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THE OFFICE OF INTERNATIONAL RELATIONS - IITKGP

NOT RECOMMENDED

FILE No - 131



NAME OF THE STUDENT:

MS. SHARA JAHAN SHAPLA

COUNTRY:

BANGLADESH

COURSE:

DOCTORAL

DEPARTMENT ATTACHED TO:

VGSoM

ACADEMIC YEAR:

2019- 2020



Office of International Relations
Indian Institute of Technology
Kharagpur – 721 302

NOT RECOMMENDED

REF: 556/2019/OIR

Dated: 31.10.2019

To:
The Dean
Vinod Gupta School of Management
IIT Kharagpur
721302.

Subject: Application of Ms. Shara Jahan Shapla from Bangladesh.
Program Applied for: Doctoral at the Vinod Gupta School of Management.
Session Applied: Spring semester- 2019-2020.

Dear Prof. Prabina Rajib
Greetings from the Office of International Relations (OIR)!

We are pleased to forward an application for Doctoral from Ms. Shara Jahan Shapla. All supporting documents are attached. The Departmental Recommendation Form (DRF) for the foreign applicant is also enclosed.

You are requested to kindly:

- Review and evaluate the application form and mark accordingly in the attached DRF.
- Schedule an online personal interview if found eligible.
- Tick whether and when personal interview was conducted. Indicate your decision in the space provided in the DRF.
- Assign Faculty mentor (if recommended for admission).
- Provide your additional comments (if any).
- 'Sign' with date; put your name seal in the space provided.

Once done you are requested to return back this filled and signed application form to OIR for our further processing. You may contact our IR Executive - Ms. Alivia Nag (Extn: 81068 or email at alivia.nag@adm.iitkgp.ac.in) in case of any issues or further query regarding this application form.

Thank you.

Sincerely,

Anandaroop Bhattacharya

संकायाध्यक्ष, अंतराष्ट्रीय संबंध
Dean, International Relations
भा प्रो सं खड़गपुर/IIT Kharagpur



Encl: (a) Recommendation Form for Doctoral Studies by foreign applicant,
(b) Application forms along with the supporting documents.



Office of International Relations
Indian Institute of Technology Kharagpur

Recommendation Form for PG/ Doctoral Studies by foreign applicants

Applicant details (to be filled in by OIR)			
Name	SHARA JAHAN SHAPLA		
Citizenship	BANGLADESH	Date of birth	31-12-1992
Current affiliation	NORTH SOUTH UNIVERSITY, BANGLADESH		
Academic qualifications (University/Institute, degree, year etc.)	NORTH SOUTH UNIVERSITY, BANGLADESH		
Details of application at IIT Kharagpur (to be filled in by OIR)			
Department/School/Centre	VINOD GUPTA SCHOOL OF MANAGEMENT		
Intended degree	DOCTORAL	Intended specialization	MARKETING
Intended start semester	SPRING 2019-2020		
Source of funding	Self / Scholarship	Details:	SELF
Recommendation (to be filled in by D/C/S)			
Academic qualifications reviewed	Yes <input checked="" type="checkbox"/>	No	
Personal interview conducted	Yes (date)	No <input checked="" type="checkbox"/>	
Recommendation (please tick one)	Recommended	Not Recommended <input checked="" type="checkbox"/>	
Mentor faculty (if recommended)	not required		
Comments (if any)	It does not meet the institute criteria. 04/11/19		
Signature of Head with seal and date	Prabina Rajit 05/11/19		
Forwarded by Dean IR			
Approval			
Comments by Dean PGS&R			
Signature of Dean PGS&R with seal and date			

Please note: Kindly return this signed form to OIR for further processing. If recommended, GoI rules will be followed for issuing visa invitation letter to applicant.

NOT RECOMMENDED

FILE NO. 131

Application for MS/PhD Programme

Application Details

Application ID : 2019D0142SHAR
Applied Date : 21-10-2019

Personal Details

Name (as in passport) : Shara Jahan Shapla
Date of Birth : Dec. 31, 1992
Place of Birth : Dhaka
Gender : Female
Nationality : Bangladesh
Main Language/s spoken at home : Bengali
Other Languages Known : Bengali, Hindi, English

Passport Details

Passport Number : BX0620560
Issued date : Oct. 28, 2018
Expiry date : Oct. 27, 2023
Issuing Country : DIP/Dhaka

Contact Details

Email Address : shapla.nsu11@yahoo.com
Home Phone : 008801750084300
Mobile Phone : 008801750084300

Current Mailing Address

Country : Bangladesh
Suburb/Town : Dhaka
State : Dhaka
Address : 16, Larmini Street, Wari, Dhaka, Bangladesh
Postcode : 1203
Contact Person in case of Emergency : AKM Shahjahan
Contact Number in case of Emergency : 008801682075824

Course details at IIT Kharagpur

Programme : Doctoral Degree Program
Department/School/Center : Vinod Gupta school of Management
Specialization : Marketing
Intended period of enrollment : Spring Semester
Academic year : 2020
Have you received/ will you apply for any scholarship award for visiting IIT Kharagpur? : No
If you do not have a scholarship or if the scholarship is partial, do you have any other funding source? : No

Details of your past visits in IITKGP

Have you previously been to Indian Institute of Technology Kharagpur? : No

Have you contacted any Faculty member or any office of the Institute about your present intended visit to IITKGP? : No

Home Institution & Administrator's Details

Name of your affiliated Institute/Company : North South University, Dhaka, Bangladesh
Institute's/Company's Address : Bashundhara, Dhaka-1229, Bangladesh
Does your Institute/ Company have an MOU with IIT KHARAGPUR? : No

Academic Qualifications/ Educational Details:

Name of the Degree/Exam	University/ Board/ Council	Year of Completion	GPA (or Equivalent)	Maximum GPA Scale (or Equivalent)	Major/ Specialisation/ Subjects

SSC	Dhaka Board	2007	5	5	Business Studies
HSC	Dhaka Board	2009	5	5	Business Studies
BBA	North South University	2016	3.04	4	Marketing
MBA	North South University	2018	3.09	4	Marketing

GATE Score

Not applicable

Publications/ research papers /books:

Title of Conference Paper/ Journal Paper/ Book Chapter/ Book	Authors	Publication Details (Publisher, Volume no., Pages, Year)

Work Experience Details:

Company Name	Nature of Job	From	To
		None	

Disability Details

Not known

References :

Referee's name (with salutation)	Email id	Contact Number
Dr. Mohammad Tayeenul Hoque	mohammad.hoque02@northsouth.edu	00880255668200
Professor Jashim Uddin Ahmed	jashim.ahmed@northsouth.edu	00880255668200

October 19, 2019

Prof. B. N. Singh
Registrar
Indian Institute of Technology Kharagpur
India

Application for the position of Doctoral Candidate at Vinod Gupta School of Management

Dear members of Doctoral candidate search committee:

I am writing in response to your recent advertisement in IIT Kharagpur webpage for searching 'Doctoral candidate' to join your **School of Management** Studies from January 2020. I was awarded with a Master of Business Administration degree from North South University, Dhaka Bangladesh where my specialization area was 'Marketing'. I come from a solid management studies background with a strong interest in marketing and a passion towards strategy. My area of focus and interest varies from evaluation marketing strategy to quantitative analysis in international marketing. I have maintained a 3.09 CGPA out of 4 point scale through a well-balanced program of study, which was not only very analytical and technical by nature but also helps to build leadership and team building qualities. I believe my academic background, business knowledge and a short industry experiences have provided me with the credentials needed to thrive as a Doctoral candidate at '**School of Management**' at IIT Kharagpur.

The skills I have developed through my degree demonstrate my ability to make an effective contribution to a research position within marketing domain. After completing the MBA degree, I have gained solid analytical and problem solving skills for marketing department at the time of working in the logistics firm, namely "World-Wide Logistics Inc" from November, 2018 to June 2019. I have worked as a junior logistics coordinator where I was involved in resolving operational issues related to transportation route management. Because of my work experiences, I fully understand how important it is to bring higher-level innovation dynamics and market orientation strategy in today's international business environment due to intense competition exists within the business environment. During my experience as a logistics co-coordinator and past academic experience support me to comprehend the importance of market orientation concept for international organization. In line with recent scholarly works that identified a firm can realize positive return by focusing on marketing orientation capability in export markets. The reason is that market orientation capability is influenced by learning orientation from customers, customer, rivals along with external actors, and this support a firm to realize more about foreign market demand.

Albeit there has been a consensus that market orientation capability can lead to a firm's better business performance, previous studies do not identified the function of ambidextrous market orientation strategy in international business arena. A firm's accumulated knowledge is not enough to attain better organizational performance, rather the firm needs knowledge management capabilities to deploy market orientation strategy accurately within international marketing context. Additionally, previous scholars do not consider the function of ambidextrous market orientation strategy in international market context, assuming that responsive based market orientation is effective equally in home and foreign market conditions. Accordingly, the shortcomings in earlier market orientation studies encourage me to develop a research proposal within international marketing strategy arena. In particular, my primary research goals are directed toward untangling the function of ambidextrous market orientation strategy in export markets environment. My future research plans are aimed at the function of marketing strategy within post acquisition integration process, and thus my ultimate is to become a scholar in "strategic marketing" and "merger & acquisition" premises.

I believe that clear, open communication with students is a key element in helping them learn. Looking back at my own learning experience as a student at a business school in Bangladesh, I greatly value the supportive and caring environment that a school like School of Business and Economics provides between professors and students. In my prospective career as a 'Doctoral candidate' at your institution, I look forward to working in a collaborative learning and teaching environment with both faculty and students, where I can gain knowledge of developing courses' contents, incorporating innovative teaching techniques and exploring the most recent theories in marketing domain to conduct explorative research.

I am confident that I possess the skills and qualities you are seeking and that will be able to make a positive contribution to the Department of management Studies in IIT Kharagpur. I have excellent teamwork skills as evident by my success in group on my course, in particular during our research based projects in MBA program and in my short time corporate job. Through my academic experiences I have become a competent user of a range of social science statistical software package such as SPSS, and MPlus. Thank you for considering my application, and I will gladly provide any other supporting materials upon request. In the meantime, I am enclosing my research proposal within this application. I am available for interview at any time and would welcome the opportunity to discuss my application with the member of 'Doctoral candidate' search committee.

Kind regards

Ms. Shara Jahan Shapla

Mobile number: +8801750084300

BOARD OF INTERMEDIATE AND SECONDARY EDUCATION, DHAKA.

BANGLADESH

Secondary School Certificate Examination - 2007

Serial No. DBS : **7032900**

DBCS : **07025984**



ACADEMIC TRANSCRIPT

Letter Grade	Class Interval	Grade Point
A+	80-100	5
A	70-79	4
A-	60-69	3.5
B	50-59	3
C	40-49	2
D	33-39	1
F	00-32	0

Name of Student : *Shara Jahan Shapla*

Father's Name : *A. K. M. Shahjahan*

Mother's Name : *Mohsina Begam*

Name of Institution : *Mirpur Girls' Ideal Laboratory Institute*

Name of Centre : *Dhaka - 13 (Mirpur Bangla High School)*

Roll No. : **41 66 67**

Registration No. : **664145 / 05**

Group : **Business Studies**

Type of Student : **Regular**

Date of Birth :

31/12/1992 (Thirty First December Nineteen Hundred And Ninety Two)

Sl. No.	Name of Subjects	Letter Grade	Grade Point	GPA (Without additional subject)	GPA
1	Bangla	A+	5	4.63	5.00
2	English	A	4		
3	Mathematics	A+	5		
4	General Science	A+	5		
5	Religion (Islam)	A	4		
6	Introduction To Business	A	4		
7	Accounting	A+	5		
8	Business Entrepreneurship	A+	5		
Additional Subject :					
9	Home Economics	A+	5	GP above 2	
				3.0	

Date of Publication of Result : **12 June, 2007.**

Controller of Examinations

BOARD OF INTERMEDIATE AND SECONDARY EDUCATION, DHAKA

BANGLADESH

Higher Secondary Certificate Examination, 2009

Serial No. DBH **9004549**

DBCH **09004419**



ACADEMIC TRANSCRIPT

Letter Grade	Class Interval	Grade Point
A+	80-100	5
A	70-79	4
A-	60-69	3.5
B	50-59	3
C	40-49	2
D	33-39	1
F	00-32	0

Name of Student : *Shara Jahan Shapla*
 Father's Name : *A. K. M. Shahjahan*
 Mother's Name : *Mohsina Begam*
 Name of Institution : *Dhaka Commerce College*
 Name of Centre : *Dhaka - 4, Tejgaon College*

Roll No. : **51 78 75**

Registration No. : **962839 / 2007**

Group : *Business Studies*

Type of Student : *Regular*

SL. No.	Name of Subjects	Letter Grade	Grade Point	GPA (without additional subject)	GPA
1	Bangla	A+	5	4.60	5.00
2	English	A	4		
3	Prin. Of Business & Prac.	A+	5		
4	Computer Studies	A+	5		
5	Accounting	A	4		
Additional Subject :					
6	Sec. Sc. & Office Mngt.	A+	5	GP above 2	3.0

Date of Publication of Results : **25 July, 2009.**

[Signature]
 Controller of Examinations



NORTH SOUTH UNIVERSITY

THE FIRST PRIVATE UNIVERSITY IN BANGLADESH

ESTABLISHED BY THE NORTH SOUTH UNIVERSITY FOUNDATION

Plot # 15, Block # B, Bashundhara, Dhaka-1229, Bangladesh. Phone: 880 (2) 55668200,

Fax: 880 (2) 55668202, email: controller@northsouth.edu, Website: www.northsouth.edu

Office of the Controller of Examinations

To

Student

Official Transcript

08 Jun 2015

Student Name : Shara Jahan Shapla

Student ID : 1110379 0 30

Date of Birth : 31 Dec 1992

Degree Objective : Bachelor of Business Administration

Spring 2011

Course	Course Title	Cr.	Gr.	CC	CP
BUS101	Introduction to Business	3.0	D	0.0	0.0
ENG102	Introduction to Composition	3.0	C+	3.0	3.0
MAT112	Elementary Mathematics	3.0	C	0.0	3.0
Semester Credit : 3.00		TGPA : 2.30		CGPA : 2.30	

Summer 2011

Course	Course Title	Cr.	Gr.	CC	CP
BIO103	Biology I	3.0	B	3.0	3.0
MGT210	Principles of Management	3.0	B	3.0	3.0
MKT202	Introduction to Marketing	3.0	C-	0.0	0.0
Semester Credit : 6.00		TGPA : 3.00		CGPA : 2.77	

Fall 2011

Course	Course Title	Cr.	Gr.	CC	CP
BUS172	Introduction to Statistics	3.0	B+	3.0	3.0
ECO101	Introduction to Microeconomics	3.0	B-	3.0	3.0
ENV107	Introduction to Environmental Science	3.0	B+	3.0	3.0
Semester Credit : 9.00		TGPA : 2.90		CGPA : 2.83	

Spring 2012

Course	Course Title	Cr.	Gr.	CC	CP
ACT201	Introduction to Financial Accounting	3.0	A-	3.0	3.0
BUS173	Applied Statistics	3.0	B-	3.0	3.0
MIS105	Introduction to Computers	3.0	B+	3.0	3.0
Semester Credit : 9.00		TGPA : 3.23		CGPA : 2.97	

Summer 2012

Course	Course Title	Cr.	Gr.	CC	CP
FIN254	Introduction to Financial Management	3.0	B	3.0	3.0
MGT351	Human Resource Management	3.0	B	3.0	3.0
MIS205	Computer Information Systems	3.0	A-	3.0	3.0
Semester Credit : 9.00		TGPA : 3.23		CGPA : 3.03	

Fall 2012

Course	Course Title	Cr.	Gr.	CC	CP
ACT202	Introduction to Managerial Accounting	3.0	B+	3.0	3.0
MGT321	Organizational Behaviour	3.0	C+	0.0	0.0
MIS210	Concepts of Computer Programming	3.0	B+	3.0	3.0
MKT202	Introduction to Marketing	3.0	A	3.0	3.0
Semester Credit : 9.00		TGPA : 3.53		CGPA : 3.13	

Spring 2013

Course	Course Title	Cr.	Gr.	CC	CP
ECO104	Introduction to Macroeconomics	3.0	B-	3.0	3.0
MGT372	International Business	3.0	B-	3.0	3.0
MIS310	Database Systems for Business	3.0	A-	3.0	3.0
MKT337	Promotional Management	3.0	B-	3.0	3.0
Semester Credit : 12.00		TGPA : 2.95		CGPA : 3.09	

Summer 2013

Course	Course Title	Cr.	Gr.	CC	CP
MGT368	Entrepreneurship	3.0	B+	3.0	3.0
MIS450	Data Communication and Networking for Business	3.0	B+	3.0	3.0
MKT344	Consumer Behavior	3.0	B-	3.0	3.0
MKT412	Services Marketing	3.0	B	3.0	3.0
Semester Credit : 12.00		TGPA : 3.08		CGPA : 3.09	

Fall 2013

Course	Course Title	Cr.	Gr.	CC	CP
ENG103	Intermediate Composition	3.0	C	3.0	3.0
MKT465	Brand Management	3.0	C+	3.0	3.0
PAD201	Introduction to Public Administration	3.0	B+	3.0	3.0
POL101	Political Science	3.0	B+	3.0	3.0
Semester Credit : 12.00		TGPA : 2.73		CGPA : 3.04	

Spring 2014

Course	Course Title	Cr.	Gr.	CC	CP
BUS101	Introduction to Business	3.0	B+	3.0	3.0
BUS251	Business Communication	3.0	B	3.0	3.0
ECO134	Applied Mathematics-I	3.0	C+	3.0	3.0
ENG105	Advanced Composition	3.0	D+	3.0	3.0
MIS470	Systems Analysis and Design	3.0	A-	3.0	3.0
Semester Credit : 15.00		TGPA : 2.72		CGPA : 2.99	

Summer 2014

Course	Course Title	Cr.	Gr.	CC	CP
LAW200	Legal Environment of Business	3.0	C-	0.0	0.0
MGT321	Organizational Behaviour	3.0	A-	3.0	3.0
MGT489	Strategic Management	3.0	B+	3.0	3.0
MKT470	Marketing Research	3.0	C+	3.0	3.0
Semester Credit : 9.00		TGPA : 3.10		CGPA : 3.00	

Fall 2014

Course	Course Title	Cr.	Gr.	CC	CP
BUS498	Internship	4.0	B+	4.0	4.0
MGT314	Production Management	3.0	C-	3.0	3.0
MKT460	Strategic Marketing	3.0	A-	3.0	3.0
Semester Credit : 10.00		TGPA : 2.94		CGPA : 2.99	

Spring 2015

Course	Course Title	Cr.	Gr.	CC	CP
BUS401	Business Ethics	3.0	B	3.0	3.0
ECO244	Applied Mathematics-II	3.0	B	3.0	3.0
LAW200	Legal Environment of Business	3.0	A	3.0	3.0
PBH101	Introduction to Public Health	3.0	A	3.0	3.0
Semester Credit : 12.00		TGPA : 3.50		CGPA : 3.04	

Summary

Total Credits Counted	: 127.0
Total Credits Passed	: 130.0
Total Grade Points	: 386.1
Cumulative Grade Point Average	: 3.04

***** End of Transcript *****

Controller of Examinations

Dean, School of Business



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Plot # 15, Block # B, Bashundhara, Dhaka-1229, Bangladesh. Phone: +88 02 55668200
Fax: +88 02 55668202, email: controller@northsouth.edu, Website: www.northsouth.edu
Office of the Controller of Examinations

013847

To
Student

Official Transcript 23 Jan 2018
Student Name : Shara Jahan Shapla
Student ID : 1531004 0 60
Date of Birth : 31 Dec 1992
Degree Objective : Master of Business Administration

Courses Waived (12 Credits Accepted)				
Course	Course Title	Cr.	Gr.	CC CP
BUS501	Business Mathematics	3.0		
BUS505	Accounting Principles	3.0		
BUS516	Computer Information Systems	3.0		
BUS518	Business Law and Ethics	3.0		
Fall 2015				
Course	Course Title	Cr.	Gr.	CC CP
BUS500	Communication Skills for Manager	3.0	A	0.0 3.0
BUS520	Management and Organizational Behavior	3.0	B-	3.0 3.0
Semester Credit : 3.00		TGPA : 2.70		CGPA : 2.70
Spring 2016				
Course	Course Title	Cr.	Gr.	CC CP
BUS511	Business Statistics	3.0	B	3.0 3.0
Semester Credit : 3.00		TGPA : 3.00		CGPA : 2.85
Summer 2016				
Course	Course Title	Cr.	Gr.	CC CP
BUS525	Managerial Economics	3.0	B-	3.0 3.0
BUS601	Human Resource Management	3.0	B+	3.0 3.0
Semester Credit : 6.00		TGPA : 3.00		CGPA : 2.93
Fall 2016				
Course	Course Title	Cr.	Gr.	CC CP
BUS530	Economic Conditions Analysis	3.0	B-	3.0 3.0
BUS620	Marketing Management	3.0	B	3.0 3.0
BUS635	Managerial Finance	3.0	C+	3.0 3.0
Semester Credit : 9.00		TGPA : 2.67		CGPA : 2.81
Spring 2017				
Course	Course Title	Cr.	Gr.	CC CP
BUS650	Operations Management	3.0	B	3.0 3.0
BUS685	International Business	3.0	A-	3.0 3.0
MKT623	Promotional Management	3.0	B-	3.0 3.0
Semester Credit : 9.00		TGPA : 3.13		CGPA : 2.91
Summer 2017				
Course	Course Title	Cr.	Gr.	CC CP
MGT604	Organizational Development & Change	3.0	C+	0.0 0.0
MKT625	Distribution Management	3.0	B+	3.0 3.0
MKT634	Marketing Strategy	3.0	B	3.0 3.0
Semester Credit : 6.00		TGPA : 3.15		CGPA : 2.95
Fall 2017				
Course	Course Title	Cr.	Gr.	CC CP
BUS690	Strategic Management	3.0	A-	3.0 3.0
MGT680	Supply Chain Management	3.0	B	3.0 3.0
MGT682	Environmental Management	3.0	B+	3.0 3.0
MKT633	Global Marketing	3.0	A	3.0 3.0
Semester Credit : 12.00		TGPA : 3.50		CGPA : 3.09
Summary				
Total Credits Counted		48.0		
Total Credits Passed		51.0		
Total Credit with transfer/waiver		60.0		
Total Grade Points		148.2		
Cumulative Grade Point Average		3.09		

End of Transcript

Controller of Examinations

Unfolding the influence of ambidextrous market orientation on born global apparel firm's export performance: An emerging market's export venture context

Being a Doctoral of Philosophy proposal in partial fulfillment of

The Requirements for the Application of

Doctor of Philosophy

in the Indian Institute of Technology Kharagpur

Vinod Gupta school of Management

By

Ms. Shara Jahan Shapla

October, 2019

Introduction:

International marketing (IM) literature frequently claims that the global business environment is highly uncertain, where recurring changes are a more common phenomenon than in domestic market operations. Thus exporting firms solicit capabilities which have strong dynamism that support and can react quickly within turbulent conditions. In this premise, past studies emphasized exporters' dynamic capabilities requirements for enhancing international performance (Kamakura, Ramón-Jerónimo, & Gravel, 2012). Researchers claims dynamic capability (DC from here onwards) an organizational strategy that focus on a recurrent modification of capabilities to achieve long term goal or success. Researchers (Murray, Gao, & Kotabe, 2011) used the market orientation within DC studies to show the robustness of information accumulation in export market. Nonetheless, extant studies advocated the notion of market orientation in export market context that highly emphasized express needs of overseas customers, and that is considered a core function of the knowledge accumulation process. As the nature of export markets arena is highly competitive and vibrant, thus to accelerate the internationalization process exporters must pursue those dynamic capabilities that satisfy effectively market information absorption and knowledge management.

Market orientation theory exhibits that it is a firm level resource, which fulfills the valuable, rare, inimitable and non-substitutable (VRIN) criteria (Menguc & Auh, 2006), and it is the ability of a firm to learn about the market environment (Vorhies & Morgan, 2005; Li, Lin, & Chu, 2008). The concept of MO was first described by Kohli and Jaworski, (1990) who focused on market orientation implementation strategy whereas the relationship between market orientation and business profitability were first explained by Narver and Slater (1990). Even though prior literature supports the conceptual theory of latent needs (Kohli & Jaworski, 1990; Narver & Slater, 1990) but it largely ignored the empirical analysis which was done by Narver et al.,(2004) study. Supplementary, few writers have been able to draw the "ambidexterity market orientation (AMO from here onwards) theory in recent years. For instance, Herhausen (2016) states that "AMO is an organization's ability to be aligned in managing today's business demands while simultaneously being adaptive to changes in the environment". However the applicability of AMO in the export market context is still not considered in the international marketing literature. Whereas previous market strategy literature investigated the relationship between marketing capabilities and firm performance as well as market orientation and innovation, until now there have sparse understanding how export performance is influenced by possessing both market orientation concept (i.e. PMO and RMO) concurrently.

Marketing scholars focused on the roles of market knowledge accumulation processes in determining success of innovativeness. For instance, previous literature reported that the success of an innovation process is contingent on (1) marketing resources that satisfy VRIN criteria (i.e. Valuable, rare, inimitable and non-substitutable) (2) technological resources (e.g., R&D budget, personnel and expertise, manufacturing technology) (Montoya-Weiss & Calantone, 1994). This study supports the findings of market orientation by Menguc and Auh,(2006), and suggests that MO alone cannot be able to generate value or dynamic capability, rather it requires complementary effects by other elements to foster its valuable, rare, inimitable and non-substitutable (VRIN) criteria. Therefore, this study has drawn attention to complementary capability, namely, innovativeness. This research draws RBV, DC and complementary theory to address the interaction effects of AMO with other operation capability such as innovations capability.

Aim of the study:

The importance of ambidextrous market orientation (AMO from here onwards) can be seen in recent work on Tan and Liu (2014) where the researchers claimed a firm must pursue an equal magnitude of proactive and responsive market orientation in ways to attain competitive advantage in the turbulent market environment. As the nature of export market is highly unpredictable, the application of AMO

strategy is influential to satisfy the dynamic capability characteristics. Whereas previous studies widely emphasized the utilization of "export market orientation" to attain better export performance, yet there have been sparse prior studies that largely overlooked the relationship between AMO and performance of born global firms or export firms within Bangladesh. This study therefore set out to assess why it is crucial to realize customers' latent and express needs during information accumulation process? This encourage present study to unravel the influence of AMO within the export market premises.

Additionally, most studies about AMO have concentrated on understanding the role of AMO in local market context and it was assumed in earlier study that AMO supports a firm to attain competitive advantage achievement process (Herhausen, 2016). It should be noted that an exporter competitive advantages cannot draw directly from possessing AMO rather it requires a proper knowledge management process for implementing accumulated knowledge effectively. This gap in the literature can be addressed by conceptualizing a crucial marketing capability as a mediator for the relationship between AMO and export performance from the context of born global firms in Bangladesh. In essence, the second aim of this study contributes to the meager attention on AMO-marketing capability-export performance interface under the lens of born global organization from Bangladesh. In particular, this research will enhance our scant understanding of how innovativeness as a marketing capability is influenced by proper accumulation of market specific knowledge management process within the export-oriented apparel industry at the time of technological turbulence existence.

Following the aims of this study and unanswered research questions, this study draws three research objectives

- (1) to examine why Ambidextrous market orientation capability is critical to leverage knowledge accumulation process
- (2) to extend the analysis of innovation capability as a mediator between the linkage o AMO and export performance
- (3) to understand how technological turbulence serves as an enabler between innovation capability and export performance.

To fulfill this prime objectives, the present resent proposal highlighted three research questions that support this study to develop solid conceptual model for proposing possible hypothesizes. The research questions are:

- To what extent AMO influences performance of born global export ventures?
- Why the presence of innovativeness are crucial within the linkage of market specific knowledge accumulation and export performance of apparel firm?
- To what extent technological advancement moderate the linkage between innovativeness and export performance of apparel firm?

Conceptual model and hypothesis development

An organization's information accumulation capability involves in two sided processes and these are knowledge accumulation from competitors and customers (Slater & Narver, 1994). Market information acquisition capability involves in improving exporters' dynamism of the particular export market by focusing on three processes such as market research, market intelligence generation and export assistance (Leonidou & Theodosiou, 2004). In general an organization's information capability is involved in "outside in" approach that does not influence the attainment of competitive advantage in the market (Day, 1994). The firm requires "inside out" approaches as well that refers knowledge management capabilities such as innovativeness (Day, 1994). It refers a firm's accumulated information will transform to knowledge management processes in ways that brings better innovation in production process or new product development for satisfying the needs of commercially valuable products in the export markets.

In addition, a firm's better innovativeness occurs at the time of the firm's efficiency to absorb knowledge about unarticulated and express needs of the markets (Danneels, 2004). In export-oriented manufacturing firm's context, this AMO strategy is not only a border strategy for the exporter but also it

supports to diffuse commercially viable products and solutions to the customers. This indicates a positive association between AMO and innovativeness of the export firm. Hence, this research hypothesizes that

Hypothesis 1: The level of product development capability an exporting manufacturer possesses is positively contingent on the export ventures AMO strategy.

Innovations capability is a set of tangible asset that requires a set of interaction among other operational capabilities—namely, pricing, relationship management, place, distribution and so on. These interactions improve the efficiency of the innovations processes and act as a critical source of attaining better export performance in the market. Apart from that, an exporter's innovation capability is highly related to technological advancement. As technology changes in a dynamic process, it influences innovation process. Thus, the interaction between technological turbulence and innovation positively influences export performance. Hence, this study proposes that

Hypothesis 2: There is a positive association between innovations and better export performance.

Hypothesis 3: There is a positive association between the interaction term of innovation and technological turbulence on export performance.

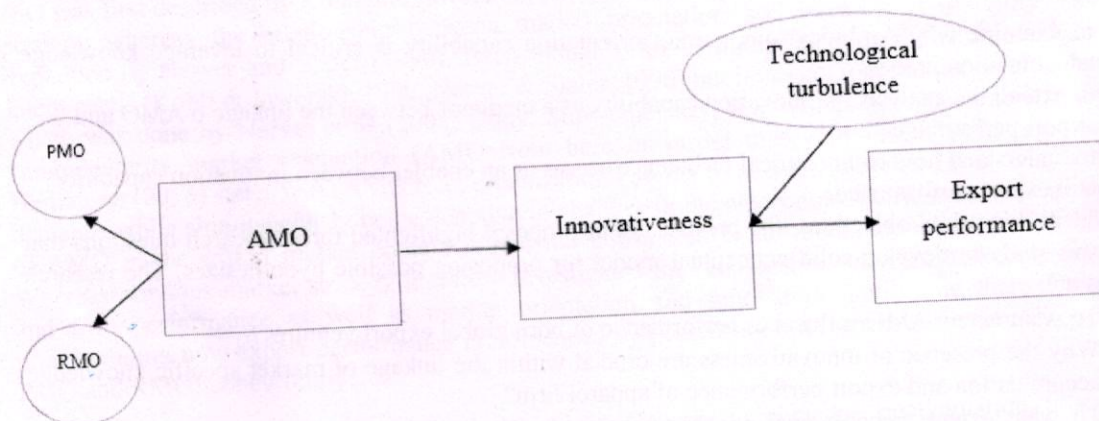


Figure 1: Conceptual model of AMO's linkage to export performance through mediator and moderator

Research Methodology:

- Research philosophy and strategy:

The main aim of this research is to explore and analyze AMO strategy for export ventures involved in the apparel industry for emerging countries like Bangladesh. To conduct this study, the researcher will apply deductive research philosophy. Hence, this research design is quantitative which is non-explanatory in nature. Another form of quantitative research design called experimental research will not be used here, because of the influence of extraneous variables that may be present during experimental research and also because of manipulation in independent variables (Bryman & Bell, 2011).

According to Bryman & Bell (Bryman & Bell, 2011), "entailing the collection of numerical data and as exhibiting a view of the relationship between theory and research as deductive, a predilection for a natural science approach". To carry out this research, the researcher will select cross-sectional research design that has led to develop hypothesis and then test that from the accumulated data that will be

received from sampling frame. This facilitates researcher to analyze data effectively with evidence, and also will enable to identify- how a combination of market orientation strategies impact on return on investment of born global firms in apparel industry. Moreover, for examining proposed hypothesizes by quantitative research design, the research will use structural equation modeling to better understand the model fitness and regression effects of the proposed constructs. To analyze the model, the research will operationalize MPlus statistical software that is popular in structural equation model examination.

- **Data Collection:**

Since deductive research philosophy is proposed for examining the effects of the proposed constructs, the research data will be collected for cross sectional research design. To collect data this study will measure the constructs' items from previous literature or empirical works. After reviewing the literature and pilot test of proposed items, this study will develop a set of items for the survey questionnaire. In order to conduct the survey, the researcher will appoint survey assistant so that higher response rate can be achieved. In this study the researcher will design the sample frame from export ventures that are listed in Bangladesh Garments Manufacturer and Export Associations (BGMEA) and Bangladesh Knit Manufacturer and Export Association (BKMEA) members' list.

In the survey questionnaire researcher will use closed ended questionnaire. In addition, research will collect data from multiple respondent from a single export venture firm to satisfy priori measure of common method bias issue. This will also increase response rate. The data from survey questionnaire will be quantified in ways to prove the reliability and validity of the research. Quantitative analysis smooth the progress of research by prove the reliability and validity of the research as well as researcher can analyze results from qualitative and quantitative data.

Theoretical and managerial contribution of this study:

This research will contribute to knowledge growth in the field of knowledge management view and resource based theory. The reason is that the underlying foundations of AMO are embedded on knowledge management view and resource based theory. Marketing strategists can comprehend how a different combination of proactive market orientation and responsive market orientation effects the performance of international new venture in apparel industry. In broader sense this study will facilitate born global firms to understand the necessity of practicing both proactive market orientation and responsive market orientation. Managers from export ventures can gain knowledge on how innovativeness and better relationship management are contingent on an exporter's AMO strategy's level.

Besides that, as current literature in international marketing focus on the importance of understanding express needs of customers, this research will shed light on literature of international marketing by emphasizing the possession of AMO strategy to achieve competitive advantage in the markets along with improve the operational procedure of B2B arena. The reason is that exporters are involved in B2B arena, and retaining business customers are challenging process in this competitive export market environment. Additionally, this research findings will assist export managers in several ways. First, the findings of the study help managers to better understand (1) what defines perceptions of AMO in export market context (2) how MO can create value as firms expand abroad (3) how important certain attributes and are for retaining corporate customers outside the border or export markets.

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**Personal Resume
Of
Shara Jahan Shapla**
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Career Objective: I am eager to start a doctoral program in a top ranked Business School like Vinod Gupta school of Management to shape my education qualification for entering into academia. As an energetic person, I believe getting a role in education institution will shape my knowledge in ways that can improve my assertive communication skills to deal with the local and foreign students. In addition, a doctoral program will enhance my knowledge on designing conceptual mode, analyzing data of complex model, and collecting information through survey or experimental study. If get the opportunity in the doctoral program, I am prepared to lead module in marketing management, and promotional management modules as an assistant lecturer by using case study and articles.

Educational Background:
2016–2017

MBA in Marketing, North South University (CGPA: 3.09)

□ **Modules include:** Distribution management, global marketing, strategic marketing, and Promotional management.

□ **Key learning:** The course itself taught me how to put marketing into practice through a strong focus on research and real life case studies. I left with better confidence in my academic background and my ability to do a good job in a marketing environment.

2011–2015

BBA in Marketing, North South University (CGPA: 3.04)

□ **Modules include:** Marketing research, Promotional management, International marketing, Strategic marketing, Service marketing, Consumer behavior, Brand management, Marketing Channel.

□ **Key learning:** Strongly develop oral communication skills and confidence through presenting to peers and lecturers. In terms of content, staff and fellow students, the NSU's business degree delivered so much more value than I had anticipated. One of its intangible strengths was the atmosphere it fostered; the people you learn from and learn alongside are an exceptional and inspiring bunch. In brief, the course gave me a solid grounding in management and strategy, practical exposure to research and investment cases, and an understanding of business process.

2004–2006

Higher Secondary Certificate, Dhaka Commerce College (GPA: 5.0)

□ Dhaka Board

□ Major concentration: Business Studies

2002–2004

Secondary School Certificate, Mirpur Girls Ideal laboratory Institute (GPA: 5.0)

□ Dhaka Board

□ Major concentration: Business studies

Job Experience:

Junior Logistics Coordinator at World Wide Logistics INC (Nov-2018 to Jun-2019)

- Use IT systems to manage stock levels, delivery times and transport costs
- Use associated information systems to coordinate and control the order cycle
- Liaise and negotiate with truck drivers for loading and unloading shipments along with planning vehicle routes for satisfying efficient distribution process
- Manage staff training issues and motivate other members of the team

Other personal skills:

- Language & Communication Skills: Fluent writing and spoken skill both in English & Bengali.
- Team based working Skills: Excellent team based performance in South East University.
- IT Skills: Statistical software packages including SPSS and Stata
- Proficient in all major Microsoft Office applications, including complex formulae in Excel

Personal Details:

Father's Name : A.K.M. Shahajahan

Mother's Name : Mohsina Begam

Date of Birth : 31-12-1992

Permanent & Mailing Address : 16, Larmini Street Wari, Dhaka

Marital Status : Married

Nationality : Bangladeshi by birth

Referees

Professor Jashim Uddin Ahmed
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Associate Professor of Marketing
North South University
Dhaka, Bangladesh
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Shara Jahan Shapla

(Shara Jahan Shapla)

Signature



LOGISTECH BD

Date: July 01, 2019

Salary Certificate

To Whom It May Concern

This is to certify that, **Shara Jahan Shapla**; Designation: **Jr Logistics Coordinator**, Employee ID: **0027** received the following emoluments from **Logistech BD** an offshore division of **Word Wide Logistics Inc.** During the period from **November 15, 2018 to June 30, 2019 (Last Day of Employment)**.

Basic	BDT 1,80,383/-
Transportation Allowance	BDT 32,712/-
Phone Allowance	BDT 3,632/-
Festival Bonus	BDT 25,000/-
Provident Fund (4 Months)	BDT 7,000/-
Total:	BDT 2,48,727/-

LOGISTECH BD

T. R. Villa Concord
Road : 113, House #9, Apartment # 3B2
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P: +88 01783859791, +88 01740502707

Marufa Rahman

Marufa Rahman
HR & Accounts Executive
Logistech BD
P: 01783859791
E: marufa@ww-logistics.com



LOGISTECH BD

EXPERIENCE CERTIFICATE

July 1, 2019

This is to certify that, **Shara Jahan Shapla** is employed with **Logistech BD** (A Division of **WORLD WIDE LOGISTICS INC**), working as an **Jr Logistics Coordinator** since **November 15, 2018 to June 30, 2019**.

During her tenure as an **Jr Logistics Coordinator**, I developed a very high regard for **Shara Jahan Shapla** based on her outstanding contributions that she made to the **BD Operations** team throughout her time here.

We wish her all the best in her future endeavors.

Sincerely,

LOGISTECH BD
L.R. Villa Concord
Road # 113, House # 7, Apartment # 382
Gulshan 2, Dhaka 1212, Bangladesh
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Marufa Rahman
Marufa Rahman

HR& Accounts Executive

Cell: +8801783859791

Email: marufa@ww-logistics.com

Logistech BD (A Division of WORLD WIDE LOGISTICS INC.)

People's Republic of Bangladesh

Office of the Registrar of Birth and Death

Dhaka City Corporation

Dhaka Bangladesh

Birth Certificate

[Rule-9, of Birth and Death Registration (City Corporation) Rules, 2006]
(Extract from Birth Register)

Register No.

2

Date of Registration : 02/04/08
(dd mm yy)

Registration No.

0 1 5 8 2 9

Date of Issue : 02/04/08
(dd mm yy)

Personal Identification No.

1 9 9 2 3 0 0 8 0 3 0 1 5 8 2 9

Name : Shara Jahan Shapla

Date of Birth (AD) (In digit) 31/12/1992
(dd mm yy)

Sex : ☐ Male ☒ Female

(In words) Thirty One December Nineteen hundred ninety-two

Place of Birth : Dhaka, Bangladesh.

Present Address : House No-5, Road No-21, Block-C, Section-10, Mirpur, Dhaka, Bangladesh.

Ward No: 03 Zone No: 08 City Corporation : Dhaka Country : Bangladesh

Father's Name : A.K.M. Shahjahan Nationality : Bangladeshi

Mother's Name : Molisina Begam Nationality : Bangladeshi

Permanent Address : Vill-Khankandi, P.O-Khankandi, P.S-Shibchar, Dist-Madaripur, Bangladesh.

MD. MIRZALI
REGISTRAR ASSISTANT
ZONE-8 (MIRPUR)
DHAKA CITY CORPORATION



(Signature and Name of Registrar with seal)
Toufiqur Rahman
Zonal Executive Officer
Zone-8 (Mirpur)
Dhaka City Corporation, Dhaka

BX0620560

SHAPLA

থাকছে নান / Given Name

SHARA JAHAN

জাতীয়তা / Nationality

BANGLADESHI

জন্ম তারিখ / Date of Birth

31 DEC 1992

ଲିଙ୍ଗ / Sex ଜନ୍ମସ୍ଥାନ / Place of Birth

F DHAKA

প্রদানের তারিখ / Date of Issue

28 OCT 2018

মেয়াদোত্তীর্ণের তারিখ / Date of Expiry

27 OCT 2023

व्यक्तिगत नं० / Personal No.

19922694803000095

পৰ্ববৰ্ত্তী পাসপোর্ট নং / Previous Passport No

AG8455002

প্রদানকারী কর্তৃপক্ষ / Issuing Authority

DIP / DHAKA

Signature / Holder's Signature

P<BGDSHAPLA<<SHARA<JAHAN<<<<<<<<<<<<<<<<<<<<<<
BX06205607BGD9212314F23102772694803000095<84