketing strategy game designed, developed and class tested by Dr. Rajagopal, Professor of Marketing, ITESM-CCM

You may view the demo of the game at http://www.geocities.com/prof_rajagopal/demo.pdf

Visit Home Page at:

http://www.geocities.com/prof_rajagopal/homepage.html

Working Papers, MDPs

The net has also enabled the dealers of small markets or niche who have significantly lower costs, to make their price competitive deals be known to the potential customers. The Internet marketing also helps the customer to place his orders without incurring any costs and at the same time manufacturer can avail information. This paper reviews the relevant literature on design of electronic commerce organizations. Although few studies have dealt with these issues, the paper highlights some research questions that emerge from the literature, and examines selected dimensions, such as formalization, categorization, and inter-organizational relations. The discussion in the paper concludes that electronic commerce organizations are faced primarily with design issues, so that conventional knowledge of structural dimensions is highly applicable to this new business phenomenon. These organizations are better served when they adopt a structure that offers flexibility and organizational design—measured by design dimensions of formalization, categorization, centralization, and complexity. Thus, e-commerce organizations can learn from the experience of “brick-and-mortar” and new entrants.

Interactive Simulator on Marketing strategy

This game is based on the cases or performance data of the given companies to the teams. The teams have to base their decisions in reference to the given data or the company profiles. There are two strategic decision lines for each player- Hardliner and Front liner. The hardliner issues are located on the row A1 and front liner issues are placed on row B1. The game may be played for minimum 5 rounds

and the strategic decisions need to be reported by the player to the organizer of the game. The decisions should also be quantified based on the decision score card. Each round of play can be based on the same case or different case. The players should also consider the external environment interventions during the game—such as legal announcement, tax slabs, dividend implications, foreign exchange restrictions, quality standards, employment, voting rights of Directors etc. This simulator is aimed at developing decision making skills in a multiple functions business environment and to inculcate logical aptitude among the players in reference to the competitor moves in the operating market. This exercise also helps the players to understand possible strategy combinations in each market move and its consequences.

Corporate Cases in Mexican Business Environment- Volume I

The first volume presents seven corporate cases of Mexican business environment and two narrative cases on marketing to be used as warming-up discussion input in the class to introduce the subject. The cases included the following companies doing business in Mexico:

- ✚ Hines International Real Estate Developers
- ✚ Jugos del Valle SA de CV
- ✚ Banamex Aegon of Mexico
- ✚ Nestlé Mexico
- ✚ Grupo Sidek Situr
- ✚ Monsanto Agrochemicals
- ✚ Cadbury Schwepps

It has been observed that the participant have well responded to the varieties of case discussions and shown increasing interest in creative learning.