

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
 SCHOOL OF DISTANCE EDUCATION (SDE)
 for the SDE students admitted during the academic year 2011-12 & Onwards

M.B.A - Export Management
 (Annual Pattern)

<u>Paper</u>	<u>Name of the Subject</u>	<u>Marks</u>
<u>First Year</u>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<u>Second Year</u>		
2.1	International Business Environment	100
2.2	Export Trade & Documentation	100
2.3	Export Finance Procedure	100
2.4	FOREX Management	100
2.5	International Project Management	100
2.6	Logistics Management	100
2.7	International Marketing	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
Total		1800

1.1. Principles of Management and Organizational Behaviour

UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT II

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

UNIT IV

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT V

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

1.2. Managerial Economics

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

1.3. Accounting and Finance for Managers

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.4. Marketing Management

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatiya, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

1.5. Human Resource Management

UNIT I: Human Resource Function

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

UNIT II: Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT III: Training & Development

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

UNIT IV: Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT V: Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCE

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.

3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

1.6. Quantitative Techniques for Management

UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.7. Research Methods for Management.

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

REFERENCE

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.8. CORPORATE COMMUNICATION

Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

References:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

1.9. OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

II Year

2.1. International Business Environment

Objectives : To familiarise the students with the prevailing business environment in the international context with respect to political, legal, cultural and demographic factors.

Unit-I

International Business - Meaning – Definition - Difference between domestic and international business - Concepts of environmental analysis – Importance – Techniques – Process - Limitation.

Unit II

Demographic and Geographic environment – Population growth – causes and consequences – urbanization – impact on business – Geographic factors – topography – climate – Role of infrastructure on international business – Transportation – Energy – Communication - Need for proficiency foreign language.

Unit III

Cultural Environment – Elements – religion and religious groups – language and linguistic groups – Types of social organization (social structure) - Impact of foreign culture on business.

Unit IV

Political and Legal environment – Functions - Economic roles of government – Need for government intervention in business – Legal systems – Bases – Dispute settlement – Jurisdiction and forms of settlement. Government and regulatory environment – Environmental Pollution – Causes and consequences and legislative measures.

Unit V

Technological and Financial Environment- Meaning of technological environment – governing factors – Importance – Indicators of technological progress – Financial environment – Role of financial institution – International financial institutions – World Bank – IMF – Structure and Functions.

REFERENCES :

1. International Marketing : Philip R. Cateora
2. Business Environment : C.B. Gupta
3. Global Business Environment : Francis Cherunillam
4. Environmental Economics: M. Kapagam.

2.2. Export Trade and Documentation

Objectives: To familiarise the students with the basic procedure and documents which are essential for export trade and other government policies.

Unit I

Introduction- Customs Act – other acts relating to export/import – Formalities for commencing – obtaining export/import licenses – processing of export order - customs formalities – Export documentation – role of ECGC in export promotion – terms of shipment – Export Promotion council, commodity boards – Role and functions of Export Promotion council, Commodity boards, Directorates of commercial intelligence and statistics, Indian trade promotion organization, IIFT. .

Unit II

Export: Types of exporters-Registration of exporters. Major Export from India –Licensing. Facilities available to EOU`S, SEZ`S, and Status holders duty drawback procedures other incentives .

Unit III

Documentation - Performa invoice, commercial invoice and its attestation, packing list, Inspection, certificate, certificate of origin, GSP certification, shipping bills, A.R, A.R(4) forms, Mate receipts, GR-Forms or SDF, Marine insurance policy, ECGC policy, bill of exchange, bank certificate for Export B/L, AWB, Special Consular Invoice- bill of entry and airway bill.

Unit IV

Preshipment inspection formalities – inspection agencies- compulsory inspection control Act 1963 – customs clearance of export cargo – post shipment formalities and procedures excise duty and customs clearance.

Unit V

Foreign trade policies-EXIM Policy-Foreign trade policy 2004-09-provisions-Negative list-Restricted list, Shipment of Export cargo: By sea, air, ICD, courier, land customs station and by Post - Procedure and Documents required for shipment of cargo - Multimodal transport - Procedure and documentation - Central Excise and Customs clearance of export cargo - Procedure and documents.

REFERENCES

New Export Import Policy – Nabhi’s publications
 Export Marketing –Francis Cherunilam
 Export Management –T.A.SBalagopal
 Export Import Procedure - Documentation andLogistics-C.Ramagopal
 Export Marketing-B.S.Rathor & J.S.Rathor

2.3. Export Finance Procedure

Objectives: To equip the students with the updated information on various methods and procedures of foreign trade financing, costing and pricing for exports and the various institutions involved in export finance.

Unit I

Export Finance & Payments – Export Credit – Financing Foreign receivables –FEMA- advances against collection – discounting trade acceptance – Institutional Support for export finance in India – RBI guidelines- trade control - ECGC guide lines –Foreign Exchange Dealing Association of India – guidelines- international chamber of commerce – stages of export finance – new schemes for export finance – rediscounting export bills – options for exporters – forfeiting and factoring – RBI guidelines.

Unit II

Export costing: cost concepts – marginal, fixed, total, relevance of variable cost for exports – duty draw back, DEPB, concessional customer tariffs, terminal excise duties, sales tax octroi – deemed export and its benefits.

Unit III

Terms of payment – Advance payment, Document against payments, Documents against acceptance, Letter of credit – Incoterms : Ex-works/FOB/CFR/CIF/CIFC - Cost sheet for exports (Elements)/Freight Calculation/ Insurance premia Calculation. Terms of Payment – Advance payment, Documents against Payments, Documents against acceptance, Letter of Credit, Examples of working out quotations taking all incentives including profit margin/ overseas commission.

Unit IV

Pre shipment finance – Packing credit - advance against incentives, Discounting of documents, interest rate structure – Full convertibility – Financial institutions – Commercial bank, Exim bank – Exchange rate mechanism – Forward exchange cover.

Unit V

Post shipment Finance – post shipment credit – Negotiation of Export documents Under letters of credit – Purchase/Discount of foreign bills – Advance against bills sent on collection – Advance against Goods Sent on Consignment – Advance against Export Incentives – Advance against undrawn Balances –

Advance against Retention Money – Post-shipment Export Credit Guarantee and Export Finance Guarantee – Post-shipment Credit in Foreign Currency.

References

1. International Marketing : M.L. Varma&Agarwal
2. Export Import Finance : Parasram
3. International Finance : Maurice D.Levi

2.4. FOREX Management

Objectives: To enable the students to have an overview of the foreign exchange market and to survive and grow in international business by managing the risks efficiently.

Unit I

Nature significance & scope of forex management- foreign exchange rate-foreign exchange market-types of foreign exchange –determinants of foreign exchange-exchange rate quotations-BOT-BOP-Funding of vostro account-multinational banking

Unit II

Foreign exchange market-Spot and forward transactions –TT selling and buying rate-Forward exchange contract-features of forward exchange contract

Unit III

Risk management- Basis of risk management-concepts and objectives-Risks in foreign exchange-Spot and forward-Basic issues in interest rate risks-risk management process— techniques-measurement-monitoring exchange control

Unit IV

Inter bank deals-cover deals trading-swap deals-arbitrage operations-managing foreign exchange reserves-devaluation-pros and cons

Unit-V

Sources of forex funds –debt short term, supplier's credit, buyers credit, medium and long term, ECB; s-Present status of foreign exchange markets in India

REFERENCES

International Financial Management-Maurice.D.levi
International financial management-P.G. Apte
Foreign exchange and Risk Management – Dr.Jeevanantham

2.5. International Project Management

Objectives: To familiarise the students with the project management techniques for global operations with specific emphasis on planning, financing, implementation and its evaluation

Unit I

Projects – Introduction – Project Management – Process – Project Life Cycle – International Projects – Nature and Characteristics – Difference between traditional and International Projects – Generation and screening of project ideas – Project Organizations

Unit II

Defining a Project – Objectives and Scope of Projects – Project Planning – Plan development – Tasks, Milestones, Estimates and Contingencies – Online Techniques for Project Management – PERT – CPM - Project Schedule – Resource Usage – Critical Success Factors for International Projects

Unit III

Financial Planning and Control for International Projects – Project Appraisal – Process and criteria – NPV, IRR, Pay Back Period - International practice of investment appraisal – Risk Analysis – Assessment and Management of Risks in global projects - Project Portfolio Management – Methods of sourcing International Finance.

Unit IV

Organizing for International Projects – Dealing with diversities – Competency Management of Project managers – International Project Leader – Qualities and Duties – Setting up multinational project teams – Establishing roles and responsibilities of team members – HR issues in International Project Management

Unit V

Project implementation and control - Global Outsourcing – Subcontracting – Vendor Management – Global Tenders and Bid Evaluation Criteria – Project Review – Project Communication – Measuring results of project stages – Project Audit – International Project issues – Cross cultural, social, political, infrastructure, technological and legal – Future of International Project Management

REFERENCES:

1. Project Appraisal and Management – Prassana Chandra – Tata McGraw Hill
2. Text book of Project Management – Gopalakrishnan & Rama Moorthy – Macmillan
3. Project Management: Strategic Design & Implementation – David I.Clelland – McGraw Hill International Editions
4. Global Project Management Handbook: Planning, Organizing and Controlling –
5. David I.Clelland & Roland Gareis – McGraw Hill Professional
6. International Project Management – Owen J. Murphy – South Western Educational Publication
7. International Project Management – Bennet P. Lientz & Kathryn P.Rea – Academic Press

2.6. Logistics Management

Objectives: To acquaint the students with the challenges of logistics management and how logistical competency fits into a firm's overall strategic positioning.

Unit I:

Introduction to logistics management- Definition, scope, functions, objectives - Integrated logistics management, role of logistics in the Supply chain - Logistics & customer service, Role

of logistics in competitive strategy, Logistics organization & performance measurement, ERP – SAP - ORACLE

Unit II:

Inventory planning, inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. Material handling- objectives, guidelines & principles, selection of material handling equipments. Packaging-role of packaging, packaging materials, consumer & industrial packaging, material handling efficiency

Unit III:

Transportation- role of transportation in logistics, transportation selection decision, basic modes of transportation- Rail, Road, Water, Air, Pipeline- characteristics of different modes- transport economics - Inter modal operations

Unit IV:

Containerization-concept, types, benefits, Types of carriers- indirect & special carriers, Role of intermediaries- shipping agents, brokers- freight management- route planning Role of ports, ICDs, CONCOR - Global shipping options

Unit V:

Reverse logistics- scope, design, e-logistics- logistics information system-application of IT in logistics- automatic identification technologies- bar coding, RFID, Logistics outsourcing- 3PL & 4PL, Global logistics- operational & strategic issues

REFERENCES:

1. Logistics Management, Ailawadi C Sathish & Rakesh Singh, , Prentice Hall India, 2005
2. Textbook of Logistics & Supply Chain Management, Agrawal D K, , Macmillan India Limited, 2003
3. The Management of Business Logistics, Coyle et al., , Thomson Learning, 7th edition, 2004
4. Logistical Management- The Integrated Supply Chain Process, Bowersox Donald J, Tata McGraw Hill, 2000

2.7. International Marketing

Objectives: This paper focuses on the nature and scope of international marketing and the various marketing strategies to be adopted by companies that market across borders.

Unit- I

Introduction to International Marketing.

Process of International Marketing – scope, concepts and drivers of international marketing – Domestic marketing versus international marketing – International dimensions of marketing- Characteristics of MNC's - Benefit of International Marketing – International trade theories.

Unit- II

International Marketing Environment

Dynamics of International marketing Environment- International trade distortions and marketing Barriers – Political environment- Legal and Regulatory environment –Social and Cultural environment- economic environment.

Unit- III

International Marketing strategy decisions.

International marketing research : practices and Challenges – International market segmentation, targeting and positioning - International marketing plan and entry mode selection – international consumer buying behavior.

Unit- IV

Developing global marketing strategies.

International product and service strategies- Branding decisions for international marketing – Managing International Distributions and logistics - Global Advertising and promotion –Pricing for international markets – Personal selling and sales management.

Unit- V

International marketing strategy implementation.

Organizing and Controlling International Marketing operations. – Negotiating with international customers, partners and regulators, Conferences, Trade shares, using Internet as medium.

REFERENCES

International Marketing – Analysis And Strategy By Sak Onkvisit,John.J.Shaw

International Marketing – P.K. Vasudeva

International Marketing – Awdrew Mcauley

International Marketing – Dana-Nicoleta Lascu

International Marketing – Philip. R. Cateora And John . L. Graham

2.8. Business Environment and Ethicks

Objectives: To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

UNIT 1 :- Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II:- Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards-reforms in Boards – compensation issues – ethical leadership.

UNIT III :- Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

UNIT IV:- Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing

UNIT V:- Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

REFERENCES:

Adhikari.m - Economic environment of Management
Francis cherunnilam - Business environment
Pruti s . economic & managerial environment in India
Davis & keith William c . frederik - business and society
Amarchand d - Government and business
Mankard _ Business Economics
A.N Agarwal _ Indian economy
Steiner and Steiner – Business Ethics – Mc-Graw Hill
Raj Agarwal – Business Environment – Excel Books.

2.9. Strategic Management

UNIT I

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II

Environmental Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

UNIT III

Strategy formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi product and multiple market organisations.

UNIT IV

Tools of Strategy Planning and evaluation

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Littles Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V

Strategy implement & Control:

Various approach to implementation of strategy - Matching organization structure with strategy - 7Smodel - Strategic control process - Du Pont’s control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter’s approach for Globalization - Future of Strategic Management.

Reference

- 1.Pearce& Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corparate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
