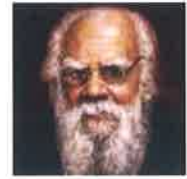




PERIYAR UNIVERSITY

*Periyar Palkalai Nagar, Salem-
636011*

(Reaccredited with 'A' Grade by the NAAC)



DEPARTMENT OF MANAGEMENT STUDIES

MBA

EXPORT MANAGEMENT

(Choice Based Credit System (CBCS))



OBE REGULATIONS AND SYLLABUS

(Effective from the academic year 2021-2022 onwards)

PERIYAR UNIVERSITY
SALEM – 636 011.

MBA
EXPORT MANAGEMENT
[Choice Based Credit System (CBCS)]

S.NO	PAGE DESCRIPTION
1	Meeting Notice
2	Minutes of BOS
3	Syllabus

SYLLABUS

For the Candidates Admitted to MBA Programme of University
Department from 2021 – 2022 onwards

MEETING NOTICE



PERIYAR UNIVERSITY

SALEM - 636011, TAMIL NADU, INDIA
NAAC A Grade -State University- NIRF Rank 83, ARIIA Rank 4

Dr.K.THANGAVEL

REGISTRAR (FAC)

PU/AD-1/BOS MEETING/014106/2021, Date 17.09.2021

BOARD OF STUDIES - MEETING NOTICE

I am, by direction, to state that the meeting of the Board of Studies in **Management Studies - PG (University Department)** is scheduled to be held on **23.09.2021** at **11.00 a.m.** through online mode.

AGENDA

1. To Frame the syllabus for **MBA Export and Import Management & MBA Hotel and Tourism Management** under Choice Based Credit System (CBCS) from the academic year 2021-2022 and thereafter.
2. To Prepare the Scheme of Examination, Question Paper Pattern, Model Question Paper, List of Examiners, Question Paper Setters, etc.
3. Any other item.

Members of the Board:

Sl.No.	Name & Address	Designation of the Board
1.	Dr.V.R.Palanivelu Professor and Head	Chairman
2.	Dr.G.Yoganandan Associate Professor	Member
3.	Dr.J.Senthilvelmurugan Associate Professor	Member
4.	Dr.T.Sarathy, Associate Professor	Member
5.	Dr.R.Subramaniya Bharathy Associate Professor	Member
6.	Dr.P.Thirumoorthi Associate Professor	Member
7.	Dr.S.Balamurugan Assistant Professor	Member
8.	Dr.K.Krishnakumar Associate Professor and Head i/c Department of Commerce Periyar University, Salem-636011	Member from other Department
9.	Dean. Faculty of Social Science Periyar University, Salem - 636011	Ex-Officio Member

PTO

10.	Dr.A.Muthusamy Professor and Head, Dept. of International Business, Alagappa University, Karaikudi-636 003, Mobile No:9042736251 E.mail: muthuroja67@rediffmail.com	External Member
11.	Dr.J.Khaja Sheriff Professor and Head, Dept. of Management Studies, University of Madras, Chennai-5, Cell:9600027784 E.Mail:jmkhaja@unom.ac.in	External Member
12.	Dr.C.Chandrasekar Professor, Dept. of Computer Science, Periyar University, Salem - 636 011.	Special Invitee
13.	Dr.P.Karthikeyan Associate Professor & Head i/c, Department of Management Studies, Periyar University PG Extension Centre Dharmapuri - 636701.	Special Invitee
14.	Dr.M.Suryakumar Assistant Professor, Dept. of Management Studies, Periyar University, Salem - 636 011	Special Invitee
15.	Shri.Sudhakar Vaidyalingam Chairman-CII Salem Zone, Managing Director Balaji Rubber Industries (P) Ltd. Salem	Industrial Expert
16.	Dr.S.B. Inayath Ahamed Assistant Professor, Dept of Business Administration Kalasalingam Business School, Kalasalingam Academy of Research and Education, Krishnankovil-626126 Virudhunagar (Dt)	Alumni
17.	Selvi S.Nandhini Ph.D Research Scholar, Dept. of Management Studies Periyar University, Salem - 636 011 Cell No.8754036671 Email.nandhinislvrj@gmail.com	Special Invitee Student Representative

I request you to make it convenient to attend the above online meeting on 23.09.2021. Honorarium will be paid (except student representative) as per University rules through ECS only)

K. Myrjal
Registrar
18-9-21

Phone: 0427- 2345766, 2346268, 2346269 Fax: 0427- 2345124

Website: www.periyaruniversity.ac.in

MINUTES OF BOS



பெரியார் பல்கலைக்கழகம்
PERIYAR UNIVERSITY

SALEM – 636 011, TAMIL NADU
NAAC A Grade – State University – NIRF Rank 73 – ATAL Rank 04
Department of Management Studies

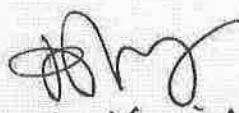


Meeting Date: 23.09.2021

Meeting Platform: Google Meet (meet.google.com/ncd-pkua-ejt)

A Board of Studies meeting was held on 23.09.2021 (Thursday) through Google Meet (meet.google.com/ncd-pkua-ejt) online video conference platform to discuss the syllabus contents of new programmes for MBA Import & Export Management and MBA Hotel & Tourism Management of University Department for the academic year 2021-2022 onwards.

The following members were presented in the Board of Studies (BoS) meeting

S.No.	Members Present	Designation	Signature
1.	Dr.V.R.Palanivelu	Chairman	
2.	Dr.G.Yoganandan	Member	
3.	Dr.J.Senthil Velmurugan	Member	
4.	Dr.T.Sarathy	Member	
5.	Dr.R.Subramaniya Bharathy	Member	
6.	Dr.P.Thirumoorthi	Member	
7.	Dr.S.Balamurugan	Member	
8.	Dr.K.Krishnakumar	Member from other Department	
9.	Dean, Faculty of Social Science	Ex Officio Member	
10.	Dr.A.Muthusamy	External Member	
11.	Dr.J.Khaja Sheriff	External Member	

12.	Dr.C.Chandrasekar	Special Invitee
13.	Dr.P.Karthikeyan	Special Invitee 
14.	Dr.M.Suryakumar	Special Invitee 
15.	Shri Sudhakar Vaithiyalingam	Industrial Expert
16.	Dr.S.B.Inayath Ahamed	Alumni
17.	Mrs.S.Nandhini	Special Invitee Student Representative 

Minutes of the Meeting

1. It is resolved to approve the course structure and guidelines of the MBA Export and Import Management, MBA Hotel and Tourism Management programme for academic year 2021-2022 onwards.

2. It is resolved to submit the syllabus for all the individual subjects of the above two courses on the next board of studies meeting.

3. It is resolved to adopt the following examination pattern

Part – A ($20 \times 1 = 20$ Marks), Objective type four questions from each unit.

Part – B ($3 \times 5 = 15$ Marks), Answer any three questions out of five questions (questions must be of analytical type).

Part – C ($5 \times 8 = 40$ Marks), Either or type for each unit.

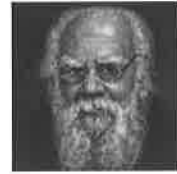
SYLLABUS



PERIYAR UNIVERSITY

*Periyar Palkalai Nagar, Salem-
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DEPARTMENT OF MANAGEMENT STUDIES

MBA

EXPORT MANAGEMENT

(Choice Based Credit System (CBCS))



OBE REGULATIONS AND SYLLABUS

(Effective from the academic year 2021-2022 onwards)

I. TITLE OF THE PROGRAMME

THE DEGREE SHALL BE CALLED MASTER OF BUSINESS ADMINISTRATION (EXPORTMANAGEMENT)- MBA (EXM)

(Under the Faculty of Management Studies)

II. DUARATION OF THE PROGRAMME

The programme is for four semesters spread over two years. Therefore, shall be 90 working days in each semester and shall comprise of 360 teaching hours including the days for the conduct of each semester examination.

III. ELIGIBILITY FOR ADMISSION

The candidate who has passed any UG Degree with not less than 55% in aggregate.

IV. MEDIUM OF INSTRUCTION

The medium of instruction and examination shall be English.

V. COURSES IN THE PROGRAMME

The total number of courses in MBAEXM programme could be 20, which may be spread through 97 credits.

PREFERABLE METHOD OF TEACHING

Lectures, Case study and Field work

EQUIPMENTS/ SOFTWARES AND OTHER TEACHING AIDS AND TOOLS

Computer, LCD Projector, OHP, PowerPoint slides.

REGULATIONS

The Department of Management Studies offers MBA (EX Management) programme which caters the students fathom of global nature of business activities. The sustainable management are taught and practiced here so, the students can get exposed to Innovation, Intelligence and International market.

Programme Objective

- To inculcate basic managerial theoretical concepts and skills
- To impart functional management knowledge with Export and Import documentation
- To enhance the knowledge in theoretical models in international business

- To develop skills of information technology application on EXIM operation
- To have cross cultural competency exhibited by working as a member or in teams.
- To evaluate global trends influencing the business environment to formulate and communicate competitive strategies.

Scope

As per the announcement of Government of India in the union budget 2019-20 to accelerate the economic growth through the promotion export activities. In addition to that the union government also planned to identify and establish an export hub in each and every district throughout country.

The MBA (EX Management) is a specialized program for developing a competent cadre of export business to meet the countries growing requirements. The main academic focus is on equipping the participants with an in-depth knowledge of global business and to inculcate them an urge to take up competitive global challenges in export and import.

Graduates in MBA (EX management) having a wider opportunity in the present global business world. Placement opportunities in this course are unlimited. MBA in EX management provide an opportunity to work in the international standard company in the following functions:

International marketing research

Foreign exchange management

Brand management

Logistics and supply chain management

Export import management

Export documentation

Export financing

Compliance management

Job Opportunities

The course circular delineated in such a way so that after graduating the students can revamp and renovate their professional aptitude to clutch their career at the authoritative, reputable and leading status in business houses and multinational companies including enterprises overseas, entrepreneurial pursuits in rising business fields, other than covetable positions in the government occupations.

MBA (EX Management) providing carrier opportunities to Exim organisations in various capacities. The below mentioned job profile that can be offered by the company after qualifying the degree.

EXIM managers and executives

Global business development manager

Global marketing analyst

Global finance manager

Global business consultant

Entrepreneurship opportunities

After successful completion of MBA (EX Management) course it provides excellent entrepreneurship opportunities for the students to individually starting the global business activities.

General

Applied project work is mandatory for all the students in the fourth semester.

Project internship training (major project) in any export company or C& F agency for 90 days by students is compulsory. The project develops research bent of mind among them. The students can select any topic in EXIM operation. The faculty acts as internal guide.

Department library is equipped with 1500 volumes and number of journals and projects for reference. Computer wing function from 10 am to 5 pm.

Facilities offered in the department

Placement assistance

Use of internet and computers

Case study workshops and consultancy training

Short and long industrial visits

Nominating students in their college and university management development programmes

Entrepreneurial training programmes

Guest lectures by corporate leaders

Project consent

MBA EXPORTMANAGEMENT**LIST OF SUBJECTS****SEMESTER I**

S. No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2C01	Concepts of Management and Communication	25	75	100	04
2	21UPMBA2C02	Organizational Behaviour	25	75	100	04
3	21UPMBA2C03	Export Management	25	75	100	04
4	21UPMBA2C04	Financial and Management Accounting Practices	25	75	100	04
5	21UPMBA2C05	Quantitative Techniques for Managers	25	75	100	04
6	21UPMBA2C06	Entrepreneurship Development	25	75	100	04
7	21UPMBA2V01	Comprehensive Viva	25	-	25	01
Total			175	450	625	25

SEMESTER II

S. No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2C07	Export Marketing Management	25	75	100	04
2	21UPMBA2C08	International Financial Management	25	75	100	04
3	21UPMBA2C09	Foreign Exchange and Risk Management	25	75	100	04
4	21UPMBA2C10	Business Research Methods	25	75	100	04
5	21UPMBA2E	Elective- I	25	75	100	04
6	21UPMBA2E	Elective- II	25	75	100	04
7	21UPMBA2L02	Export Documentation Lab- II	25	75	100	04
Total			175	525	700	28

S. No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2S01	Non-Major Elective I (Export and Import Documentation)	25	75	100	04

SEMESTER III

S. No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2C11	Internship Report- Export Import Procedures	25	75	100	04
2	21UPMBA2C12	Logistics and Supply Chain Management	25	75	100	04
3	21UPMBA2C13	International Trade and Policy Framework	25	75	100	04
4	21UPMBA2C14	Global Strategic Business Environment	25	75	100	04
5	21UPMBA2E	Elective- III	25	75	100	04
6	21UPMBA2E	Elective- IV	25	75	100	04
7	21UPMBA2E	Elective- V	25	75	100	04
8	21UPMBA2V02	Comprehensive Viva	25	-	25	01
Total			200	525	725	29

SEMESTER IV

Project work

S. No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2P01	Project Work	100	200	300	12
Total					300	12

S. No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2S02	Non-Major Elective II (Rural Entrepreneurship)	25	75	100	04

Overall Credits	IA	EA	Total Marks	Credit

ELECTIVES

Electives for Semester II

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2E01	Overseas Project Management	25	75	100	04
2	21UPMBA2E02	Port and Terminal Management	25	75	100	04
3	21UPMBA2E03	Global Buyer Behavior	25	75	100	04
4	21UPMBA2E04	International Investment and Portfolio Management	25	75	100	04

Electives for Semester III

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	21UPMBA2E05	Cross Cultural Management	25	75	100	04
2	21UPMBA2E06	World Class Manufacturing	25	75	100	04
3	21UPMBA2E07	Inventory Management and Materials Requirement Planning	25	75	100	04
4	21UPMBA2E08	International Marketing Research	25	75	100	04
5	21UPMBA2E09	International Banking	25	75	100	04

21UPMBA2C01 - CONCEPTS OF MANAGEMENT AND COMMUNICATION

Course Objectives	This course aims at making the students to understand the role and functions such as planning, organizing, decision making, directing, controlling and coordinating of management and an explanation for the principles, concepts and techniques that can be used in carrying out these functions. Further, the course enhances the students to have understanding about the various concepts of communication that may help them to carry out the managerial functions effectively and efficiently.
Course Outcome	<p>Upon successful completion of the requirements for this course, students will be able to:</p> <ol style="list-style-type: none"> 1.To familiarize with the concept of Management, Importance and Role of managers and their Contributions and identifying the fundamentals of Management Thought. 2.To develop an understanding of Planning and Decision Making which they can implement in their job. 3.To familiarize you with the concept of principles of Organization and its effectiveness. 4.The students can better understand the communication process which helps them in achieving the managerial needs in their upcoming business career. 5.Comprehend the concept of communication media and to implement in the business to enrich their career goals.
Unit I	<p>Concept of Management:</p> <p>Meaning and definition – Nature of Management – Scope of Management – Is Management Art or Science? – Functions of Management – Professionalisation of Management - Role and qualities of Managers – Evolution of Management Thought : Contributions of FW Taylor and Henri Fayol</p>
Unit II	<p>Planning and Decision Making</p> <p>Nature and importance of Planning – Need for planning – Principles of planning – Planning Process – Types of Plans – MBO – MBE – Decision making: Characteristics of Decision Making – Types of Decisions – Decision Making Process – Characteristics of Effective Decisions – Rationality in Decision Making – Limits on Rationality– Issues.</p>
Unit III	<p>Principles Of Organisation</p> <p>Meaning and definition – Organisation Structure – Principles of Organisation – Management's Attitude towards Informal Organisation – Differences between Formal and Informal Organisation - Types of Organisation – Span Of Management – Decentralisation – Delegation – Directing – Controlling and Coordinating</p>
Unit IV	<p>Concepts of Communications</p> <p>Meaning and definition – objectives of communication – communication process – Forms of communication – Communication Roadblocks and Overcoming them – Overcoming Communication Barriers – Principles of effective communication – Types of communication: Formal Vs. Informal – Downward, Upward, horizontal,</p>

	Diagonal and Informal communication.
Unit V	Communication Media: Role of Verbal & Non-verbal Symbols in communication – Listening – Spoken Communication – Group Discussion & Interviews – Meetings – Forms of Communication in Written mode – Job applications & Resume – Face-to-Face communication – Visual communication – Business letter –Modern communication tools.
Text Books	1. Andrew J Dubrin, Essential of Management, Thomson Southwestern, 9 th edition, 2012. 2. Samuel C. Certo and Tervis Certo, Modern Management: Concepts and skills, Pearson Education, 12 th edition 2012. 3. Harold Koontz and Heinz Weihrich, Essential of Management: An International & Leadership Perspective, 9 th Edition, Tata Mcgraw - Hill Education 2012. 4. Singh & T. N. Chabra, Management Concepts & Practices
Reference Books	1. Don Hellriegel, Susan E Jackson and John W Slocum, Management – A competency based approach, Thompson south Western, 11 th edition 2008. 2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata Mcgraw Hill, 12 th edition, 2008

21UPMBA2C02 - ORGANIZATIONAL BEHAVIOR

Course Objectives	<ol style="list-style-type: none"> 1. To provide a basic knowledge of concepts related to organizational behavior 2. To provide an insights on key theories relating to individual behavior 3. To make students to understand on the concepts and theories related to group behavior. 4. To identify the various leadership traits and understand why conflicts in an organization and how to deal with it. 5. To maintain the organizational environment favorable for the work.
Course Outcome	Human Behavioural patterns will be established in the organization, for instilling favorable working environment.
Unit I	OB Focus and Purpose Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB - Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Cognitive Model – Reinforcement Model – Psycho analytical Model – Evolution and challenges of OB.
Unit II	Foundations of Individual Behavior Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories- Classical, Operant and Social Cognitive Approaches. Perception: Meaning -Process – Factors influencing perception – Attitudes – Characteristics – Components – Formation – Measurement Values.
Unit III	Group Behaviour Motivation – Meaning, importance, techniques – Maslow’s need Hierarchy Theory – Herzberg’s Two Factor Theory - Organization Structure: Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Barriers to Communication – Guidelines for Effective Communication
Unit IV	Leadership Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers - Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process
Unit V	Organizational Culture Understanding Organizational Cultures, Managing Organizational Culture- Factors affecting organizational climate – Importance. Job satisfaction – Determinants- Organizational Development and Change: Characteristics – objectives –. Organizational effectiveness – Work Stress – Work Life Integration Practices.
Text Books	<ol style="list-style-type: none"> 1. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, “Organizational Behavior” John Wiley & Sons Inc (12th Edition), 2012 2. Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd. 3. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.
Reference Books	<ol style="list-style-type: none"> 1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007. 2. John W. Newstrom, “Organizational Behaviour: Human Behavior at Work” Tata McGraw Hill (14th Edition) 3. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012 4. Ivancevich, Konopaske & Maheson, Oranisationl Behaviour & Management, 7th edition, Tata McGraw Hill, 2008. 5. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011. 6. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

21UPMBA2C03 - EXPORT MANAGEMENT

Course Objectives	<ol style="list-style-type: none"> 1. To understand the meaning of Export Management 2. To know the need for export management 3. To explain the functions of Export Manager 4. To understand the concept of Export organizational structural design 5. To impart the knowledge on the key functions in export and import process and procedures 6. To educate the students in solving issues related to requirements in export and import management
Course Outcome	<ol style="list-style-type: none"> 1. The student shall also develop network thinking in regards to export. This includes the role of import in relation to export, including the role of business relationships with customers, suppliers, supporting actors such as consultants, financial institutions, logistics service providers. 2. Students will have appreciation of the role of export/import process in the globalized world market. 3. Students will have a broad overview of the export- import process and its related literature and research streams. 4. The student will be able to create export and import plans. 5. The student will develop understanding of customer value through export and import from a network perspective.
Unit I	Introduction Meaning- Definition- Need for Export Management- Features of Export Management- Functions of Export manager- Problems and issues of export management- Export product planning and new product development process- Importance of Exports to the economy- How to increase the level of exports- major steps to become successful export entrepreneur.
Unit II	Export Potential Historical Perspective- Categories of Export- Implications of International Trade in Indian Economy since 1991- Direction of Export Trade- India's share in export trade- India's Export Potential by 2025.
Unit III	Export Procedures and Incentives Stages in Export procedure- shipping and customs formalities- Banking procedure- Procedure for realization of export incentives- Major incentives available to Indian exporters.
Unit IV	Export Pricing Finances Export price in relation to Domestic price- Determination of Export price- Various methods of pricing approaches- Importance of Export finance- Methods and Sources of Export Finance- Procedure for Packing Credit- Pre shipment Finance- Post Shipment Finance- Institutional Support for Export Finance
Unit V	Export Promotion Council Introduction- Importance of Export promotion- Export promotion council- functions of the council- Various promotion council setup in India- Advantages to exporters registered with the council- Commodity Board- Free trade zone New Foreign Trade Policy 2021-2026
Reference Books	<ol style="list-style-type: none"> 1. John D. Daniels, Radebaugh & Sullivan : International Business : Environments and Operations (Pearson Education) 2. Foreign Trade Policy, Ministry of Commerce, Govt. of India (Various Issues). 3. Rai, Usha Kiran; Export –Import and Logistics management (Prentice-Hall of India). 4. Agrawal, Raj; International Trade, Excel Books 5. Nabhi's How to Export; How to Import. 6. Export Marketing –Francis Cherunilam 7. Export Management –T.A.S Balagopal 8. Export Import Procedure - Documentation and Logistics-C.Ramagopal 9. Export Import Finance : Parasram.

21UPMBA2C04 - FINANCIAL AND MANAGEMENT ACCOUNTING PRACTICES

Course Objectives	<ol style="list-style-type: none"> 1. To learn basic accounting concepts and conventions which are applicable for business decision making 2. To equip the students to independent preparation of financial statement. 3. To develop the idea and methodology for the analysis of financial statement with appropriate financial tools. 4. To Learn Budget techniques and preparation. 5. To apply the Break-Even Analysis with Business problems.
Course Outcome	<ol style="list-style-type: none"> 1. To understand the basis accounting concepts and convention which are relevance to the Financial Accounting and cost accounting. The students are ensured to in depend preparation of financial statement. 2. To employ various financial tools for the analysis of financial statement which are used to develop the interpretation and analysis. 3. To encourage the students to development budgeting techniques and also to ensure preparation of different types of budgets with real business organization. 4. To examine the Break Even Point with applications to existing and new Business concerns 5. To understand the standard costing and its role. To encourage the students for the applications of standard costing in real business problems.
Unit I	Introduction Introduction to Accounting: Accounting-Meaning-Functions of Financial Accounting-accounting concepts and conventions-Branches of Accounting– Financial, Management, Cost Accounting-Objectives, Limitations. Preparation of Final Account –Trial Balance-Trading Account-Profit and Loss Account-Balance Sheet-Problems with adjustments.
Unit II	Financial Analysis Financial Analysis: Meaning– Advantages- Ratio, Fund Flow Analysis– Meaning, Advantages, Limitations, Problems.
Unit III	Budgets and Budgetary Control BudgetsandBudgetaryControl-Meaning-Advantages-Disadvantages-EssentialsofSoundBudgetarycontrol-classificationofBudget-ProblemsinCash,Budget–Cash budget, Flexible budget, Sales budget and production budget- Case studies.
Unit IV	Marginal Costing Marginal Costing : Meaning -Advantages-Limitations-Practical Applications of Marginal Costing-Cost Volume Profit Analysis-Break Even Analysis-Problems
Unit V	Standard Costing Standard Costing Meaning- Advantages-Limitations-Determination of Standard Costs-Variance Analysis–Material, Labor, Sales Variances-Problems, Computerized accounting in Business
Text Books	<ol style="list-style-type: none"> 1. Maheswari.Dr.S.N., Sultan Chand & Sons, Introduction to Computerized Accounting, New Delhi. 2. Palanivelu.Dr.V.R., Accounting for Management, University Science Press., New Delhi.
Reference Books	<ol style="list-style-type: none"> 1. Brown and Howard, ELBS, Khan & Jain, Management Accounting., Tata Mc Graw Hill, New Delhi. 2. Jain.S.P.& Narang, Financial Accounting and Analysis,, Kalyani Publishers, Ludhiyana. 3. Pandey.I.M., Elements of Management Accounting, Vikas Publishing House.

21UPMBA2C05 - QUANTITATIVE TECHNIQUES FOR MANAGERS

Course Objectives	<ol style="list-style-type: none"> 1. To make the students to understand the mathematical and statistical concepts, tools and techniques 2. To make them to understand the various measures of data and interpretation 3. To teach the students to apply hypothesis testing for parametric and non-parametric data analysis 4. To enable them to understand time series and variable analysis like regression and correlation 5. To enhance their knowledge on probability distributions and application on business problems 6. To prepare the students to apply their learnings of quantitative techniques for business decision making
Course Outcome	<ol style="list-style-type: none"> 1. On successful completion of this course: 2. The students are able to comprehend, analyse, compare and handle quantitative data and draw interpretation and conclusion about the data 3. The students will learn to apply various techniques like regression, correlation, time series analysis, hypothesis testing and probability distribution of data analysis for effective business decision making 4. They can be able to apply quantitative tools and techniques for research data analysis and make findings from them scientifically 5. The students will become employable in business data analysis and survey related jobs
Unit I	Data classification and Measures Classification of Data: Ungrouped and Grouped Data, Discrete and Continuous data, Finite and Infinite Data; Basic of Data Analysis: Uni-Variate, Bi-Variate and Multivariate Data Analysis (No Problems); Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion: Variance and Standard Deviation; Application of Co-efficient of Variation
Unit II	Hypothesis testing – Parametric Data Hypothesis Testing: Meaning, Types, Errors and Procedure; Parametric Tests: Z -Test for Large Samples (One Sample and Two Samples tests for Population Mean), t-Test for Small Samples (One Sample and Two Samples); ANOVA (One way)
Unit III	Hypothesis Testing – Non-Parametric Data Sign Test for Paired Data; Rank Sum Tests – Mann-Whitney U Test (Two Samples); Kruskal Wallis Test (More than two samples); Chi-Square Test – Conditions and Applications
Unit IV	Data Relationship and Time Series Analysis Regression Analysis – Linear Bivariate Regression Model; Correlation Analysis – Types of Correlation- Karl Pearson’s and Spearman’s Rank Correlation Methods; Time Series Analysis – Components of Time Series – Trend, Cyclical, Seasonal and Irregular; Application of Trend Analysis
Unit V	Probability Distributions Basics of Probability (No problems), Probability Distributions – Discrete Probability Distributions -Binomial Distribution, Poisson Distribution; Continuous Probability Distribution – Normal Distribution; Application Problems
Text Books	<ol style="list-style-type: none"> 1. S.P.Gupta & M.P.Gupta, ‘Business Statistics’, Sutan Chand & Sons Publications, 2018 2. J.K.Sharma, ‘Business Statistics’, S.Chand Publications, 2020 3. P.N.Arora, ‘ Managerial Statistics’, S.Chand Publications, 2010
Reference Books	<ol style="list-style-type: none"> 1. Amir D.Aczel, Jayavel Sounder Pandian, P.Saravanan, ‘Complete Business Statistics’, Tata McGraw-Hill Publishing Company, 2017 2. David M.Levine, David F.Stephan and two more, ‘ Business Statistics: A First Course’, Pearson Education Asia, 2017 3. Business Statistics by Prof. Mukesh Kumar Barua, NPTEL

21UPMBA2C06 - ENTREPRENEURSHIP DEVELOPMENT

Course Objectives	<ol style="list-style-type: none"> 1. To impart the fundamentals of entrepreneurship, marketing, accounting, information systems, and operations. 2. To learn to ideate for a tangible product or a service, to think about how your business meets a human need. 3. To Learn to research demand using fundamental marketing research
Course Outcome	<ol style="list-style-type: none"> 1. Students will be able to define the principles of viability of businesses, new business proposals, and opportunities within existing businesses. 2. Students will be able to apply the principles of entrepreneurial management and growth through strategic plans, consulting projects and/or implementing their own businesses. 3. Students will be able to identify the principles of preparing a start-up business plan emphasizing financing, marketing, and organizing. 4. Students will be able to define the principles of creating and defending an entrepreneurial marketing plan. 5. Students will be able to define the principles of developing pro forma financial statements. 6. Students will be able to apply the principles of new venture financing, growth financing, and growth financing for existing businesses.
Unit I	Introduction Concept of Entrepreneur and Entrepreneurship – Entrepreneurial Motivation – Characteristics of Successful Entrepreneurs – Entrepreneurial Decision Process – Functions of Entrepreneurs – Types of Entrepreneurs – Growth of Entrepreneurship in India – Role of Entrepreneurship in Economic Development.
Unit II	Family Business Meaning – Family Business in India - Types of Family Business – Advantages of Family Business – Disadvantages of Family Business – Major Challenges of faced by the Family Business in India – Business Succession Planning – Factors for Effective Family Business- Case Study.
Unit III	Forms Ownership Introduction – Sole Proprietorship – Partnership – Company – Cooperative – Selection of an Appropriate Form of Ownership Structure- Case Study.
Unit IV	Innovation and Incubation Idea Generation and Prototype Development – Technological and Non-Technological Innovation and Process – Innovation and Startup Ecosystem – Pre-Incubation and Incubation Stages – National Innovation and Startup Policy for Higher Educational Institutions – Prototyping for Innovation – Future Markets and Innovation Needs for India- Case Study.
Unit V	Schemes New Entrepreneur-cum-Entrepreneurship Development Scheme (NEEDS) – Unemployment Youth Development Generation Programme (UYEGP) – Prime Ministers Employment Generation Programme (PMEGP) – MSME Subsidy Scheme – Scheme for Promotion of Energy Audit and Conservation of Energy (PEACE) – Skill Training and Employment Scheme.
Reference Books	<ol style="list-style-type: none"> 1. Dynamics of Entrepreneurship Development, Vasant Desai 2. Entrepreneurship: New Venture Creation, David H. Holt 3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta 4. Project management, K. Nagarajan. 5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger Suggested Reference Books: 6. The Culture of Entrepreneurship, Brigitte Berger

EXPORT DOCUMENTATION LAB- I

Course Objectives	After completing this course, the students will understand the UN Aligned Documentation System for Trade Documentation and able to prepare and manage the complete documentation requirement for executing export transactions.
Course Outcome	Students getting practical knowledge in EXIM- documentation procedures
Unit I	Introduction to Export Documentation Framework Export Documentation – Its Meaning & Importance – Understanding UNLAYOUT KEY for Trade Documents – Classification of Documents used in Trade Transactions – Understanding the purposes of Commercial and Regulatory Documents used in the Export Transactions and parties involved Practical Work : Preparation of Master Document -1 as per UNLAY OUT KEY
Unit II	Export Pre- Shipment Order Processing and Offering Quote Export Order Processing – Step By step Process – Receipt of Enquiry – Understanding the Buyer Requirements - Preparation of Costing Sheet & Quotation with Terms and Conditions of Sale Practical Work : Preparation of Export Costing Sheet & Quotation
Unit III	Finalising Export Sales Contract & Post Contract Documents Export Sales Contract – Understanding Various Clauses to be included in Sales Contract – Parties of the Contract – Delivery and Payment Terms – Quality Confirmation – Dispute Settlements – Force Majeure – Arbitration - Discussion on CISG Draft Agreement for Commercial Sale of Goods – Purchase Order – Proforma Invoice – Scrutiny of Letter of Credit / Purchase Order - Order Acceptance Practical Work : Preparation of Export Sales Contract (ICC Model) / PROFORMA INVOICE / Scrutiny of Letter of Credit / Purchase Order
Unit IV	Preparation of Pre- Shipment Documentation Pre-Shipment Documentation – Understanding It's Purposes and Preparing Documents required for Customs Clearance and Transportation Practical Work: Preparation of Commercial Invoice, Packing List, Tax Invoice, E-Way Bill , Certificate of Origin and Compilation of all Documents duly filled using the templates required for Customs Clearance Process in a Single File
Unit V	Preparation of Post- Shipment Documentation Post -Shipment Documentation – Understanding It's Purposes and Preparing Documents required for Payment Realisation and FEMA Compliances Practical Work: Preparation of Draft Bill of Lading, Air way Bill, Letter to the Bank for Collection and Bill of Exchange and Compilation of all the Documents required for Payment Realisation Process in a Single File
Reference Books	1. Export Import Procedures Logistics and Documentation by C Rama Gopal by New Age International Private Limited 2. Recommendation 1 Unlayout Key for Trade Documents Ihttps://Unece.Org/Filcadmin/Dam/Ccfact/Rcommendations/Rcc01/Rcc01_Ecctr270.Pdf

	<p>3. Unlay Out Key for Trade Documents – Guidelines For Applications https://Unece.Org/Fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr137.Pdf</p> <p>4. ICC Model International Sale Contract ICC Pub. No. 738e</p> <p>5. GSTt Laws Manual: Acts, Rules and Forms by Rakesh Garg, Sandeep Garg</p>
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SEMESTER II

S. No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21MBAEI08	Export Marketing Management	25	75	100	04
2	21MBAEI09	International Financial Management	25	75	100	04
3	21MBAEI10	Foreign Exchange and Risk Management	25	75	100	04
4	21MBAEI11	Business Research Methods	25	75	100	04
5	21MBAEI12	Elective- I	25	75	100	04
6	21MBAEI13	Elective- II	25	75	100	04
7	21MBAEI14	Export Documentation Lab- II	25	75	100	04
Total			175	525	700	28

EXPORT MARKETING MANAGEMENT

Course Objectives	<p>1. To provide a basic knowledge about exports</p> <p>2. To develop student's employability and interpersonal skills</p> <p>3. To explain the features of export marketing</p> <p>4. To understand the importance of export marketing for a business firms in the context of globalization</p>
Course Outcome	<p>1. Realize the importance of Expots in Economic Development</p> <p>2. Better knowledge in India's Export Marketing Potential.</p> <p>3. Enriched on Global trends and International Policy influences on Export</p>
Unit I	<p>Introduction</p> <p>Introduction – Export marketing- features- Importance- Distinguish between domestic marketing and export marketing- present problem faced by the Indian Exporters- reason for India's poor share in world Trade- factors influencing export marketing- Prospects and Challenges of Export marketing in India</p>
Unit II	<p>International Market</p> <p>Meaning, Trade Barriers – Tariffs and Non-Tariffs –WTO and its implications on International Marketing- - Factors Influencing Selection of Foreign Markets- Methods of Entry in Global Markets – Direct and Indirect methods – a) Manufacturer Exporter, b) Foreign Collaborations, c) Joint Venture, d) Franchising, e) Contract</p>

Unit III	Export Finance
	Methods of Payment in Export Marketing- Procedures to open Letter of Credit-Types and Benefits of Countertrade- Features of Pre-Shipment and Post- Shipment Finance- Procedures to obtain Export Finance- Distinction between Pre- Shipment Finance and Post- Shipment Finance- Role of Commercial Banks- EXIM Banks- SIDBI in Financing Exporters- Role of ECGC
Unit IV	Export Marketing and Promotional Organisations
	Export Marketing Organizations – Export Promotion Organisations – Types of Export Marketing Organizations – Manufacturer, Merchant, EH, State corporations, canalising agencies, export consortiums- Importance of Export Promotion Organizations- Export Promotion Councils – Commodity Boards – MPEDA –APEDA –FIEO – IIFT – National Council for Trade Information (NCTI) – ITPO –EIC –IIP –ICA-Department of Commercial Intelligence and Statistics – Directorate General of Foreign Trade – Chamber of Commerce
Unit V	Assessing Global Market Opportunities
	Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet. Multinational Market Regions and Market Groups: Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets. International Marketing Channels: Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution. Implementing Global Marketing Strategies: Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour –Negotiation terms and preliminaries – After Negotiation. Distribution:Channel Management And Physical distribution Management in International Marketing.Promotion:International Advertising Programs,Sales Management And Sales Promotion For Foreign Markets.
Reference Books	<ol style="list-style-type: none"> 1. Ashwathappa. K., <i>International Business</i>, 3rd edition, Tata McGraw Hill, New Delhi, 2007. 2. Balagopal. T.A.S., <i>Export Management</i>, Himalaya Publishing House, Mumbai, 2011. 3. Cherunilam, Francis, <i>International Trade and Export Management</i>, Himalaya Publishing House, Mumbai, 2010. 4. Francis Cherunilam, <i>International Business</i>, Wheeler Publishing, 2000. 5. George. Ball, <i>Global Companies, Engle Wood Cliffs</i>, Prentice Hall, New Delhi, 1994. 6. James H. Taggart and Michael C. McDermott, <i>The Essence of International Business</i>, Prentice Hall of India, New Delhi, 2003. 7. Domnic Salvatore (2005), “Introduction to International Economics”, John Wiley and Sons.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives	<ol style="list-style-type: none"> 1. To make them to understand about the concept, importance and boundary of international finance 2. To educate the students about FOREX, FDI and sensitivity analysis. 3. To explain the features of export marketing
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	3. To provide an indepth insights about working capital management, international equities and bonds
Course Outcome	<p>1. Incorporate the significant changes that has taken place in the field of International Finance.</p> <p>2. Identify various theories and techniques used in Foreign Exchange Risk Management</p> <p>3. International investment opportunity to elaborate the scope of investment under fast changing globalized economy</p> <p>4. Provide a Theoretical objective of International Taxation and its bases in International tax system.</p>
Unit I	<p>Introduction</p> <p>International Finance – Importance, Nature and Scope of IFM – IFM versus Domestic Financial Management – International Finance flows – Introduction – Sources – Consequences and remedial measures.</p>
Unit II	<p>Foreign Exchange Markets</p> <p>Foreign Exchange Markets – International Stock Exchanges – Distinctive Features – Major Participants – Spot market – Forward market – Market for currency futures – Currency futures market – Market for currency options – option pricing – Speculation with options - International Portfolio Investment – Concept of Optimal Portfolio: Benefits of international portfolio on investment.</p>
Unit III	<p>International Investment</p> <p>International Investment Decision – Foreign Direct Investment – Theories of FDI. Costs and Benefits of FDI, Country Risk Analysis – Mergers and Acquisition. International Capital Budgeting – Evaluation Criteria – Computation of Cash Flow – Cost of Capital – Adjusted Present Value Approach – Sensitivity Analysis.</p>
Unit IV	<p>International Working Capital and Risk Management</p> <p>Management of Short term funds – International Working capital Management – Working capital Policy – Steps in Management of Cash and Near – Cash Assets – Management of Receivable – Management of Inventory. International Financial Market Instruments – International Equities – International Bonds – Short term and Medium term Instruments. Evaluation and Management of Risks –Meaning and forms of political Risk – Evaluation of Political Risk – Management of Political Risk</p>
Unit V	<p>International Taxation</p> <p>- International Taxations – Bases of International tax system – Types of taxes.Global business and International Taxation, the rise of business taxation, Taxing resident on Income from all sources, taxing the profits of a business establishment – GST and its effect on International Taxation -Global Trends and Development in International Banking – Methods of Payments – Fund Settlement Options – International Remittances – Nostro, Vostro, Loro and Mirror Accounts – Wholesale banking – Retail banking – Private banking – Interbank business – Regulatory framework – BASEL III</p>
Reference Books	<ol style="list-style-type: none"> 1. Abdhullah, F.A., <i>Financial Management for the Multinational Firm</i>, Engle Word Cliffs, New Jersey, Prentice Hall Inc. 1987. 2. Apte, P.G., <i>International Financial Management</i>, 4th Edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2010. 3. Bhalla, <i>International Financial Management</i>, 2nd Edition, Anmol., 2001.

	<ol style="list-style-type: none"> 4. Madhu Vij, <i>International Financial Management</i>, 3rd Edition, Excel Books, 2010. 5. Maurice D. Levi, <i>International Finance</i>, 4th Edition, Routledge Publishers, 2005. 6. Milind Sathye, <i>International Financial Management</i>, 1st Edition, Wiley Student Edition, 2006. 7. Shapiro, Alan C., <i>Multinational Financial Management</i>, New Delhi, Prentice Hall of India, 1995.52 8. Vyuptakesh Sharan, <i>International Financial Management</i>, 5th Edition, PHI Learning Private Limited, 2010. 9. Rupnarayan Bose Fundamentals of International Banking Macmillan India Ltd. 2007 10. Russo, R (Editor), Finnerty, CJ (Author), Merks, P (Author), Pettricone M, (Author), (2007) Fundamentals of International Tax Planning (IBFD)
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FOEIGN EXCHANGE AND RISK MANAGEMENT

Course Objectives	<ol style="list-style-type: none"> 1. To understand concepts and techniques of foreign exchange 2. To deals with foreign exchange contracts and managing the exchange risk 3. To make students career in foreign exchange and control
Course Outcome	<ol style="list-style-type: none"> 1. Gains a brief idea on the concepts and techniques of foreign exchange. 2. Shall provide an interest on students career in foreign exchange and control.
Unit I	Introduction Concept and Significance of Forex- Major Currencies of the world- The Foreign Exchange Market – Organization of the Foreign Exchange Market– The Spot Market – The Forward Market – Relationship between the Forward Rate and the Future Spot Rate - Participants in Foreign Exchange Market- Foreign Exchange Dealers Association of India (FEDAI) – Functionsand Significance
Unit II	Exchange Rate & Theories Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Exchange Rate Theories - Mint Parity, Purchasing Power Parity and Interest rate parity theories -Factors which influence the Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control -Flow models - Asset Market models -Fundamental and Technical analyses - Concepts of Nominal Effective Exchange Rate (NEER) and Real effective Exchange Rate (REER)- Dornbusch Overshooting Model- Mundell-Fleming Model
Unit III	Forward Exchange Contracts Forward Exchange Contracts – Factors that Determine Forward Margins – Calculation of Fixed Forward Rates and Option forward Rates – Forward Exchange Rates Based on Cross Rates – Execution of Forward Contract – Cancellation/Extension of Forward Contract – Inter Bank Deals- Exchange Control measures- Need and Forms and relevance - Sterilization of Excessive ForexInflow: Need and Methods- Exchange Rate Volatility: Causes, Consequences and Containing volatility
Unit IV	Foreign Exchange Management Act

	Objectives and Need for FEMA, 1999 - Functions of RBI under FEMA- Permitted capital account transactions- Rules of Foreign Exchange Possession and Retention, Realization, Repatriation and Surrender-Provisions regulating export of goods and services -Borrowing and lending in Foreign Exchange - Acquisition and Transfer of property in and outside India
Unit V	Forex Risk Management
	Accounting and Economic Risks- Translation Risk- Transaction Risk: Internal Strategies - Risk shifting, Risk sharing - Exposure netting and offsetting - External Strategies: Foreign currency options - Option contracts: Types, Mechanism and Pay-off Computation- Option Pricing- Hedge through Forward and Futures: Futures Contract: Features, Mechanism and Uses - Futures Vs Forward Contracts — Money market hedge - Currency Swaps - Interest Rate Swaps- Operating Risk: Nature and Methods of Handling -Inflationandexchange risk - Economic consequences of Exchange rate changes
Text Books	<ol style="list-style-type: none"> 1. C. Jeavanandam(2012)” Foreign Exchange Practice and Concepts”, Sultan Chand & Sons, New Delhi. 2. Dheer, S. (2000). <i>Foreign Exchange Management Act 1999</i>. Eastern Book Company. 3. Law (1999). <i>The Foreign Exchange management Act 1999</i>. Universal Law Publisher. 4. Preserman. (2008). <i>Foreign Exchange Management Manual</i>. Taxmann
Reference Books	<ol style="list-style-type: none"> 1. Alan C. Shapiro (2010) Multinational Financial Management Prentice-Hall of India, NewDelhi. 2. Apte P.G(2011) “International Financial Management”, TataMcGraw Hill, New Delhi 3. Chel. S. Fun & Bruce Grenick (2008), International Financial Management, TataMc Graw Hill

BUSINESS RESEARCH METHODS

Course Objectives	<ol style="list-style-type: none"> 1. To understand the formulation of research problem and hypotheses 2. To learn critical analysis, problem solving and research skills 3. To enable students to understand the rationale for using a particular qualitative and quantitative research method 4. To enable students to understand various methods to select appropriate research designs and methods to investigate their chosen research problems
Course Outcome	<ol style="list-style-type: none"> 1. Acquire knowledge in generating and handling data with the help of statistical software to draw meaningful conclusions and suitable suggestions. 2. knowledge on addressing various management decision process through business research 3. skill to apply different research techniques in a scientific manner to assist the management for proper decisions on functional aspects
Unit I	Introduction
	Introduction: Importance of research methodology, types of research methodology, research process, Identification of the problem: selection and formulation of research

	problem – Review of literature- Research Gaps and Techniques – Hypothesis –Types and Formulation
Unit II	Research Focus components of research design -Sample design -census Vs population, determination of sample size, sampling techniques- data collection - primary data, secondary data- methods of collecting primary data, guidelines and design of questionnaire, interview and observation techniques, Sources of secondary data
Unit III	Application of Statistics Data Processing: Scaling techniques, Methods of scale construction- Validity and Reliability- Pre-testing- Pilot Study- data processing: Editing, coding, classification and tabulation, interpretation; SPSS - creating and entering data.
Unit IV	Research tools Data Analysis: Diagrammatical and Graphical representation of the data; Components of hypothesis, Hypothesis testing procedure, Parametric tests - t distribution, Z test, F test and ANOVA - one way and two ways test
Unit V	Report Preparation Data Analysis and Report Writing: Non-Parametric tests - Chi-Square test, Man Whitney 'U' test, Kruskal - Wallis test; Introduction to multivariate analysis, multiple regression, Discriminant Analysis, Factor analysis; Types of reports, parts of report and presentation of reports
Text Books	<ol style="list-style-type: none"> 1. Dr.Deepak Chawla, Dr Neena Sondhi – Research Methodology concepts and cases 2nd Edition, 2015 2. Kothari.C.R., Gaurav Garg - Research Methodology – Methods and Techniques 4th Edition, 2018.
Reference Books	<ol style="list-style-type: none"> 1. Cooper – Business Research Methods Tata McGraw Hill Education 9th Edition 2006. 2. Donald Cooper, Pamela Schnider – Business Research Methods, McGraw Hill Higher Education, 12th Edition 2013. 3. William J.Goode P.K.Hatt – Methods in Social Research McGraw Hill Inc,1952Burns, B., & Burns, A. (2009). <i>Business Research Methods and Statistics Using SPSS</i>. Sage Publications. 4. Krishnaswami & Ranganatha. (2014). <i>Research Methodology in Social Sciences</i>. Mumbai: HPH. McDaniel, C., & Gates, R. (2016). <i>Marketing Research Essentials</i>. John. 5. Srivastava, T. N. (2011). <i>Business Research Methodology</i>. TMH

EXPORT DOCUMENTATION LAB- II

Course Objectives	After completing this course, the students will understand the Process and Documents involved in International Logistics and Import Transactions and able to prepare documents and manage the complete process involving International Logistics and import transactions.
Course Outcome	Getting Knowledge in International Logistics and Export Import Transactions
Unit I	Planning for International Cargo Transportation International Cargo Transportation Practices – Modes of Transportation - Understanding the role of Customs Brokers, Liner Agents, Air Cargo Agents, Freight Forwarders, CFS,

	ICD, Terminal Operators – Containerisation – Palletisation _ Important Sea Routes & Hub Ports – Selecting Vehicles for Movement of Goods – Route Planning
Unit II	Documents used in International Cargo Transportation Documents used in Sea Transportation - Bill of Lading & Types of BL, VGM, Form-13, Container Bond, Survey Reports etc., - Documents Used in Air Transportation – Airway Bill – Types - IATA DG Declaration – MSDS – FREIGHT Calculation Practical Work: Preparation of Draft BL & AWB
Unit III	Import Order Processing Understanding Stp by Step Process in Importing - Finding Suppliers and Assessment Sending Request for Quotation (RFQ)– – Legal Compliance Requirements – Calculation of Import Duty Payable and Landing Cost Practical Work: 1) Preparation of Import Costing Sheet & Import Duty Calculation 2) Preparation of (Request for Quotation) RFQ
Unit IV	Issue of Purchase Order/ LC and Order Tracking Preparation of Purchase order with Suitable Terms and Conditions and Order Tracking with Suppliers Practical Work : 1.Preparation of Purchase Order with Terms and Conditions 2.Preparation of Application form for Issue of Documentart Credit (LC)
Unit V	Import Clearance Process Customs Clearance Procedure in India – Types of Clearances – Bonding / Warehousing – Bill of Entry / ICEGATE Clearances – Documents required for Clearances – E-SANCHIT / SWIFT Systems - Duty Exemptions Schemes Practical Work : Preparation of Complete Document Set for Executing Import Clearances
Reference Books	1. A Hand Book of international Logistics management, Prof. S. K. Baral KUNAL BOOKS 2. Commercial's Manual on Import Documentation by P. Veera Reddy and M. MamathaCommercial Law Publishers 3. Customs Law Manual by R.K.Jain by CENTAX Publication 4. BIG's Easy Reference Customs Tariff – By Arun Goyal 5. Documentary Letter of Credit with UCP 700, Incoterms & Case Studies by R. Kumar Published by Book Corporation

SEMESTER III

S.No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21MBAEI15	Internship Report- Export Import Procedures	25	75	100	04
2	21MBAEI16	Logistics and Supply Chain Management	25	75	100	04

3	21MBAEI17	International Trade and Policy Framework	25	75	100	04
4	21MBAEI18	Global Strategic Business Environment	25	75	100	04
5	21MBAEI19	Elective- III	25	75	100	04
6	21MBAEI20	Elective- IV	25	75	100	04
7	21MBAEI21	Elective- V	25	75	100	04
8	21MBAEI22	Comprehensive Viva	25	-	25	01
Total			200	525	725	29

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objectives	<ol style="list-style-type: none"> 1.To understand the marketing logistics concept, objective, scope and its elements. 2. To understand the role of intermediaries in logistics management. 3. To understand the role of transportation and major ports in logistics development.
Course Outcome	<ol style="list-style-type: none"> 1. Evaluate complex qualitative and quantitative data to support strategic and operational decisions of supply chain. 2. Develop comprehensive strategic and tactical plans for supply chain management. 3. Use creative, critical and reflective thinking to address organizational opportunities and challenges. 4. Integrate appropriate technologies in developing solutions to business opportunities and challenges
Unit I	Introduction Logistics Management – Overview - Definition – Types – Components - functions – Integrated logistics System – Network Design- Difference between domestic and international logistics - Importance and relevance of Logistics to global marketing management - Supply chain management concept and trends - 3rd Party Logistics (3PL) and 4th Party Logistics (4PL) - Strategic Logistics and Business Success-
Unit II	Transportation Need and importance of In-land and Ocean transportations - Characteristics of shipping transport - Features of Liner operations and Tramp operations – Freight structure and Practices - Conference system - Types of shipments - Multi-modal Transport - Multi-modal Transport document (MTD) and Combined Transport document (CTD) - Chartering principles and practices – Arrangement for shipment of Cargo – Organization and functions of Transchart - Regulation of Shipping Transportation Logistics Service Providers
Unit III	Logistics Demand and Warehousing Forecasting – Nature and Components – Forecast Components – Forecast Technique – Forecast Error- Types of Port – Major Ports of India and World - Sea Routes: Trans Atlantic, Trans Pacific, Trans Arctic Routes - Port Facilities – Structural and Cargo Handling Facilities - Warehousing and storage in ports - Demurrage - Loading and unloading in warehouses - Types of Ships - Containerization: Concept,

	Need and Types - Booking for Container and issue for Plot letter - Difference between HBL and MBL - House stuffing – Issue of stuffing report - Terminal stuffing - Inland container depots: Problems and Prospects
Unit IV	Supply Chain Management Supply chain Management – Nature – Concept - Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management – Supply Chain Relationship – Supply Chain Strategy - Value Chains Inventory – Concept – Types – Functions – Elements of Inventory Cost - Inventory Management - The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – MRP - DRP – JIT - Dell's supply chain strategy – Demand and cash flow in supply chain management
Unit V	Supply Chain Management Design Channel design - Supply Chain Vulnerability, Risk, Robustness, Resilience – The impact of internet on supply chain – E-Business – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM
Text Books	<ol style="list-style-type: none"> 1. Cohen, S., & Roussel, J. (2013). <i>Strategic Supply Chain Management: The Five Core Disciplines for Top Performance</i>. 2. Manners, J. (2016). <i>Introduction to Global Logistics: Delivering the Goods</i>. Gokan Page.
Reference Books	<ol style="list-style-type: none"> 1. Singh, R. (2015). <i>International Trade Logistics</i>. Oxford. 2. Zidan, K. (2016). <i>Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain & Logistics Management (Logistics, Supply Chain Management, Procurement)</i>. Create Space Independent Publishing Platform 3. Ailawadi, Rakesh Singh, <i>Logistics Management</i>, PHI Learning, 2006. 4. David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi, <i>Designing and Managing the Supply Chain Concepts, Strategies and Case</i>, 2 edition, Tata McGraw Hill, 2006. 5. Donald J. Bolversox and Davis J. Closs, <i>Logistics Management: The Integrated Supply Chain Process</i>, Tata McGraw Hill, 2006. 6. Rahul V. Altekar, <i>Supply Chain Management, Concepts & Cases</i>, PHI Learning, 2006. 7. Sunil Chopra, Peter Meindl and Dharam rir Kalra, <i>Supply Chain Management</i>, Pearson, New Delhi, 2013.

INTERNATIONAL TRADE AND POLICY FRAMEWORK

Course Objectives	<ol style="list-style-type: none"> 1. To impart in-depth knowledge of Indian Foreign Trade Policy to candidates who wish to specialize in this field of foreign trade. 2. To provide and help the students to gain a vast Knowledge on Foreign trade aspects. 3. To understand and learn with recent trends in India's Foreign trade Policy and management. 4. To identify future opportunities and challenges of India's Foreign Trade
Course Outcome	<ol style="list-style-type: none"> 1. Interpret the India's foreign trade and services 2. Remembering the exim policies and procedures for export and import. 3. Explore on the opportunities for foreign trade.

Unit I	Introduction International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's Export and Import position in World merchandise trade and services –Project Exports- Deemed Exports - India's Foreign Trade Policy – India Trade Agreements and tariff benefits – Introductory to trade issues-recent trade controversies
Unit II	Trade Policy and Tariff Trade policy – National Growth – Stages of national growth – Trade patterns– Recent trends in world trade – leading players in the world – Major items traded - India's Foreign Trade –Commodity composition and destination –India's position in the world merchandise trade and services-Balance of Payments of India. Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation –Other non-tariff measures – TRIPS – Copyrights.
Unit III	Theoretical Foundations of International Trade Theories of international trade :Mercantilism, Absolute Advantage, Comparative Advantage, Factor Proportions theory, Product Life Cycle theory, New Trade theory, National Competitive Advantage; Foreign trade multiplier; Terms of Trade. Types of international investment; International investment theories: Market Imperfections theory, Internalization theory, Strategic Behaviour, International Product Life cycle theory, Dunning's Eclectic Paradigm; Costs and benefits of FDI to host and home countries; Global Trends in FDI.
Unit IV	EXIM Policy EXIM policy – License procedures for Export and Import – DGFT – Licensing conditions- Import Policy and control - Export import licenses. New initiatives –Export promotion –Marketing Assistance–Trade House Schemes – Export and Trading Houses – Star trading houses. –Foreign investment policy–policy framework for FDI in India - Technology transfer – Appropriate technology – international procurement of technology.
Unit V	Institution Evolution of the International Monetary System; Types of exchange rate systems in the world; International economic institutions - IMF, World Bank, UNCTAD; International money and capital markets. : Levels of Regional Economic Integration: Free trade area, Customs union, Economic union, Common market, Political union; Trade creation and Diversion effects
Text Books	1. Velayudham, T.K., <i>Foreign Trade</i> , Wheeler publishing, New Delhi, 2000. 2. Francis Cherunilam, <i>International Economics</i> , Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.
Reference Books	1. Ball, D. A., Wendall, H. M., Geringer, J. M., Minor, M. S. & McNett, J. M. (2009). <i>International Business: The Challenge of Global Competition</i> . Tata McGraw Hill Education Pvt. Ltd.: New Delhi. 2. Daniels, J. D., Radebaugh, L. H., Sullivan, D. P. & Salwan, P. (2016). <i>International Business: Environment and Operations</i> . Pearson. 3. Griffin, R. W. & Pustay, M. W. (2015). <i>International Business: A Managerial Perspective</i> . Pearson. 4. Hill, Charles, W. L. & Jain, W. L. (2014). <i>International Business: Competing in the Global Marketplace</i> . McGraw Education (India) Pvt. Ltd.: New Delhi 5. Salvatore, D. (2013). <i>International Economics</i> . John Wiley & Sons.

GLOBAL STRATEGIC BUSINESS ENVIRONMENT

Course Objectives	Developing a global vision towards business operations and enables students to respond to
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	rapid changes in global environment and help students to implement strategies effectively in a global market.
Course Outcome	<p>1. Develop an understanding of influence of global competition on firm strategy and performance.</p> <p>2. Make strategic choice for different levels of the organization</p> <p>3. Develop familiarity with some of the practical realities of running a business across the globe.</p> <p>4. Helps the students understand the International business strategies</p>
Unit I	<p>Introduction</p> <p>Meaning, characteristics, scope and significance of business environment; Components of business environment: Micro and macro environment; Analysis of business environment: SWOC analysis- International and global strategy; Global organization; The strategic management process; Approaches to strategic decision making; Strategic role of Board of Directors and Top management; Qualities of a global leader; Strategic intent; Concept of strategic fit, leverage and stretch; Strategic flexibility and learning organization.</p>
Unit II	<p>Environmental Analysis</p> <p>Analysis of global environment- Environmental profile, institutional and economic distance; Michael Porter's Diamond framework; Managing country selection, country differences, analysis of operating environment - Michael Porter's model of industry analysis; Strategic group analysis, analysis of internal environment- Resource Audit; Resource Based View (RBV), diversity of labour pool around the globe, global value chains systems; Core and distinctive competencies; Sustainable vs. Transient Competitive advantage.</p>
Unit III	<p>International Business Environment</p> <p>Economic, political, cultural, legal, technological and competitive environments in International Business; Framework for analyzing international business environment. Behavioral practices affecting International Business. International legal environment and issues. Features of an Economy. Integrating Economic Analysis. Foreign Direct Investment (FDI) and its impact. Multinational Enterprise (MNE) and its impact. Ethical behavior, corporate bribery, and sustainability, Understanding Emerging Markets, Regional Economic Integration, International Monetary and Financial Environment.</p>
Unit IV	<p>Strategic Choice</p> <p>Strategic options at corporate level – Growth, stability and retrenchment strategies; Corporate Restructuring strategic options at business level- Michael Porter's competitive strategies and cooperative strategies; Degrees of competitiveness, evaluation of strategic alternatives –Product Portfolio Models (BCG matrix, GE Matrix, etc.); Competing under strategic independence; Global competitive dynamics; Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses; Disruptive innovation as a strategy; Semi-globalization and strategy.</p>
Unit V	<p>Managing Exposure and Opportunity</p> <p>Meaning and significance of economic exposure, Transaction exposure and translation exposure, techniques for managing economic exposure, transaction exposure and translation exposure. Global Strategy and organization- Differences across countries- Market Opportunity Assessment- Global Value Creation- The AAA triangle- Interdependence of formulation and implementation of strategy; Issues in global strategy implementation- Planning and allocating resources; Organization structure and design; Budgets and support system commitment; Culture and leadership;</p>
Text	1. Hill, Charles, W.L. & Gareth, R. Jones (2012). <i>Strategic Management: An</i>

Books	<p><i>Integrated Approach</i>, Cengage Learning, India</p> <p>2. Kazmi, A. & Kazmi, A. (2008). <i>Strategic Management</i>. McGraw-Hill Education.</p> <p>3. Wheelen, Thomas, L., Hunger, J. David, Hoffman, Alan N. & Charles E. Bamford. (2014). <i>Strategic Management and Business Policy: Globalization, Innovation and Sustainability</i>. Prentice Hall, New Jersey.</p>
Reference Books	<p>1. David, R. Fred & David, R. Forest (2016). <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach</i>, Pearson.</p> <p>2. Gottfredson, M., Puryear, R., & Phillips, S. (2005). <i>Strategic sourcing</i>. Strategic Direction, 21(11), 29-32.</p> <p>3. Hitt, Michael A., R. Ireland, Duane & Hoskisson, Robert E. (2014). <i>Strategic Management: Concepts and Cases: Competitiveness and Globalization</i>. Cincinnati, Ohio : South-Western College Pub.</p> <p>4. Porter, E Michael. (1996). What is Strategy?. <i>Harvard Business Review</i> 61-78.</p> <p>5. Prahalad, C. K., & Hamel, G. (1990). <i>The Core Competence of the Corporation</i>. Harvard Business Review.</p> <p>6. International Business Strategy. 2013. Alain Verbeke. 2/e. Cambridge University Press. Delhi. ISBN: 9781107683099</p> <p>7. International Business Strategy, Management and the New Realities, S Tamer Cavusgil, Gary Knight and John R Riesenberger, Pearson Education</p> <p>8. Daniels, J.D., Lee, H.R., Daniel, P. S. & Salwan, P. (2007). International Business- Environment and operations. Pearson education.</p> <p>9. Leslie, Hamilton & Philip, Webster (2015). The International Business Environment. Oxford University Press.</p> <p>10. Warnock, Davies (2015). The International Business Environment: A handbook for Managers and Executives. CRC Press.</p> <p>11. William, Kerr & Nicholas, Perdakis (2014). A Guide to the Global Business Environment-The Economics of International Commerce. Edward Elgar Publishing</p>

SEMESTER IV

Project work

S.No	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	21MBAEI23	Project Work	-	-	300	12
Total					300	12

Overall Credits	IA	EA	Total Marks	Credit
	550	1575	2425	97

ELECTIVES

Electives for Semester II

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	21MBAEI24	Overseas Project Management	25	75	100	04
2	21MBAEI25	Port and Terminal Management	25	75	100	04
3	21MBAEI26	Global Buyer Behavior	25	75	100	04
4	21MBAEI27	International Investment and Portfolio Management	25	75	100	04

Electives for Semester III

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	21MBAEI28	Cross Cultural Management	25	75	100	04
2	21MBAEI29	World Class Manufacturing	25	75	100	04
3	21MBAEI30	Inventory Management and Materials Requirement Planning	25	75	100	04
4	21MBAEI31	International Marketing Research	25	75	100	04
5	21MBAEI32	International Banking	25	75	100	04

OVERSEAS PROJECT MANAGEMENT

Course Objectives	<ol style="list-style-type: none"> 1. To understand project management concept, development and deployment 2. To understand project management tools, techniques and skills. 3. To understand the implications, Challenges and Opportunities of Organisational dynamics in project management.
Course Outcome	<ol style="list-style-type: none"> 1. The students would know to measure the project feasibility and appraisal 2. The students would know to manage the International projects. 3. The students would know to tackle with costs and take wise decisions by applying various critical path techniques.
Unit-I	Concept and Approaches to Project Management: Types of Projects – Project life cycle – Functions of project management – Project Management approaches: Traditional – PRINCE2 – PriSM – Critical Chain – Event Chain – Process approach – Different stages of Project Management – Project Design –Project Report Documentation: Nature, Significance and Components – Drafting of Project Report –Project Documentation and Submission
Unit-II	Project Appraisal and Feasibility Report:

	Nature and Purpose - Marketing, Technical, Financial, Managerial analysis and Social Cost-Benefit analysis – UNIDO and Little & Mirrlees Approaches – Shadow Cost – Social Return on Investment – Feasibility Report: Contents and Purpose – Enhancing Feasibility through Appropriate Initiatives – Abandonment Value Analysis of a Project
Unit-III	Clinching and Financing of International Projects: Scanning of International Business Environment for Project Exports/Imports – Scouting for and Screening of International Projects – Marketing of Projects Overseas: Turnkey Projects, Construction Projects, Engineering and Consultancy Exports – Terms of Ownership and Operational agreement – Project Imports: Industrial Plant, Irrigation, Power, Mining, Oil Exploration and other projects – Process, Financing and Customs Procedures – Financing project exports - Institutional support for project exports
Unit-IV	Project Management and Control Techniques Network Techniques – PERT Method – Assumptions – Drawing a Network diagram-Even, Node and Activity – Critical Path – Project scheduling – Slack-time computation and management of the same for Resource and Time Leveling – Critical Path Method: Assumptions and Process – Crash course for Quick completion at the least additional cost – Concept and Control of Cost and time overruns – Project Reviews: Progress Review – Resource Review – Post-execution Performance Review
Unit-V	Management of International Projects: Accountability in Project Execution – Contracting, Subcontracting and Tendering – Joint bidding – Pricing terms and Estimation - BOOT and BOT - Financial Appraisal of Export Projects - Estimation of Project Cash flows - Adjusted present value method - Risk analysis: Sensitivity and Simulation analysis - Country risk analysis – Political Risk in International Projects – Risk Handling and Hedging – Integrated Project Management system – Guidelines for successful project management
Reference Books	<ol style="list-style-type: none"> 1. Lock, D. (2007). <i>Essentials of Project Management</i>. Gower Publishing Company. Choudhary, S.(2017). <i>Project Management</i>. McGraw Hill Education. 2. Harberger, A. C. (1976). <i>Project Evaluation</i>. University of Chicago Press. 3. Dennis Lock Ronald S, Rubin, Project Appraisal and Planning.

PORT AND TERMINAL MANAGEMENT

Course Objectives	<ol style="list-style-type: none"> 1. Aware of different types of ships and cargohandling 2. Know the role of Statutory bodies related to ports. 3. Understand the portcharges
Course Outcome	<ol style="list-style-type: none"> 1. The Students will be aware of port operations. 2. The Students will be familiar with port performance. 3. The Students can understand the role of port users
Unit I	Ports and their Functions Functions of ports ,Types of ports, Dry ports (ICD), its significance and role in EXIM

	growth, International Hub ports and strategic advantages of these port, geographical reasons for port location, Ownership structure of Ports, Free port/ Free trade zones as an economic tool.
Unit II	Ships and cargoes Types of ship required for different cargoes and trade routes, Differences between dry bulk cargo ships, general-purpose ships, liners (container, break-bulk and Ro-Ro) and tankers, including Ore/Oil and Ore/Bulk/Oil carriers.
Unit III	Port Management Basic rationale of Port Business, Measurement of Port performance, Management of cargo operations on board and ashore, Importance of safety management, Role of statutory bodies – Customs, Immigration, Port Health, Marine Safety etc. Needs of port users – ship owners and operators, ship agents, forwarders, truckers, rail and barge operations
Unit IV	Port Competition and Marketing Nature Of Port Competition, Need for Market Information including Trade Growth, Vessel Development, and financial viability. Nature and types of port charges including those incorporating statutory navigational services, services to vessels, services to cargoes.
Unit V	Legal Aspects Nature of port constitutions and the legal Framework of ownership. Laws relating to port security, operators liability and insurance. Port laws and bye-laws, Impact of International conventions on ports. Contemporary Developments Related to the course during the semester concerned. Practical: Port Visit.
Text Books	1. Cherunilam, F. (2017). <i>International Trade and Export Management</i> , Himalaya Pub House. 2. Alderton, P. M. (2008). <i>Port Management and Operations</i> . UK: Informa Law Category.
Reference Books	1. Burns, M. G. (2014). <i>Port Management and Operations</i> . UK: CRS Press 2. Justin, P. (2016). <i>Export-Import management</i> . Oxford. 3. Song, D.W., & Panayides, P. M. (2015). <i>Maritime Logistics: A Guide to Contemporary Shipping and Port Management</i> . Kogan Page: Second Edition.

GLOBAL BUYER BEHAVIOUR

Course Objectives	1. To understand the Global behaviour of the consumer 2. To get an insight into the consumer psychological processes in pre-purchase, purchase and post purchase situations. 3. To understand the marketing analysis
Course Outcome	1. Formulate strategy, brand positioning and marketing communication decisions with the understanding of consumer behaviour 2. Identify global trends in consumer behaviour in order to develop global marketing opportunities 3. Getting problem solving skills 4. Know how to apply consumer behaviour knowledge to marketing 5. Having more leadership tactics
Unit I	Introduction Concepts, Significance, Dimensions of Consumer Behavior, Relevance of Market Research with Consumer Behavior- consumer decisions – Nature of consumer behaviour – pitfalls of consumer behaviour – consumer research process – consumer research

	paradigms.
Unit II	Decision Making Process Buying Motives and Roles- Consumer Decision Making Process - Consumer decision process and problem recognition – opinion leadership – process – measurement – situation environment of opinion leadership – levels of consumer decision making - Models of Consumer Behavior-The Economic model, Howard Sheth model of Buying Behaviour, Engel, Blackwell and Miniard (EBM) model
Unit III	Global Culture Consumers and culture – Understanding culture – social class – subcultures – cultural influences on consumer behaviour – family influences and opinion leadership
Unit IV	Psychological Influence Consumer's Needs & Motivation, Personality and Consumer behaviour, Brand Personality, Self and Self-image, Consumer Perception, Risk and Imagery - Consumer Learning, memory, Consumer Attitude: Belief, Affect-Mood and Emotions, Attitude and Intention, Attitude Formation and Attitude Change, Consumer Involvement, Influence
Unit V	Organisational Behaviour Organisation as consumers – Organisational buyer behaviour – organisational purchase process – decision process – organisational culture – regulation and marketing references to children – adults.
Text Books	1. Consumer Behaviour, Michael R Simon 2. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11th edition, Pearson Education, Inc. 3. Dheeraj Sharma, Jagdish Sheth, Banwari Mittal, (2015), Consumer Behaviour – A Managerial Perspective, Cengage Learning.
Reference Books	1. Consumer Behaviour, Hawking/Coney. 2. S.L. Gupta & Smitra Pal, Consumer Behaviour: An Indian Perspective, Sultan Chand. 3. Hawkins et al, (2010), Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill. 4. Hoyer, Mcinnis, Pieters, (2013), Consumer Behavior, 6th edition, Cengage Learning. 5. Majumdar, Ramanuj, (2010), Consumer Behaviour Insights from Indian Market, PHI. 6. Michael R. Solomon, (2016), Consumer Behaviour-Buying Having and Being, 12th edition, Pearson Education. 7. Underhill et.al, (2008), Why we buy: The Science of Shopping, Simon & Shuster.

INTERNATIONAL INVESTMENT AND PORTFOLIO MANAGEMENT

Course Objectives	To equip the students with essential tools, techniques, models and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.
Course Outcome	1. Understand the environment of investment and risk return framework. 2. Analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio. 3. Students gain the knowledge on stock market analysis with the help of Technical, Industry and common stock analysis

Unit I	Introduction The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of Investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement- Diversification and hedging; Socially responsible investing, ethical investing and other contemporary issues in investment management.
Unit II	Basics of Stock Common Stock – Bonds – Preferred Stock – Mutual Funds – Government Securities – Other Fixed Income Securities – Common Stock Valuation Theory – Stock Options – Buying New Issues – Tax Shelters – Investing in Real Estates – Foreign Institutional Investors (FII).
Unit III	Stock Market Stock Market Analysis – Fundamental Common Stock Analysis – Technical Analysis – Industry Analysis – Efficient Market Hypothesis – Listing of Securities – New Issues Markets – Investment Companies – Brokerage Business – Underwriting – Global perspectives.
Unit IV	Portfolio Analysis and Management The concept and significance of portfolio- Calculation of portfolio return and risk; Risk aversion and capital allocation to risky assets and risk free asset; optimal risky portfolio; optimal complete portfolio; Markowitz portfolio selection model; Sharpe's single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML) and concept of market portfolio; Tobin's separation Theorem; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect); Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model); Active and Passive portfolio management.
Unit V	Financial Derivatives Futures- features, types and payoffs; Pricing of financial futures (Cost of carry model); Options- features, types, styles, payoffs and valuation using Black and Scholes Model; Put call parity principle; Options trading strategies- bull spread, bear spread, straddle and butterfly spread; Exotic options and other innovations in derivatives market.
Text Books	1. Fischer and Jordon, "Security analysis and Portfolio Management", Prentice Hall. 2. Fuller and Ferrel, "Modern Investments and Security Analysis", McGraw Hill. 3. Bodie, et al. (2009). <i>Investments</i> . McGraw Hill.
Reference Books	1. Chandra, P. (2017). <i>Investment Analysis and Portfolio Management</i> . Tata McGraw Hill. 2. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill, 3. Preeti Singh, "Investment Management", Himalaya Publishing House, Bombay. 4. Bhalla, V.K., "Investment Management", S. Chand & Co, New Delhi. 5. Dance, M.N., "How to Invest Wisely in Real Estates", Sneh. 6. Elton, E. & Gruber (2010). <i>Modern Portfolio Theory and Investment Analysis</i> . John Wiley and Sons. 7. Fischer, Donald, E. & Ronald, J. Jordan (2007). <i>Security Analysis and Portfolio Management</i> . PHI Learning. 8. Hull, J.C. & Basu (2016). <i>Options, Futures and Other Derivatives</i> . Pearson. 9. Reilly, Frank, K. & Brown, Keith C. (2012). <i>Investment Analysis and Portfolio Management</i> . Cengage Learning 10. Tripathi, V. (2015). <i>Security Analysis and Portfolio Management</i> . Taxmann.

CROSS CULTURAL MANAGEMENT

Course Objectives	<ol style="list-style-type: none"> 1. To explain and evaluate frameworks for guiding cultural and managerial practice in international business. 2. To comprehend the dynamics of Management practices in international context 3. To Understand the role of culture in an organizational processes and activities is an important aspect of modern management.
Course Outcome	<ol style="list-style-type: none"> 1. Understand management practices followed in different cultures and countries 2. Presents an overview of cross-cultural management practices and it examines how culture is expressed. 3. Develop the ability to negotiate and handling conflicts in the cross cultural environment 4. Understanding the culture in different countries and formulate the motivational strategy accordingly.
Unit-I	Introduction Definitions and Classification- Charecteristics- levels of Culture Approaches to Understand Societies Culture: Structuralist, Interpretivists, Cogntivists, Poststructuralists and Synthetic Approach Modalities of Cross-Cultural Dimensions- Hofstede's Cultural Dimensions- Hall's Cultural Dimensions -Religion and its Business Implication-A comparison of world views: East and West
Unit-II	Globalisation Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global-Local Contradictions – Implications- Culture and Communication- Major Obstacles to Cross Cultural Communication- Non-verbal communication- Cross – Cultural Conflict -Source and Type of Conflicts - Cross Cultural conflict and resolution
Unit-III	Models and Ethics of Cross Cultural Management Cross – Cultural differences and similarities -Parochialism and Simplification -Cultural differences in selected countries and regions - Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model – Implications. Factors involved in Shaping business Ethics in global scenario
Unit-IV	International Business and Negotiation Meaning of Negotiation; Understanding negotiation through various Stages and Dimensions of Negotiation from cross cultural Perspective - Factors and approaches that determines the MNEs. Expatriate: Life Cycle ; Understanding organizational and Personal Expectation towards Expatriate success: Emotional Intelligence and Cross Cultural Training Program. Live experience of Expatriates

Unit-V	Strategy Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications.
Text Books	<ol style="list-style-type: none"> 1. David Livermore, Soon Ang, Linn Van Dyne (2015), Leading with Cultural Intelligence: The Real Secret to Success , 2nd Edition, AMACON 2. Helen Deresky(2009) “International Management: Managing across Borders and Cultures” (5th Edition). Pearson Education. 3. Richard M. Hodgetts & Fred Luthans (2005) “International Management”, (3rd Edition). Tata McGraw Hill Publications, New Delhi.
Reference Books	<ol style="list-style-type: none"> 1. DipakKimar Bhattacharya (2010), Cross - Cultural Management: Text and Cases, Prentice Hall. 2. TaranPatel(2013), Cross-Cultural Management:A Transactional Approach, Routledge. 3. ShobanaMadhavan, (2011), Cross Cultural Management Concepts and cases, Oxford University Press. 4. David C. Thomas , Mark F. Peterson, (2014), Cross-Cultural Management: Essential Concepts, 3rd edition, Sage Publications 5. Hodgetts & Fred Luthans (2005)”International Management” (3rd Edition). Tata McGraw Hill Publications. New Delhi. 6. Hill, C. (2007) “International Business: Competing in the Global Marketplace” (6thedition) Tata McGraw-Hill. 7. Newstrom John W. Organizational Behaviour: Human Behaviour at Work. Tata Mc Graw

WORLD CLASS MANUFACTURING

Course Objectives	<ol style="list-style-type: none"> 1. To acquaint the students with the world class manufacturing environment 2. To introduce students to the concept of optimized production in Manufacturing 3. To help students to understand the significance of improved process efficiency and Cycle time
Course Outcome	<ol style="list-style-type: none"> 1. Understanding the concept of lean management 2. Understanding the factors of organisational waste and ways to eliminate that
Unit I	Introduction Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards, Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.
Unit II	Bench Marks and Practices Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example.
Unit III	Systems and Tools

	System & tools for world class manufacturing: Improving Product & Process 62 Design – Lean Production – SQC, FMS, Rapid Prototyping, Poka Yoke, 5-S, 3 M, use of IT, JIT, Product Mix, Optimizing, Procurement & stores practices, Total Productive maintenance, Visual Control.
Unit IV	HRM in WCM Human Resource Management in WCM: Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures. Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.
Unit V	WCM Companies Typical characteristics of WCM companies: Performance indicators – what is world class Performance – Six Sigma philosophy- Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead
Text Books	<ol style="list-style-type: none"> 1. Ron Moore,(2001) “Making Common Sense Common Practice – Models for manufacturing excellence” Butterworth-Heinemann Ltd; New edition 2. B.S. Sahay, KBC Saxena, Ashish Kumar, (2000) “World Class Manufacturing - Strategic Perspective” Macmillan India Ltd-new Delhi
Reference Books	<ol style="list-style-type: none"> 1. Womack, (2007) “Machine That Changed the World” Free Press; Reprint edition 2. Jeffrey K.Liker, (2004) “The Toyota Way, McGraw Hill Education; Reissue edition 3. Narayanan, (2000) “Managing Technology & Innovation for Competitive Advantage” Pearson; 1 edition 4. M.G.Korgaonkar, (2000) “Just In Time Manufacturing” Macmillan Publishers India

INVENTORY MANAGEMENT AND MATERIALS REQUIREMENT PLANNING

Course Objectives	<ol style="list-style-type: none"> 1. To emphasize the significance of inventory management for smooth operation of business 2. To introduce various inventory management and requirement planning techniques and tools to students
Course Outcome	<ol style="list-style-type: none"> 1. Learn inventory control tools and techniques to improve business competitiveness in the supply chain. 2. Identify specific and special features of the vendor management for cost effective operations. 3. Develop the ability to work independently in procurement activities with additional knowledge of quality management and materials handling systems.
Unit I	Introduction Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use- Stores and Warehousing, Stock assessment, Cost of Inventory, Selective Inventory Control, MUSIC 3D, JIT Inventory Management - Objectives and Importance of the inventory management function
Unit II	Control Techniques Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing

	organizations.
Unit III	Materials Management Introduction to Materials management, Production Planning: Demand Forecasting Aggregate planning, Master Scheduling, BOM, MRP, Capacity Planning, Production Scheduling- Material Handling System : Cranes, Conveyors, Feeders, Pipelines, Processing of materials and Cost
Unit IV	Models Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock.
Unit V	Procurement and MRP Systems Foundations of Strategic Sourcing and Supply Management, P2P Process, Strategy Development; Procurement: Ordering Quantity, Procurement Types, Steps of Procurement- Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management – Updating Inventory Records – Bill of Materials, types of BOM, Modular BOM
Text Books	<ol style="list-style-type: none"> 1. Zipkin (2000), “Foundations of Inventory Management”, McGraw-Hill Higher Education Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington,(1994) “Production Planning and Inventory Control”; Prentice Hall 2. J. R. Tony Arnold, Stephen N. Chapman (2010), “Introduction to Materials Management”- Pearson; 7th edition. 3. Monczka M Robert et al, (2016), Purchasing and Supply Chain Management, 6th edition, Cengage Learning.
Reference Books	<ol style="list-style-type: none"> 1. Richard J. Tersine, (1993) “Principles of Inventory and Materials Management” Prentice Hall; 4th edition 2. Max Muller, (2011) “Essentials of Inventory Management”, AMACOM; 2 editions 3. Plossl,(1994) “Orliky’sMRP”McGraw-Hill; 2 edition 4. J H Greene, Homewood III: Richard D Irwin, (1986) “Production and Inventory Control” McGraw-Hill US 5. Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press. 6. Joseph L. Cavinato, Ralph G. Kauffman, (2000). The Purchasing Handbook, 6th edition, McGraw Hill. 7. Fred B. Sollish, John Semanik, (2012),The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley & Sons. 8. Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).

INTERNATIONAL MARKETING RESEARCH

Course Objectives	<ol style="list-style-type: none"> 1. To Learn how to manage the product in the market 2. To Analyse Investigation methods 3. To Understand the nature and scope of international marketing research and information system framework.
Course Outcome	<ol style="list-style-type: none"> 1. Students will be capable of handling different research techniques for marketing related problems 2. Apply appropriate analysis techniques to given marketing research problems and types of customer data to obtain marketing insights 3. Quantify marketing actions using data to gain hands-on experience in solving marketing problems with varied tools 4. Comprehend the process and design of marketing research and reliability and validity of experimentation.
Unit I	Introduction An introduction to Marketing Research: Introduction to MR – definitions – Classifications – Marketing research process – steps – research designs - types – data sources – Ethics of MR -International Marketing Information System (IMIS)
Unit II	Problem Specification Management problem specification, formulating research problem, developing research proposal- research objectives, research hypotheses; Determining research design- Explorative research – Major techniques and their evaluation; Descriptive researches – case study, Survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs. qualitative research. Census and survey methods; Designing sample survey – Defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data;
Unit III	Determining Data Data collection: Organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them. - Secondary data sources and their usefulness; Primary data collection- Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment; Panel data.
Unit IV	Analysis and Presentation Analyzing data using Computers – Analyzing Difference – Investigation of Association – Dependent method and Independent Methods (Multidimensional Scaling /Perceptual Mapping – Conjoint Analysis – Canonical Correlation – MANOVA – Multiple Regression with Dummy variables – Logistic Regression) – Report Writing – Steps in drafting a report.
Unit V	Application of Marketing Research Environmental Scan – Price determination – New product research – Idea creation and concept development – Test marketing and Product life cycle and Product mix research – Advertising Research - Concept, Media and Effectiveness
Text Books	<ol style="list-style-type: none"> 1. Marketing Research D.D.Sharma 2. R.Pannarselvam Research Methodology 3. Green, Tull and Albaum: Research for Marketing decisions. 4. Kinneer & Taylor Marketing Research an Applied Approach. 5. David A Aaker, V. Kumar and George S Day: Marketing Research
Reference Books	<ol style="list-style-type: none"> 1. Aaker, D. A., Kumar, V., & George, S. D. (2012). <i>Marketing research</i>. Wiley India.

	<ol style="list-style-type: none"> 2. Andy, Field (2009). <i>Discovering Statistics Using SPSS</i>. Sage Publication. 3. Craig, C. S. & Douglas, S. P. (2009). <i>International Marketing Research</i>. John Wiley, New York. 4. David, Silverman (2010). <i>Qualitative Research-issues of theory, method and practice</i>. Sagepublication. 5. Hair, J. F., Black, W. C. et al. (2009). <i>Multivariate data analysis</i>. Pearson Education, New Delhi. 6. Kumar, V. (2015). <i>International Marketing Research</i>. PHI Learning Private Ltd. New Delhi. 7. Malhotra, N. K. & Dash, S. (2009). <i>Marketing research: An applied orientation</i>. Pearson Education, India.
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INTERNATIONAL BANKING

Course Objectives	<ol style="list-style-type: none"> 1. To become aware of the dynamics of International Banking and methods adopted by countries. 2. To learn the practices of Financial Institutions and Centres 3. To understand the central theme and issues of International Banking
Course Outcome	<ol style="list-style-type: none"> 1. Demonstrate comprehensive knowledge and understanding of the way in which the international financial system operates. 2. The student does a comprehensive analysis of banking policy competitor's activity 3. The student is able to interpret insurance policy in detail 4. The student is able to represent the analyses as a complete solution to the business problem.
Unit I	Introduction International Banking- Global trends and development in International Banking- Modes of International Banking- Characteristics and Dimension- Reasons for growth of International Banking- Profitability and Prospects of International Banking- Wholesale banking – Retail banking – Private banking – Interbank business – Regulatory framework – BASEL III
Unit II	Balance of Payments International Payment Instruments – Letter of Credit Mechanism- Balance of Payments- Features- Structure- Balance of payments and balance of trade- Disequilibrium in balance of payment- types of disequilibrium- causes of disequilibrium- methods of correcting disequilibrium
Unit III	International Financial Institution International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – International Competitiveness – Arbitration and Mediation in International Banking – Japanese American and Swiss Banking Practices.
Unit IV	Regulatory Framework and International Banking Operations Rationale and scope of International banking regulations- capital Adequacy, Loan Loss Provisioning, and other Regulatory Controls Basel Concordat-Legal Issues in International Banking-Accounting Issues in International Banking- Raising of Resources- Capital

	Markets: Sources of External Finance- Foreign Currency Accounts-Deployment of Resources-Treasury Management- Tools and derivatives
Unit V	Risk Management
	Risk Management in International Banking – Risk management policy- Non financial and Financial Risk- Forex Risk – Implications and Effectiveness of Country Risk – Asset/Liability Management – Bilateral and Counter Trade – Approaches to Risk Management in International Banking
Text Books	<ol style="list-style-type: none"> 1. Fundamentals of International Banking Rupnarayan Bose Macmillan India Ltd. 2007 2. Peter Rose, Sylvia Hudgins, (2014), Bank Management and Financial Services, 8th edition, McGraw Hill 3. Padmalatha Suresh Justin Paul, (2014), Management of Banking and Financial Services, 3rd edition, Pearson Education, India
Reference Books	<ol style="list-style-type: none"> 1. Jane Hughes & Scott MacDonald. (2002). International Banking: Text and Cases. Prentice Hall. ISBN: 9780201635355 2. A.W. Mullineux& Victor Murinde. (2003). Handbook of International Banking. Edward Elgar Publishing. ISBN 1840640936 3. Saxena K.B.-International Banking:Banking Theory and Principal banking systems 4. Goswami V.K.-International banking 5. Kanhaiya Singh, VinayDutta, (2013), Commercial Bank Management, 1st edition, McGraw Hill. 6. IIBF, (2010), Security and Electronic Banking, 2nd edition, Macmillan India. 7. CAIIB, (2010), Retail Banking, 1st edition, Macmillan Publishers, India. 8. Finance Indian Institute Of Banking, (2010),Banking Products And Services, Taxmann Allied Services Pvt. Ltd.

Supportive Paper

1. EXPORT AND IMPORT DOCUMENTATION

Course Objectives	<ol style="list-style-type: none"> 1. To learn the importance and procedural documentation aspects of export import goods and services 2. To impart knowledge of governments, departments and international institutions involved 3. To understand the relevance and importance of various government policy measures for export as well as import
Course Outcome	<ol style="list-style-type: none"> 1. Students getting knowledge in EXIM Documentation 2. Understand and create the documents required for completing export and import transactions 3. Understand the procedure of EXIM clearance.

Unit I	Documentation Framework – EXIM Documentation – Instruments and methods of Financing Exports – Credit and Collections.
Unit II	Foreign Exchange Regulations and Formalities – Pre – Shipment; Inspection and Procedures – Role of Clearing and Forwarding Agents.
Unit III	Custom Clearance of Export and Import Cargo – Regulatory Documents – Bill of Lading – Export License – Bill of Exchange.
Unit IV	Processing of an Export Order, World Shipping, Structure, Liners and Tramps – Containerization.
Unit V	Import Documentation – Import Procedure, guidelines, key documents used in Importing – Import Licensing and other incentives.
Text Books	Francis Cherunilam : International Trade and Export Management Mumbai, Himalaya Publishing House, 2002.
Reference Books	<ol style="list-style-type: none"> 1. TAS Balagopal, Export Management Mumbai, Himalaya Publishing House, 2000. 2. Government of India Handbook of Import – Export Procedures, New Delhi, Anupam Publishers, 2002.

2. RURAL ENTREPRENEURSHIP

Course Objectives	<ol style="list-style-type: none"> 1. To develop understanding about Entrepreneurship in Rural Context; 2. To develop entrepreneurial skills in the rural youth; 3. To explore and identify rural potential for a business idea; 4. To developing skills to convert the idea into a commercial viable business concept
Course Outcome	<ol style="list-style-type: none"> 1. Understand the importance of how living rurally influences your business or social enterprise objectives 2. Explore the feasibility of a business idea
Unit I	Concepts, Characteristics and types of Entrepreneurship –Development of Rural Entrepreneurship in India- Problems and Prospects of Rural Entrepreneurship in India
Unit II	Meaning, Definition, and Concept of Rural Development- - Types of Rural markets-- Problems of Rural Marketing
Unit III	Policies and Programmes for Rural Industries - Industrial Policy Resolutions – Industrial Sickness-Problems & Policy measures.
Unit IV	Role of RRBs in Rural Credit – NABARD and Rural Credit – Functions of NABARD- Achievements and Performance of NABARD in the Rural credit sector.
Unit V	Women Empowerment: Concept and Approaches, Importance of Women Empowerment- Role of Micro Finance in Women Empowerment- SHGs Concepts, Stages, Significances and Structure
Text Books	<ol style="list-style-type: none"> 1. Bhattacharya, S.N. Rural Industrialization in India 2. Vasant Desai ,Problems and Prospects of Small Scale Industries in India

Reference Books	<ol style="list-style-type: none"> 1. BepionBehari Rural Industrialization in India 2. Rao, R.V. Rural Industrialization in India 3. Dagli, V. Khadi and Village Industries in the Indian Economy 4. C.Dingra: Rural Banking in India- S.Chand& Co. Limited, New Delhi-110055,1994. 5. A.N. Agarwal and KundanaLal:- Rural Economy of India – Vikas publishingHouse Ltd.- New Delhi-110014, 1990. 6. Rais Ahmad – Rural Banking and Economic Development – Mittal publications,New Delhi -110059, 1998. 7. Rejeseckhar D & G. Sridhar: Savings ad Credit Programmes as an Instrument of Self-Help Promotion
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