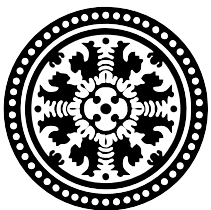




GoBali Course Guide



UNIVERSITAS UDAYANA

More information about the GoBali program is available on the Internet (<http://www.gobali.org>).

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About the GoBali program

GoBali is a study abroad program from Udayana University in Bali, Indonesia.

Program requirements

A full-time course load for regular students is 30 ECTS per semester. We require GoBali students to take a minimum of 15 ECTS per semester and a maximum of 35 ECTS.

Important information about selecting your courses

All courses are divided into three sections. Basic Subjects, Concentrations and Projects.

Mandatory courses

The **Indonesian Language** is a mandatory course for all students. These course can't be dropped.

Electives

From the **basic course section** you have to take a **minimum of one course** and a maximum of two courses.

In the **concentration section** you have to take a **minimum of one course** and a maximum of three courses.

How to choose courses

Before your application

Consult the course guide and make a pre-selection for yourselves.

Do not choose your classes randomly!

Think about your home university's and/or your major's requirements.

Consult your home university coordinator or your department / major advisor about your choices.

With the application

You have to choose one of the concentrations. The concentration can be switched until the end of the regular application period. To switch the concentration please log in to your myUNUD account.

Concentration switches after the end of the regular application period are not possible.

Course management

Each student has an account in Udayana University's student self service system for GoBali myUNUD. Students can manage their courses independently according to certain deadlines.

Drop period

Each student starts with seven courses and can drop the unneeded courses. There is a period of two weeks where you can drop certain courses.

- Summer semester: 1.2. - 15.2.
- Winter semester: 1.7. - 15.7.

To drop courses please log in to your myUNUD account. We consider your choices firm and binding.

Remaining seats

There is a period of one week where you can remaining seats from all courses with no restrictions for concentrations.

- Summer semester: 1.2. - 7.2.
- Winter semester: 1.7. - 7.7.

To select remaining seats please log in to your myUNUD account.

Remaining seats are given on a first-come, first-served basis. Popular courses might not be available due to space limitations.

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Indonesian Language (Bahasa Indonesia):

Code:	ECTS:	Language:	Lecturer:
BS1	5	English/Indonesian	I Ketut Tika, MA

Description:

The Indonesian Language course introduces students to Bahasa Indonesia, then go on to provide them the skills necessary to survive in most day-to-day social and business situations.

Learning Objective:

This course in Indonesian is designed for students who are beginners. It is consistently and intentionally focused on providing the students with the basic skills of Indonesian comprising key topics which serve as a foundational tool for students to interact/communicate in Indonesian. In doing so, the materials are carefully selected to fulfill the students' communicative needs. Although the course is mainly intended for communicative purposes, grammatical reviews are provided in the end of each section to guide the students with the grammatical/structural rules associated with the expression under study.

Subjects Covered:

Weekly Topics:

1. Introduction
2. Bukan vs. Tidak
3. Numbers
4. Dates
5. Question Words
6. Hobbies
9. Active Construction
10. Transitive and Intransitive Verbs
11. Passive Construction
12. Imperative Construction
13. Degree of Comparison
14. More time Indicators: Time Phrases
15. Conditional Construction

Exams:

- Mid Term Written Test
- Speaking Test
- Final Term Written Test

Grading:

Attendance and Participation	10%
Mid Term Written Test	30%
Speaking Test	20%
Final Term Written Test	40%

Books and other Sources:

1. Byrnes, C et al. 2003. *Teach Yourself Indonesian*. London: Contemporary Book
2. Fang, L. Y. 1991. *Speak Indonesian*. Singapore: Times Books International.
3. Hibbs, Linda, Tracey Stobbe, and Sally Ure. 1997. *Kenalilah Indonesia* Australia Pty. Ltd.
4. Griffith University. 1994. *An Indonesian Language Course*. Australia: Griffith University
5. Lunandi, A.G. 1999. Indonesian Language for English Speaking Students. Book 1. Nerang: Trisons Designs
6. Lunandi, A.G. 2000. Indonesian Language for English Speaking Students. Book 2. Nerang: Trisons Designs
7. Partoredjo, I. S. 1981. Bahasa Indonesia Modern I & II. Mansfield. Queensland
8. Sneddon, James Neil. 2010. 2nd edition. *Indonesian Comprehensive Grammar*. London: Routledge
9. White, Ian J. 1988. Bahasa Tetanggaku: A Notional-Functional Course in Bahasa Indonesia. Melbourne: Longman Chesire.
10. Tika, I Ketut et al. *Bahasa Indonesia*.

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Asian Economies:

Code:	ECTS:	Language:	Lecturer:
BS2	5	English	Mr. Putu Agus Ardiana, SE.,MM.,Macc&Fin.,Ak

Description:

A number of scholarly research papers reveal that Asian countries have shown tremendous economic growth and are predicted to lead the world economy in few decades ahead. Asian "tigers" such as Japan, China, and Korea have proven their capability and quality to compete globally with the US and European countries. Emerging Asian economies such as India, Singapore, Malaysia, and Indonesia are also believed to be the potential leading economy in few decades. On the other hand, poverty, unemployment, income inequality, and some other macroeconomic problems also exist in Asia.

Learning Objective:

The course aims to introduce the characteristics of (selected) Asian countries, mainly about their macroeconomic conditions. Students undertaking this course are expected to be familiar with the economy of the (selected) countries after completing this course.

Students must attend all weekly lectures, actively involved in case studies, submit assignments (to be advised later), as well as sit in mid-test and final exam. Students are expected to read the suggested readings and power point presentations as well as spend about 20 hours a week for self-study in order to be successful in this course.

Subjects Covered:

Microeconomic and macroeconomic issues in selected Asian countries such as applications of demand and supply laws in microeconomic policy settings, poverty, unemployment, among others.

Weekly Topics:

1. Economy of Asia
2. Economy of Indonesia
3. Economy of Malaysia
4. Economy of Singapore
5. Economy of Thailand
6. Economy of East Timor
9. Economy of Kazakhstan
10. Economy of China
11. Economy of Japan
12. Economy of Korea
13. Economy of Arab League
14. Economy of India
15. Economy of Pakistan

Exams:

Written midterm and final exam (schedule and topics covered are to be advised)

Grading:

Attendance 20%

Case Study	20%
Participation	20%
Mid Test	20%
Final Exam	20%

Books and other Sources:

1. Barry Eichengreen, Yung Chul Park, and Charles Wyplosz, 2008, *China, Asia, and the New World Economy*, Oxford University Press.
2. Ivan Tselichtchev and Philippe Debroux, 2009. *Asia's Turning Point: An Introduction to Asia's Dynamic Economies at the Dawn of the New Century*, Wiley.
3. Joe Studwell, 2013, *How Asia Works: Success and Failure in the World's Most Dynamic Region*, Grove Press.
4. Yiping Huang and Shiro Armstrong, 2014, *Asian Financial Integration: Impacts of the Global Crisis and Options for Regional Policies*, Routledge.



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Money Management:

Code:
BS3

ECTS:
5

Language:
English

Lecturer:
Dr. I.B Made Wiyasha, MM

Description:

The course is designed to provide understanding on the basic concept of managerial finance and decision making, which includes financial analysis, commonly traded financial instruments and its valuation.

Learning Objective:

After completing this course, students will have competency in analyzing financial information, valuing commonly traded financial instruments and planning basic form of investment.

Subjects Covered:

Weekly Topics:

1. Finance and Business
2. Financial Statement and Analysis
3. Time Value of Money
4. Risk Management Foundation
5. Interest Rate and Bond Valuation
6. Case Study & Written Mid Exam
9. Stock Valuation
10. The Cost of Capital
11. Leverage and Capital Structure
12. Hybrid and Derivative Securities
13. Banks and Financial Institutions
14. Revision and Case Study
15. Summary

Exams:

Written Case Study

Written Mid and Final Examination

Grading:

Case Study	40%
Mid and Final Examination	60%

Books and other Sources:

1. Gitman, L.J 2006, *Principles of Managerial Finance*, 11th edn, Pearson Addison Wesley, Boston MA.
2. Lecture's slide distributed in class

Money Management

BS 3	Learning activity		Weeks per semester														Semester break							Σ				
	Lecture	Type of Lecture	SWH	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	1	2	3	4	5	6	7	8	Σ	h
Hours of compulsory course attendance	L1	Lecture	2	2	2	2	2	2	0	0	2	2	2	2	2	2	2	2										
	L2			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L3			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L4			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L5			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									26	h
Private studies		Preparation for lecture		1	2	2	2	1		1	2	2	2	1	1	1	1											
		Follow up for lecture		1	1	2	2	2	1		1	2	2	2	1	1												
		Literature research					1	2	2			2	2				1											
		Library visit						1					1															
		Homework and exercises		1	2	2	1	3			3	1	2	2	1													
		Preparation of drafts and homework					1	3					3															
		Preparation of papers and presentations					2	1				2					2											
		E-Learning																										
		Organisational matters		1										1														
		Exam preparation												10	10	10												
	Exam																											
	Other						2	1																				
Σ Workload per week			5	6	10	14	10	10	0	0	9	7	16	8	6	14	16	16	11	0	0	0	0	0	0	Σ Workload		
			h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	h	142	h	
				Number of Credits (Σ Workload/30)														5	Credits									

Cross Cultural Competence Management:

Code:
CE 1/1

ECTS:
5

Language:
English

Lecturer:
I Gusti Bagus Honor Satrya, B.bus.Com.,MIB

Description:

The course treats the topic of cross cultural competence management in regards to the cultural differences in undertaking business internationally. This provides an in-depth understanding of general cultural distinctions, dimensions and competence in undertaking business within this ever globalized business environment. This is to ensure long term attainment of goals and objectives by utilizing cultural understanding, selection, implementation and execution to create positive outcomes for a firm or a Multinational Corporation (MNC).

Learning Objective:

After completing this course, students will have competency in managing effectively and efficiently the cultural differences in maintaining business operations throughout the world.

Subjects Covered:

Globalization, Cultural diversity, Management, Organization, Internationalization, Risk Management, Communication, Human Resource Management

Weekly Topics:

1. Introduction
2. Globalization
3. Cultural Dimensions
4. Cultural Competence
5. International Business
6. Case Study & Written Mid Exam
9. Internationalization
10. International Strategy & Structure, Marketing, and Manufacturing
11. Managing Risks of Internationalization
12. Intercultural communication and Negotiating Across Cultures
13. Managing Multicultural Teams
14. Case Study
15. Summary

Exams:

Written Case Study
Written Mid and Final Examination

Grading:

Case Study	40%
Mid and Final Examination	60%

Books and other Sources:

1. Browwaeyns, M.J., Price, R., "Understanding Cross-Cultural Management (2nd Edition)" Pearson Education, 23rd October 2011
2. Lecture's slide distributed in class



Cross Cultural Competence Management

CE 1/1	Learning activity		Weeks per semester														Semester break							Σ				
	Lecture	Type of Lecture	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	1	2	3	4	5	6	7	8	Σ	h	
Hours of compulsory course attendance	L1	Lecture	2	2	2	2	2	2	0	0	2	2	2	2	2	2	2										26	h
	L2		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
	L3		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
	L4		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
	L5		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
Private studies		Preparation for lecture		1	1	2	1	1	1	1	2	1	1	1	1	1												
		Follow up for lecture		1	2	2	2	1		1	2	2	2	1	1													
		Literature research			1	1	1			1	1	1	1	1	1													
		Library visit					1			1		1		1														
		Homework and exercises		2	3	3	3	3	3		3	3	3	3	3													
		Preparation of drafts and homework																										
		Preparation of papers and presentations			1	2					2	2		2														
		E-Learning																										
		Organisational matters		1										2														
		Exam preparation												10	10	10												
		Exam																										
		Other						1																				

Leadership:

Code:

CE 1/2

ECTS:

5

Language:

English

Lecturer:

Ni Putu Sri Harta Mimba, Ph.D, SE, M.Si., Ak

Description:

Good leaders have always been expected to be able to solve new problems, capitalize on new opportunities and navigate through the ever changing landscape of business. Leadership is a complex process by which the leader influences others to perform and achieve. The leadership attributes – belief, values, ethics, character, knowledge, and skills – are all traits which can be learned.

Learning Objective:

This course aims to provide the basis for understanding what leadership is and what leaders do to be successful.

Subjects Covered:

Leadership, Communication, Teamwork, Motivation, Relationship Management

Weekly Topics:

1. Introduction
2. Asta Brata Leadership
3. Leadership Styles
4. Strategic Leadership
5. Case Study
6. Mid Test
9. Communications
10. Motivation
11. Case Study
12. Team Life Cycle
13. Problem Solving
14. Leadership in Management
15. Coaching and Mentoring

Exams:

Written Mid and Final Test

Grading:

Individual Participation	20%
Group Assignment	10%
Mid test	35%
Final test	35%

Books and other Sources:

1. DuBrin, Andrew J. "Leadership: Research Findings, Practice, and Skills". 2011: Mason.
2. Kanungo, R.N. "Leadership in Organizations: Looking Ahead to the 21st Century" . 1998. *Canadian Psychology* 39, no. 1-2

3. Kouzes, James M. and Barry Z. Posner. "The Leadership Change". 2008: Paperback, 4th ed.
4. Langton, N. and Stephen P. Robbins. "Fundamentals of Organizational Behaviour". 2007: Peason Education.
5. Northouse, Peter Guy. "Leadership: Theory and Practice". 2013: Sage Publication, 6th ed.



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Leadership

CE 1/2	Learning activity		Weeks per semester														Semester break								Σ			
	Lecture	Type of Lecture	SWH	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	1	2	3	4	5	6	7	8	Σ	h
Hours of compulsory course attendance	L1	Lecture	2	2	2	2	2	2	0	0	2	2	2	2	2	2	2	2										
	L2			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L3			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L4			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L5			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									26	h
Private studies		Preparation for lecture		1	1	2	1	2		1	1	2	1	2	1	2	1											
		Follow up for lecture		1	2	2	2	1		1	2	2	2	1	1													
		Literature research		1			1		1		1																	
		Library visit		1			1		1		1																	
		Homework and exercises		2	3	3	3	3		3	3	3	3	2														
		Preparation of drafts and homework																										
		Preparation of papers and presentations			1		2				2		2															
		E-Learning																										
		Organisational matters		1																								
		Exam preparation																10	10	10								
	Exam																											
	Other					2	1																					

Entrepreneurship:

Code:
CE 1/3

ECTS:
5

Language:
English

Lecturer:
Drs. I Gde Ketut Warmika,MM

Description:

This course explains the basic concepts of entrepreneurship, the role of entrepreneur in economic, creativity and entrepreneurship and the entrepreneurial process such as critical factors for starting a new enterprise, evaluating opportunities for new business and ingredients for a successful new business.

Learning Objective:

After studying the topics in this course student will be able to understand what, why and how to be an entrepreneur by studying leadership, business skills and building business plan.

Subjects Covered:

Weekly Topics:

1. Introduction, Overview, Basic Concepts of Entrepreneurship
2. The Entrepreneurial Process
3. Starting a New Venture; New Ideas, Opportunity Recognition, Problem Solving
4. Leadership and Entrepreneurship
5. Business Skill for Entrepreneur: Marketing and Organization
6. Business Skill for Entrepreneur : Basic Financial Reports
9. Business Plan Development: The Concept
10. Preparing and Developing the Business Plan: Group Assignment
11. Expanding the Venture: Goal Setting-Vision, Penetration, Diversification, Five Forces Model
12. Business Plan Presentation
13. Business Plan Presentation
14. Business Plan Presentation
15. Business Plan Presentation

Exams:

Written Mid and Final Test

Grading:

Individual Participation, Assignments	50%
Mid and Final Test	50%

Books and other Sources:

1. Bygrave, William D.1994.The Portable MBA in Entrepreneurship. Canada ,John Willey & Son .Inc
2. Kotler,Philip. 1998, Marketing Management. New Jersey. Prentice Hall International,
3. Zimmerer , Thomas W., Norman M. Scarborough and Doug Wilson, 2008. Essential of Entrepreneurship and Small Business Management. New Jersey. Pearson Education, Inc.

Logistics and Supply Chain Management:

Code:
CE 2/1

ECTS:
5

Language:
English

Lecturer:
Dr. I Made Suradnya, SE., MSc

Description:

The course is designed to develop understanding that business competition now and in the future is between supply chain against supply chain rather than between individual corporation. This course focuses on the systems approach to the planning, analysis, design, development, and evaluation of a competitive supply chain management. The course also investigate topics such as global supply chain design, logistics, and outsourcing, supply chain information system support, supply chain in services, and several other recent supply chain innovations. The course will mainly be oriented to the Indonesian context and situations.

Learning Objective:

Upon the completion of this course, the students should be able to:

- Acquire sufficient knowledge and understanding on principles and approaches to enhance knowledge and experience in management decision making
- Understand how supply chain strategy can provide a competitive advantage for organizations.
- Recognize the importance of leveraging supplier and distributor capabilities within value generating business processes
- Identify the management components of a supply chain management
- Recognize the role of an effective information technology to reduce cost and improve service in supply chain management
- Understand the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- Identify the importance of ethics in implementing successful supply chain management
- Understand some key factors in the design of supply chain networks
- Analyze theoretical and emperical cases and propose practical solution for the case
- Recognize the emerging issues in supply chain management
- Apply the concepts and tools learnt in the course in the context of a supply chain practice

Subjects Covered:

Weekly Topics:

1. Introduction to Supply Chain Management
2. Supply Chain Functions and Activities
3. Supply Chain Business Process Integration
4. Trends in Supply Chain Management
5. Procurement and Subcontracting
6. Written Middle Test
9. Logistics and Supply Chain Management
10. Supply Chain Management Information System
11. Supply Cahin Management Drivers and Obstacles
12. Ethics in Supply Chain Management
13. Supply Chain Management in Services

14. Supply Chain performance
15. Summary

Exams:

Mid Term Written Test
Final Term Written Test

Grading:

Classroom participation	10%
Individual and Group Assignment	20%
Case study	20%
Written Mid and Final Term Examination	50%

Books and other Sources:

1. Ballou, R.H. *Business Logistics Management*. 5th ed. 2004. Prentice Hall. London.
2. Bloomberg, David J. and Stephen B. LeMay, Joe B. Hanna, Stephen Lemay, 2001. *Logistics*, 1st ed, Prentice Hall. London.
3. Bozarth, Cecil C. and Robert B. Handfield. 2008. *Introduction to Operations and Supply Chain Management*, 2nd ed. Prentice Hall. London.
4. Chopra, Sunil, Peter Meindl. 2007. *Supply Chain Management: Strategy, Planning and Operations*, 3rd ed. Prentice Hall College Division. London.
5. Handfield, Robert B. and Ernest L. Jr. Nichols, 1998. *Introduction to Supply Chain Management*, Prentice Hall, London.
6. Humphreys, P.K., M.K. Lai, D. Sculli, An interorganizational information system for supply chain management, *Int. J. Production Economics*, 70, 2001, pp. 245-255.
7. Martin. Christopher, 1999. *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service*, Financial Times Prentice Hall. London.
8. Narayanan, V.G., A. Raman, *Aligning Incentives in Supply Chains*, *Harvard Business Review*, November 2004.
9. Simchi-Levi, David, Philip Kaminsky, Edith Simchi-Levi, 2007. *Designing and Managing the Supply Chain : Concepts, Strategies, and Cases* (3rd ed.), McGraw Hill. USA.
11. Stock, James R. and Douglas M. Lambert, 2000. *Strategic Logistics Management*, McGraw-Hill Higher Education, USA.

Instruments for Logistics and SCM:

Code: CE 2/2	ECTS: 5	Language: English	Lecturer: Mr. Putu Agus Ardiana
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Description:

Planning is extremely important because fail in planning means planning a failure. There are many instruments in planning for logistic and SCM to be introduced to ensure that all demand can be met by management's forecast, flexible budget is able to deal with the dynamic of demanded products, procurement analysis and management may result in the best supplier chosen. The most effective transportation mode also plays very important role in delivering materials from the best supplier and delivering finished products to customers.

Learning Objective:

The course aims to introduce principles of instruments for logistics and SCM so that enable the company to run its business efficiently and effectively leading to a creation of competitive advantages. Students undertaking this course are expected to be familiar with several instruments used in planning the logistics and SCM after completing this course.

Students must attend all weekly lectures, actively involved in case studies, submit assignments (to be advised later), as well as sit in mid-test and final exam. Students are expected to read the suggested readings and power point presentations as well as spend about 20 hours a week for self-study in order to be successful in this course.

Subjects Covered:

Various techniques or approaches used for logistic & supply chain- related activities.

Weekly Topics:

1. Introduction to Instrument for Logistic & SCM
2. Dynamic and Sustainable Logistic & SCM.
3. Forecasting Techniques for Logistic & SCM
4. Flexible Budget for Manufacturing Company
5. Procurement Analysis and Management
6. Transportation Planning and Management
7. Master Scheduling
8. Material Requirements Planning
9. Distribution Channel Planning and Management
10. Product Pricing Strategy
11. Managing Customer Expectation and Value
12. Special Topic 1: Modernizing Inventory Management
13. Special Topic 2: The Success of Toyota
14. Special Topic 3: Complexity behind the Beauty of Porsche
15. Summary

Exams:

Written midterm and final exam (schedule and topics covered are to be advised).

Grading:

Attendance	10%
Case Study	30%
Mid Test	30%
Final Exam	30%

Books and other Sources:

1. Baily, Peter., Farmer, David., Crocker, Barry., Jessop, David., Jones, David. (2008), *Procurement Principles and Management*, Financial Times-Prentice Hall.
2. Christopher, Martin. (2011), *Logistics and Supply Chain Management*, Financial Times-Prentice Hall.
3. Finch, Byron J. (2008), *Operations Now: Supply Chain Profitability and Performance*, McGraw Hill.
4. Global Reporting Initiatives, (2014), "Sustainability Reporting". Available at <https://www.globalreporting.org/information/sustainability-reporting/Pages/default.aspx>



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Logistic Controlling:

Code:
CE 2/3

ECTS:
5

Language:
English

Lecturer:
Mr. Putu Agus Ardiana

Description:

When companies grow, they need more sophisticated management in their inventories. They must ensure that they have chosen the best suppliers that are always ready to deliver the companies' orders in time, with correct specification and good quality. The companies must also ensure that the production or internal business process is running in appropriate way and ultimately deliver finished products to end customers and make them happy. In addition, the company must be able to cut non-value added costs in order to compete in bigger scale of competition.

Learning Objective:

The course aims to introduce principles in controlling inventory and its related costs to be able to make the company run its business efficiently leading to a creation of competitive advantages. Students undertaking this course are expected to be familiar with several approaches and techniques of logistic controlling after completing this course.

Students must attend all weekly lectures, actively involved in case studies, submit assignments (to be advised later), as well as sit in mid-test and final exam. Students are expected to read the suggested readings and power point presentations as well as spend about 20 hours a week for self-study in order to be successful in this course.

Subjects Covered:

Logistic and supply chain-related cost management

Weekly Topics:

1. Introduction to Logistic Controlling
2. Cost Behavior
3. Activity-Based Management
4. CVP Analysis
5. Inventory Valuation
6. Inventory Management
9. Strategic Cost Management
10. Tactical Decision Making
11. The Balanced Scorecard
12. Quality and Environmental Cost Management
13. Budget: A Planning and Control Tool
14. Just-In-Time and Total Quality Management
15. Vendor Management

Exams:

Written midterm and final exam (schedule and topics covered are to be advised)

Grading:

Attendance 10%

Case Study	30%
Mid Test	30%
Final Exam	30%

Books and other Sources:

1. Don. R. Hansen and Maryanne M. Mowen, 2012, *Cornerstone of Cost Management*, Cengage Learning.
2. David L. Goetsch and Stanley Davis, 2012, *Quality Management for Organizational Excellence: Introduction to Total Quality*, Prentice Hall.
3. Gwynne Richards, 2011, *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page.
4. Robert S. Kaplan and David P. Norton, 1996, *The Balanced Scorecard: Translating Strategy into Action*, Harvard Business Review Press.
5. Yasuhiro Monden, 2011, *Toyota Production System: An Integrated Approach to Just-In-Time*, Productivity Press.



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Tourism Product:

Code:
CE 3/1

ECTS:
5

Language:
English

Lecturer:
I Nyoman Sudiarta, SE., M. Par

Description:

A clear and explicit concept of the product will provide greater precision in discussions related to the nature of tourism and the planning, development, management and delivery of its products. Improved understanding of the structure and functioning of the product also will assist developers, entrepreneurs, and planners in creating more successful products for the marketplace. In the long run, the concept will aid researchers in more accurately measuring, analyzing, and modeling industry performance. Before presenting the concept, however, it will be useful to summarize the existing literature on product development by reviewing concepts of product development from both the demand (marketing) and supply side perspectives.

Learning Objective:

The objective of this course is a prerequisite for satisfying tourists' changing demands and insuring the long-term profitability of the industry. Ideally, tourism products meet marketplace demands, are produced cost-efficiently, and are based on the wise use of the cultural and natural resources of the destination.

Subjects Covered:

Weekly Topics:

1. Introduction
2. Defining Tourism Product Development
3. The Tourism Destination and its Characteristics
4. Variables Influencing Tourism Product Development
5. Destination Strategy for Tourism Product Development
6. The Role of Destination Authorities in Tourism Product Development
9. Fundamental Issues in Tourism Development and Product Planning
10. Principles and Procedures for Tourism Product Development
11. Identification of Tourism Product Development
12. Tourism Product Development Priorities and putting the Plan into Action
13. Guidelines on the Model Approach to Tourism Product Development
14. Destination Variations
15. Study Tour

Exams:

Written midterm and final exam

Grading:

Individual Participation, Assignments	50%
Mid and Final Test	50%

Books and other Sources:

1. Echtner, Charlotte M and Ritchie J.R. Brent. 2003. *The Meaning and Measurement of Destination Image. The Journal of Tourism Studies*. Vol. 17, No.1, pp. 37 – 48.
2. Buttler, R.W. 1980. The Concept of Tourist Area Cycle of Evaluation: Implication For Management of Resources, *Canadian Geographer*, XXIV, 1. Pp.5-12.
3. Cooper, Chris; Fletcher, John; Gilbert, David and Wanhill, Stephen.1993. *Tourism Principles & Practice*. Pitman Publishing.
4. Hsu, Cathy., Killion, Les., Brown, Graham., Gross Michael.J., Huang, Sam. 2008. *Tourism Marketing: An Asia Pacific Perspective*. Australia: John Wiley.
5. Leiper, Neil.2004.*Tourism Management*. Australia: Pearson Education.
6. Mill, Christie and Morrison, Alastair M. 2009. *The Tourism System*, sixth edition, USA: Kendall Hunt.
7. Plog.Stanley C.2001. Why Destination Areas Rise and Fall in Popularity, *Cornel Hotel and Restaurant administration Quarterly*, Vol.14,No.4, pp. 55-58.
8. Smith, Stepen L.J. 1994. The Tourism Product, *Annal Tourism Research*, Vol.21,No.3,pp.582-595.
9. UNWTO. 2011. Hand book on Tourism Product Development, Madrid: World Tourism Organization (UNWTO) and European Tourism Commision (ETC).
10. UNWTO *World Tourism Barometer*, Volume.10 Januari 2012.



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Tourism Product

CE 3/1	Learning activity		Weeks per semester														Semester break								Σ			
	Lecture	Type of Lecture	SWH	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	1	2	3	4	5	6	7	8	Σ	h
Hours of compulsory course attendance	L1	Lecture	2	2	2	2	2	2	0	0	2	2	2	2	2	2	2	2										
	L2			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L3			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L4			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L5			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									26	h
Private studies		Preparation for lecture		1	1	2	2	1			1	1	2	1	2	1												
		Follow up for lecture		1	2	2	2	1			1	1	2	2	2	1												
		Literature research		1	1		1				1	1		1														
		Library visit						1			1		1															
		Homework and exercises		2	3	3	3	3			2	3	3	3	2													
		Preparation of drafts and homework																										
		Preparation of papers and presentations				1	2				2	2		2														
		E-Learning																										
		Organisational matters		1																								
		Exam preparation																	10	10	10							
	Exam																											
	Other					2	1																					
								</																				

Tourism Marketing and Sales:

Code:
CE 3/2

ECTS:
5

Language:
English

Lecturer:
Dr. I Nyoman Madiun. MSc

Description:

This course is designed to give an understanding of the importance of marketing and sales in the tourism field. The process of marketing and sales are discussed by offering related examples. The marketing environment both micro and macro environment are considered as the important concepts to be understood well by students. Practical case studies are used to analyze these two concepts. To achieve the marketing goals, relevant marketing strategies concepts are demonstrated by using relevant and related examples.

Learning Objective:

By the end of the learning process, students should:

- Have an appreciation of the meaning and the role of marketing
- Have an understanding of the basics of strategic planning and the marketing process
- Have an understanding of the five essential elements of marketing as a philosophy of consumer-orientation
- Be able to describe the environments in which companies operate, and show the influence of external forces on marketing decisions
- Be able to explain market segmentation, targeting, and positioning
- Have an understanding how products are designed, named, packaged, and formed into product lines
- Be able to state factors that affect pricing and comparing general pricing approaches
- Be able to explain a general outline of the key concepts of distribution channels and physical distribution
- Be able to explain communication and promotion strategy
- Be able to show different approaches that companies can take to a market in order to serve consumers' and the companies' needs

Subjects Covered:

Weekly Topics:

1. Introduction
2. Marketing and Marketing Process
3. Marketing Management Philosophies
4. Marketing Environment
5. Market Segmentation
6. Case Study & Written Mid Exam
9. Product Strategy
10. Pricing Strategy
11. Distribution Strategy
12. Promotion Strategy
13. Approaching the Market
14. Case Study

15. Review

Exams:

Case Study

Written Mid Term Exam

Written Final Exam

Grading:

Case Study 40%

Mid and Final Test 60%

Books and other Sources:

1. Kottler, Philip and Armstrong, Gary, 1994, *Principles of Marketing*, sixth Edition, Prentice-Hall, International, Inc, USA
2. Mason, Barry,J. and Ezell, F., 1993, *Marketing Management*, Macmillan Publishing Company, New York
3. Seaton, A.V., and Bennett, M.M., 1996, *Marketing Tourism Products*, International Thomson Business Press, USA



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Sustainability and Tourism:

Code:
CE 3/3

ECTS:
5

Language:
English

Lecturer:
Ir. A.A G. Raka Dalem, MSc.(Hons)

Description:

This course is designed to familiarize students with the concept of sustainable tourism and the integration of sustainable business practices into tourism and hotel operations.

Students will develop the ability to critically evaluate the impacts tourism creates and provide some solutions to mitigate those. Different types of sustainable tourism, including eco tourism will be discussed.

The theoretical knowledge will be illustrated through a variety of case studies from around the world. Field trips will allow students to gain a rare insight into successful business practices.

Learning Objective:

By the end of the learning process, students should:

- Identify the key concepts and issues of sustainability and sustainable tourism
- Describe and evaluate environmental, socio- cultural and economic impacts of tourism
- Describe the phenomenon of eco tourism and position eco tourism in the broader context of sustainable tourism
- Classify and evaluate products and best practices in sustainable tourism
- Apply theoretical knowledge in a practical industry context
- Critically evaluate sustainable tourism business operations

Subjects Covered:

Weekly Topics:

1. Introduction to Sustainable Tourism
2. Tourism Impacts, Carrying Capacity and Visitor Management
3. Ecotourism: Concept and Definitions
4. Sustainable Tourism Environments
5. Sustainable Tourism: Markets and Clients
6. Mid Term Test
9. Sustainable Tourism Business Development and Planning
10. Sustainable Tourism Regulation: Industry Professionalism and Accreditation
11. Community-based Sustainable Tourism / Indigenous Tourism
12. Ecotourism: Interpretation and Conservation
13. Sustainability in the Hotel and Resort Industry
14. Sustainable Tourism World Survey
15. Review and Case Study

Exams:

Case Study

Written Mid Term Exam

Written Final Exam

Grading:

Case Study	40%
Mid and Final Test	60%

Books and other Sources:

1. Mason, Peter (2008). *Tourism Impacts, Planning and Management*
2. Alampay, Ramon Benedicto A. (2005) ed. *Sustainable Tourism Challenges for the Philippines*. Makati City: PASCN.
3. Chawla, Romila (2006). *Impacts of Tourism*, New Dehli: Sonali Publications
4. Hall, Colin Michael and Lew, Allan (2009). *Understanding and Managing Tourism Impacts: An Integrated Approach*, London: Milton Park :Routledge



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International Marketing:

Code:
CE 4/1

ECTS:
5

Language:
English

Lecturer:
Dr. I Nyoman Madiun. MSc

Description:

Because of advances in technology, increasing international trade, growing global income levels, and a convergence of consumer tastes, companies worldwide must examine their business strategies and tactics with a global perspective. This course introduces a broad array of fundamental concepts and strategies that will enable students to understand these dynamic changes in the global marketing environment. A Supplemental Reading offers insight into international marketing in the service industry.

Learning Objective:

By the end of the learning process, students should:

- Help students determine whether or not an organization is ready to "go global."
- Explore the market assessment and development of an organization that is planning a global marketing program.
- Understand the tasks involved in managing global marketing programs.

Subjects Covered:

Economies of scale; International marketing; Market segmentation; Marketing mix; Product life cycle; Transfer pricing; Vertical integration, Global Markets

Weekly Topics:

1. Introductions
 - Global Marketing
 - The Global Manager
 - Importance of Global Markets
 - Development of Global Marketing
 - Role in the global marketing
2. The Global Economy
 - International Trade
 - Basic Theories of World Trade
 - Outsourcing
 - Economic Considerations
3. Cultural and Social Forces
 - Definition of Culture
 - Cultural values
 - Language and Communication
 - Cultural Differences
4. Global Markets
 - Markets and Buyers
 - Consumer Markets

- Business Markets
- Government Markets

Case: Airbnb: a "global, social experiment"

5. Global Competitors

- Globalization of Competition
- Home Country Actions and Global Competitiveness
- Competitors from Emerging Markets

6. Mid Term Test

9. Global Marketing Research

- International Marketing Research
- Challenges in Planning International Research
- Studying the Competition
- Outsourcing Research
- Developing a Global Information System

Case: Shanghai Jahwa in China: China's largest domestically-owned manufacturer of daily-used personal chemical products.

10. Global Market Participation

- International Marketing Operations
- Evaluating National Markets
- Geographic Market Choices
- Country Selection

11. Global Market Entry Strategies

- Exporting
- Foreign Production
- Ownership Strategies
- M&A and Exit Strategies

Case: Coca Cola : "Ramadhan package in Muslim Countries"

12. Global Product Strategies

- Product Design
- Packaging and Labeling
- Warranty and Service Policies
- New Product Development

13. Global Strategies for Services, Brands, Social Marketing

- Marketing Services including Social Marketing
- Branding
- Trademarks and Brand Protection

Case: Unilever: A study of success franchising

14. Pricing for Global Markets

- Profit and Cost Factors
- Market and Environmental Factors
- Managerial Issues in Global Pricing

15. Global Promotion Strategies

- Global Promotion Strategies
- Personal Selling
- Global Account Management
- Selling to Businesses and Governments
- Other Forms of Promotion Managing Global Advertising
- Global vs Local

- Global Campaigns and Media Strategy
 - Global-Local Decisions
- Case: H&M : Optimizing online experience

Exams:

Written Mid Term Exam

Written Final Exam

Grading:

Individual participation	10%
Mid Term Exam	30%
Final Exam	60%

Books and other Sources:

1. Kotabe, M., Peloso, T., Gregory, G, Noble, G., MacArthur, W., Neal, C., Riege, A., and Helsen, K., (2005) International Marketing: An Asia Pacific Focus, John Wiley and Sons, Brisbane.
2. Kotabe, M. and Helsen, K. (2010) Global Market Management (5rd ed), John Wiley and Sons.
3. Fletcher & Crawford (2011) International Marketing: An Asia-Pacific Perspective (5rd ed), Prentice Hall, Sydney, Australia.
4. Craig and Douglas (2005). International Marketing Research (3rd ed.), John Wiley and Sons: Australia.
5. Czinkota, M. & Ronkainen, I. (2010). International Marketing (9th ed), Thompson South- western Publishing
6. Cateora, Philip R, Gill, Mary, and Graham, John. (2011) International Marketing (15th ed.), Irwin McGraw-Hill: Boston, MA

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International Marketing

CE 4/1	Learning activity		Weeks per semester														Semester break							Σ				
	Lecture	Type of Lecture	SWH	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	1	2	3	4	5	6	7	8	Σ	h
Hours of compulsory course attendance	L1	Lecture	2	2	2	2	2	2	0	0	2	2	2	2	2	2	2	2										
	L2			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L3			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L4			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	L5			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									26	h
Private studies		Preparation for lecture		1	1	2	2	1			1	1	2	1	2	1	2	1										
		Follow up for lecture		1	2	2	2	1			1	1	2	2	2	1												
		Literature research		1	1		1				1	1		1														
		Library visit				1		1			1		1															
		Homework and exercises		2	3	3	3	3			2	3	3	2														
		Preparation of drafts and homework																										
		Preparation of papers and presentations				1	2				2	2	2															
		E-Learning																										
		Organisational matters		1																								
		Exam preparation																	10	10	10							
	Exam																											
	Other					2	1																					

Brands and Brand Equity:

Code:

CE 4/2

ECTS:

5

Language:

English

Lecturer:

Drs. I Gde Ketut Warmika, MM

Description:

"Brands and Brand Equity" provides a comprehensive review of the fundamental concepts and theories in branding and introduces key concepts, issues and terminology related to creating, nurturing, managing, leveraging, and defending strong brands. Students will learn the many components that make up a brand, the value that brands provide for consumers and firms, how firms create brand equity, and the key decisions that brand managers must make and the challenges they face. This course also combines theory and practice by summarizing and integrating the latest theories and models in branding research and illustrating them with examples from diverse industries, including success and failure of well-known brands.

Learning Objective:

By the end of the learning process, students should:

- Explain the crucial role of branding in an organization's success.
- Describe how organizations create strong, positive brands.
- Show ways to calculate the value of a brand.
- Explore how organizations can leverage and defend strong brands.

Subjects Covered:

Brand elements; Brand equity; Branding

Weekly Topics:

1. Brands and Brand Management
2. Customer-based Brand Equity
3. Brand Positioning and Values
4. Choosing Brand Elements to Build Brand Equity
5. Designing Marketing Programs to Build Brand Equity
6. Mid Term Test
9. Integrating Marketing Communications to Build Brand Equity
10. Leveraging Secondary Brand Knowledge to Build Brand Equity
11. Developing Brand Equity Measurement and Management System
12. Measuring Sources of Brand Equity
Measuring Outcomes of Brand Equity
13. Design and Implementing Branding Strategies
14. Introducing and Naming New Products and Brand Extensions
15. Managing Brands Over Time
Managing Brands Over Geographical Boundaries and Market Segments

Exams:

Written Mid Term Exam

Written Final Exam

Grading:

Individual participation	10%
Mid Term Exam	30%
Final Exam	60%

Books and other Sources:

1. Aaker, D. A. 1996. Measuring brand equity across products and markets. *California Management Rev.* 38(Spring) 102-120.
2. Aaker, J. L. 1997. Dimensions of brand personality. *J. Marketing Res.* 34(August) 347-356.
3. Agrawal, M. K., V. R. Rao. 1996. An empirical comparison of consumer-based measures of brand equity. *Marketing Letters* 7(3) 237-47.
4. Ambler, T., and P. Barwise. 1998. The trouble with brand valuation. *J. Brand Management* 5(May) 367-377.
5. Argenti, P.I A., B. Druckenmiller. 2004. Reputation and the corporate brand. *Corp. Reputation Rev.* 6(4) 368-374.
6. Barth, M. E., M. Clement, G. Foster, R. Kasznik. 1998 Brand values and capital market valuation. *Rev. Accounting Studies* 3 41-68.
7. Biehal, G. J., D. A. Sheinin. 1998. Managing the brand in a corporate advertising environment: A decision-making framework for brand managers. *J. Advertising* 27(2) 99-110.
8. Dacin, P., D. C. Smith. 1994. The effect of brand portfolio characteristics on consumer evaluations of brand extensions. *J. Marketing Res.* 31(5) 229-242.
9. Dowling, G. R. 1994. *Corporate Reputations*. Kogan-Page, London.
10. Feldwick, P. 1996. What is brand equity anyway, and how do you measure it? *J. Market Res. Soc.* 38(April) 85-104.
11. Gupta, S., D. R. Lehmann, J. A. Stuart. 2004. Valuing customers. *J. Marketing Res* 41(February) 7-18.
12. Hoeffler, S., K. L. Keller. 2003. The marketing advantages of strong brands. *J. Brand Management* 10(6) 421-445.
13. Kapferer, J.-N. 2005. *The New Strategic Brand Management*, Kogan-Page, London, England.
14. Keller, K. L. 2002. Branding and brand equity. Bart Weitz and Robin Wensley, eds. *Handbook of Marketing*, Sage Publications, London, 151-178.
15. Keller, K. L., S. Sood. 2004. The effects of product experience and branding strategies on brand evaluations. Working paper, UCLA, Anderson School of Management.
16. Keller, K. L., B. Sternthal, A. Tybout. 2002. Three questions you need to ask about your brand. *Harvard Bus. Rev.* September 80(9) 80-89.
17. 1983. The globalization of markets. *Harvard Bus. Rev.* (May-June) 92-102.
18. Muniz, A. M. Jr., T. C. O'Guinn. 2000. Brand community. *J. Consumer Res.* 27(March) 412- 432.
19. Nail, P. A., K. Raman, R. S. Winer. 2005. Planning marketing-mix strategies in the presence of interaction effects. *Marketing Sci.* 24(1) 25-34.
20. Park, C. W., S. Y. Jun, A. D. Shocker. 1996. Composite branding alliances: An investigation of extension and feedback effects. *J. Marketing Res.* 33(November) 453-466.

21. Rao, V. R., M. K. Agrawal, D. Dahlhoff. 2004. How is manifested branding strategy related to the intangible value of a corporation? *J. Marketing* Forthcoming.
22. Schmitt, B. H. 1999. *Experiential Marketing: How to Get Customers to Sense Feel, Think, Act and Relate to Your Company and Brands*. Free Press, New York.
23. Steenkamp, J.-B., R. Batra, D. Alden. 2003. How perceived brand globalness creates brand value. *J. International Bus. Studies* 34 53-65.
24. Uncles, M., A. S. C. Ehrenberg, K. Hammond. 1995. Patterns of buyer behavior: Regularities, models, and extensions. *Marketing Sci.* 14(3, Part 2 of 2) G71-G78.
25. Zaltman, G. 2003. *How Customers Think: Essential Insights into the Mind of the Market*. Harvard Business School Press, Boston, MA.
26. Zhang, S., B. H. Schmitt. 2001. Creating local brands in multilingual international markets. *J. Marketing Res.* 38(August) 313-325.



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Developing and Managing Channels of Distribution:

Code:

CE 4/3

ECTS:

5

Language:

English

Lecturer:

Ni Putu Sri Harta Mimba, Ph.D, SE, M.Si.

Description:

This course explores the multi-faceted nature of channels of distribution. The course provides guidelines for how producers of goods and services should cultivate, execute, and manage their go-to-market strategies. They can achieve success by implementing the notion of channel stewardship, and by applying its three main disciplines: mapping the industry channels, building & updating the channel value chain, and aligning & influencing the channel value chain. Managers are guided on whether to pursue direct and/or indirect channels of distribution. The lecturer presents a seven-step framework for building the channel value chain. In aligning & influencing the channel system, students discover the importance of aligning the network of suppliers and intermediaries to address customer needs, and how participating members should be rewarded commensurate with their efforts. Hard and soft power as key influential levers are discussed, and students are also introduced to a four-step alignment process for programming a high-performance channel system. This discipline also involves managing horizontal channel conflict. The course closes with an eCommerce supplement, which discusses how online channel capabilities have caused varying degrees of disruption among certain product categories.

The course contains two interactive illustrations: "Channel Margins," which provides students with an overview of the effect of markups and margins that are added as the product or service winds its way through the distribution-channel system; and "Channel Profiles," which enables students to apply the seven-step value chain framework to build a sample distribution system, and to explore three different financial scenarios of a hypothetical company case example.

Learning Objective:

By the end of the learning process, students should:

- Underscore the significance of distribution channels
- Introduce the concept of channel stewardship, its three disciplines, and the importance of managing channels comprehensively
- Recognize the four overarching forces affecting channel strategy (4 Cs) in mapping the industry: customer requirements, competitive actions, channel capabilities & costs, and channel power.
- Understand the need for and benefit of multi- channel stewardship
- In the eCommerce supplement, discover how online as a channel has disrupted selected industries

Subjects Covered:

Channel advantage; Channel conflict; Disintermediation; Distribution; Distribution channels; Distribution planning; Hybrid channels; Marketing channel systems; Marketing channels; Multichannel marketing

Weekly Topics:

1. The value that distribution channels create
Marketing flows in channels and contact efficiency
2. Typical channel structure
Service outputs of channels
3. Channel scheme defined
Obtained differential advantage with channels
4. The characteristics of retailing
Retail marketing decisions: target markets and retail positioning strategy
Retail strategic profit model and Mgt Horizons Impact Model
5. Non-store retailing
Retail store brands & Retail Trends
Types of wholesaler
6. Mid Term Test
9. Key challenges in channel design
10. Direct or indirect distribution
Exclusive-, selective-, intensive distribution
11. Why power is used in channels
The nature of channel conflict and conflict resolution strategies
12. Franchising advantages and disadvantages for the franchisor and for the franchisee
Types of franchising
13. Franchise sales process
Key success drivers in franchising
14. The structure of electronic marketing channels
Disintermediation versus reinter mediation
15. Mobile electronic channels
Advantages and disadvantages of electronic marketing channels

Exams:

Written Mid Term Exam

Written Final Exam

Grading:

Individual participation	10%
Mid Term Exam	30%
Final Exam	60%

Books and other Sources:

Lewis, Edwin E. (1968), *Marketing Channels: Structure and Strategy*, Perspectives in Marketing Series, Robert D. Buzzell and Frank M. Bass, eds, New York: McGraw-Hill.

McCammon, Bert C. and Robert W. Little (1965), 'Marketing Channels: Analytical Systems and Approaches', an excerpt in *Marketing Channels & Institutions: Readings on Distribution Concepts & Practices*, Bruce J. Walker and Joel B. Haynes, eds, Columbus, OH: Grid, Inc.

Bagozzi, Richard P. (1979), 'Toward a Formal Theory of Marketing Exchange', Conceptual and Theoretical Developments in Marketing, O. C. Ferrell, Stephen W. Brown, and Charles W. Lamb, Jr, eds, Chicago, IL: American Marketing Association.

Duddy, Edward A. and David A. Revzan (1947), Marketing: An Institutional Approach, New York: McGraw-Hill.

Shaw, Arch (1915), 'Some Problems in Market Distribution', Quarterly Journal of Economics (August), 706-765.

Brion, John M. (1965), Marketing through the Wholesaler-Distributor Channel, Marketing for Executives Series #10, Chicago, IL: American Marketing Association, 53.



Project

Code:

P

ECTS:

5

Language:

English

Lecturer:

1 supervisor per group

Description:

Students work on business concepts in groups, which consist of 5 members. Each concept must be related to its actual environment (Bali, Indonesia). The idea for the business concept may come from students, project partners or professors. The projects are to be processed by the students themselves independently and responsibly. In weekly meetings with the supervisor the students present their progress and can get feedback.

The project's result should be a holistic business concept. At the final presentation the students have to present their concept and business plan in order to convince the audience.

Learning Objective:

On one hand the students deepen their already accumulated knowledge, on the other hand they learn to combine this knowledge in an interdisciplinary way with respect to applications and to do interdisciplinary project work.

Subjects Covered:

Project Management; Planning; Organization; Management; Controlling

Weekly Topics:

1. Project Announcement
2. Project Planning Presentation
3. Students are working on their project tasks
4. ...
5. ...
6. ...
9. ...
10. ...
11. ...
12. ...
13. ...
14. ...
15. Preparation for the final presentation

Exams:

Project Planning Report

Project Planning Presentation

Business Plan

Reflection Report

Final Presentation

Grading:

Product/Outcome 70% (Business Plan 50%, Presentation 20%)

Individual

30% (Process 20%, Reflection Report 10%)

Books and other Sources:

If required by the students

1. The Definitive Guide to Project Management. Nokes, Sebastian. 2nd Ed.n. London (Financial Times / Prentice Hall): 2007.
2. David I. Cleland, Roland Gareis (2006). Global Project Management Handbook. McGraw-Hill Professional, 2006.
3. Young-Hoon Kwak (2005). "A brief History of Project Management". In: The story of managing projects. Elias G. Carayannis et al. (9 eds), Greenwood Publishing Group, 2005.
4. F. L. Harrison, Dennis Lock (2004). Advanced project management: a structured approach. Gower Publishing, Ltd., 2004.
5. Tom Kendrick. The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right, Third Edition. AMACOM Books, 2013



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Explanation of the GoBali grading scale

The GoBali program is using the European ECTS grading scale as follows:

ECTS Grade	%	Definition
A+	100 - 95	Outstanding performance with only minor errors
A	94 - 90	
B+	89 - 85	Above the average standard but with some errors
B	84 - 80	
C+	79 - 75	Generally sound work with a number of notable errors
C	74 - 70	
C-	69 - 65	
D	64 - 60	Fair but with significant shortcomings
E+	59 - 54	Performance meets the minimum criteria
E	54 - 50	
F	49 - 0	Fail

Calculation of final grades

GoBali transcripts indicate the final grade achieved in each subject studied. Each course will be graded differently, based on the system described in the course descriptions herein.

Transcripts

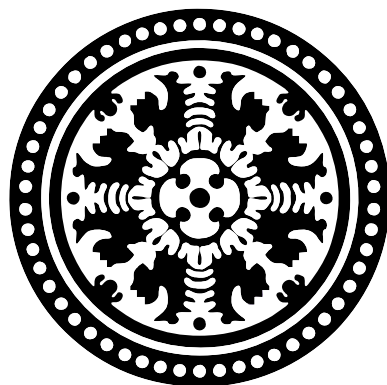
Transcripts are sent to you usually 6 - 8 weeks after the exams. Please note that we do not convert our grades for international universities. Each university will convert the grades obtained by its students according to its own criteria. A detailed explanation of GoBali's grading system is sent to you with the transcripts.

Re-Sit Exams

Please note that there are **no re-sit exams** at Udayana University for the GoBali program.

GoBali international grading systems conversion table

ECTS	KM K	DE	FHN %	FI %	FI	NL	US	FR	IE	IT	LT	HU	RU	PL	ES 1	UK	SI	TR1	TR 2
E	3,6 - 4,0	4,0	50 - 54	40 - 44	1,0	5,5	D	10	D 35 - 39	18	5	2		3	aprobado 5,0 - 5,2	40/41	6 / 51% - 60%	D2 50 - 54	DD
E+		3,7	44 - 59	45 - 49	1,5	5,6 - 5,8	D+	10,5	C 40 - 44	19					aprobado 5,3 - 5,5	42 - 44		D1 55 - 59	
D	3,1 - 3,5	3,3	60 - 64	50 - 59	2,0	5,9 - 6,2	C-	11	C 45 - 49	20/21	6			3,5	aprobado 5,6 - 5,9	45 - 54	7 / 61% - 70%	C2 60 - 64	DC
C-		3,0	65 - 69	60 - 62	2,5	6,3 - 6,5	C	11,5	C+ 50 - 54	22			3		aprobado 6,0 - 6,2	55			
C	2,1 - 3,0	2,7	70 - 74	63 - 65	3,0	6,6 - 6,8	C+	12	B- 55 - 59	23	7				aprobado 6,3 - 6,5	56/57		C1 65 - 69	
C+		2,3	75 - 79	66 - 69	3,5	6,9 - 7,1	B-	13	B 60 - 64	24 - 26	8	3		4	aprobado 6,6 - 6,9	58/59	8 / 71% - 80%	B2 70 - 74	CC
B	1,6 - 2,0	2,0	80 - 84	70 - 74		7,2 - 7,6	B	14	B 65 - 69	27/28			4		noteable 7,0 - 7,9	60 - 64			CB
B+		1,7	85 - 89	75 - 79	4,0	7,7 - 8,1	B+	15	B+ 70 - 79	29/30	9	4		4,5	noteable 8,0 - 8,9	65 - 69	9 / 81% - 90%	B1 75 - 84	BB
A	1,0 - 1,5	1,3	90 - 94	80 - 89	4,5	8,2 - 8,9	A-	16	A 80 - 89						sobresaliente 9,0 - 9,9	70 - 84		A2 85 - 89	BA
A+		1,0	95 - 100	90 - 100	5,0	9,0 - 10	A	17-2 0	A 90 - 100	30 lode	10	5	5	5	matricula de honor 10	85 - 100	10 / 91%-100 %	A1 90 - 100	AA



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