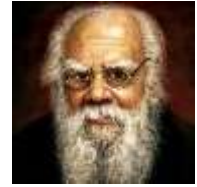




# PERIYAR UNIVERSITY

Periyar Palkalai Nagar, Salem-  
636011

*(Reaccredited with 'A++' Grade by the NAAC)*



## DEPARTMENT OF MANAGEMENT STUDIES EXPORT MANAGEMENT

### MASTER OF BUSINESS ADMINISTRATION

[CHOICE BASED CREDIT SYSTEM (CBCS)]



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## OB REGULATION AND SYLLABUS

*(Effective from the academic year 2022-2023 onwards)*

**MBA**  
**EXPORT MANAGEMENT**  
**(Choice Based Credit System (CBCS))**

**REGULATIONS AND SYLLABUS**  
**MASTER OF BUSINESS ADMINISTRATION- EXPORT MANAGEMENT**

**[CHOICE BASES CREDIT SYSTEM (CBCS)]**

**OBEREGULATIONSANDSYLLABUS**  
*(Effectivefromtheacademicyear2021-2022 onwards)*

**PREAMBLE**

Department of Management Studies is one of the Department under the School of Business Studies of Periyar University in the Southern region of the country. Department of Management Studies offers two-year full-time MBA program with a difference (CBCS – Choice Based Credit Systems) since its inception in 2005. The Department also offers M.Phil full-time and Ph.D. both full-time and part-time programmes to promote research activities. Department of Management Studies is an active Institutional member of All India Management Association.

Students are selected for MBA Programme based on their performance in Graduation, Group Discussion, Personal Interview and TANCET / MAT Score as per Government Norms. The academic, professional practice and performance standards of the Institute match with the world class business schools. Students of Department of Management Studies are being imparted management education in a very cohesive, disciplined and professional environment. The institute leaves no stone unturned to prepare its students as perfect decision-makers and path finding managers.

The Department is located in a separate spacious, lush green campus in the Salem-Bangalore national highway and is equipped with sprawling infrastructure and instructional facilities. There is a separate hostel facilities for boys and girls within the University premises.

The Department provides the contemporary Audio-Visual learning equipments for lectures and has developed its enduring relationship with the industries for providing practical training to the students through industrial visits, summer placement and guest lecture's of executives from corporate world.

The University has employed highly experienced and professionally qualified young faculty members with background from industries and education who are dynamic and possess management skills as a trainer.

The interactive and participating methods of learning have been introduced and the students are assessed for their comprehensive skills at the end of each semester. The students are encouraged to make maximum use of library and computer lab which are available to them round the clock. The learning environment is always continuous and inculcates in the students the best skills of communication and personality development.

The faculty members of Department of Management Studies are actively involving themselves in research and extension activities, paper and book publications. Attending and presenting papers at national and international level seminars, conferences and taking up consultancy services.

The students are provided assistance for the Summer Training and Job Placement in leading organizations.

The Department strongly emphasis on quality education, effective teaching pedagogies and real industry interface to propel to a better career. The institute will ever look for long term benefits where it equips the students with required employable skills and Managerial traits.

The Department of Management Studies offers MBA Export Management programme which caters the student's 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.

## **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 Export 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 Export Management having a wider opportunity in the present global business world. Placement opportunities in this course are unlimited. MBA in ExportManagement 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

## **VISION**

Imparting the knowledge to the society through formal and informal modes and contributing to nation building.

## **MISISON**

- To institute specialized research centers of Excellence
- To design courses and to train students to improve academic excellence
- To enhance academia-industry interaction
- To involve in extension and outreach programmes
- To make the University globally known academic and research institution

- To inculcate values, ethics, scientific temper and environmental awareness

### **MBA-EXPORT MANAGEMENT- PROGRAMME OUTCOME (PO)**

After the successful completion of MBA-Export Management, the student are expected to

- Inculcating basic managerial theoretical concepts and skills
- Imparting functional management knowledge with Export and Import documentation
- Enhancing the knowledge in theoretical models in international business
- Developing the skills of information technology application on EXIM operation
- Have cross cultural competency exhibited by working as a member or in teams.
- Evaluating global trends influencing the business environment to formulate and communicate competitive strategies.
- Equipping students with digital literacy
- Express moral and ethical awareness
- Have good critical thinking
- Enabling students to have research related skills

### **MBA – EXPORT MANAGEMENT PROGRAMSPECIFICOUTCOMES(PSOs)**

| ProgramspecificOutcomes(PSOs)   |  |
|---|--|
| AfterthesuccessfulcompletionofM.B.A. Export Management Program,the studentareexpectedto |  |
| PSO1  | Have Enhanced their knowledge on various financial markets and services to work proficiently with financial markets and institutions     |
| PSO2  | Have analyzed the financial performance of an organization applying various tools that aid in decision making                            |
| PSO3  | Have an in-depth knowledge on various services and products of Banking and Insurance   |
| PSO4  | Have developed theoretically relevant empirically strong research output that would solve social, business and theory building problems. |
| PSO5  | Have developed verbal and written communication to adapt toevolving virtual organisations.   |

## **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 Export 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 Export Management course it provides excellent entrepreneurship opportunities for the students to individually starting the global business activities.

## **PROGRAMME PATTERN**

This programme is offered under Choice Based Credit system (CBCS). Students can earn more credits than the stipulated minimum of 90 credits, through Extra Credit Courses via Interdisciplinary (Supportive) Courses).

## **CANDIDATE'S ELIGIBILITY FOR ADMISSION**

A pass in a recognized Bachelor's Degree of Minimum of 3 years duration and obtained at least 50% marks (45% in the case of candidates belonging to reserved category) in the qualifying degree examination and TANCET/MAT/CAT Score/Entrance Examination specifically conducted from the Department of management Studies or any other equivalent

admission test score (For above said exam scores, only the latest entrance exam test score will be considered), Group Discussion and Personnel Interview.

### **CBCS-STRUCTURE OF THE PROGRAMME**

The programme structure comprises of two parts.

| <b>Course Component</b>         | <b>No. of Courses</b> | <b>Credits</b> |
|---------------------------------|-----------------------|----------------|
| Core Courses                    | 13                    | 52             |
| Elective Courses(Optional)      | 05                    | 20             |
| Supportive Courses              | 02                    | 06             |
| Practical Courses               | 04                    | 08             |
| Project (Experiential Learning) | 02                    | 15 (12+3)      |
| Total                           | 26                    | 101            |

Industrial Visit shall be the compulsory component of the MBA-Export Management Programme. Such visit will be organized with the approval from the appropriate authorities of the University.

### **.MBA EXPORTMANAGEMENT**

#### **LIST OF SUBJECTS**

##### **SEMESTER I**

| <b>S. No</b> | <b>Subject Code</b> | <b>Subject Name</b>                           | <b>IA</b> | <b>EA</b> | <b>Total Marks</b> | <b>Credit</b> |
|--------------|---------------------|---|-----------|-----------|--------------------|---------------|
| 1            | 22UPMBA2C01         | Concepts of Management and Communication      | 25        | 75        | 100                | 04            |
| 2            | 22UPMBA2C02         | Organizational Behaviour                      | 25        | 75        | 100                | 04            |
| 3            | 22UPMBA2C03         | Export Business Environment                   | 25        | 75        | 100                | 04            |
| 4            | 22UPMBA2C04         | Financial and Management Accounting Practices | 25        | 75        | 100                | 04            |
| 5            | 22UPMBA2C05         | Quantitative Techniques for Managers          | 25        | 75        | 100                | 04            |
| 6            | 22UPMBA2C06         | Entrepreneurship Development                  | 25        | 75        | 100                | 04            |
| Total        |                     |   | 150       | 450       | 600                | 24            |

##### **SEMESTER II**

| <b>S. No</b> | <b>Subject Code</b> | <b>Subject Name</b>                                      | <b>IA</b> | <b>EA</b> | <b>Total Marks</b> | <b>Credit</b> |
|--------------|---------------------|--|-----------|-----------|--------------------|---------------|
| 1            | 22UPMBA2C07         | Export Marketing Management                              | 25        | 75        | 100                | 04            |
| 2            | 22UPMBA2C08         | International Financial Management                       | 25        | 75        | 100                | 04            |
| 3            | 22UPMBA2C09         | International Business Strategic Management              | 25        | 75        | 100                | 04            |
| 4            | -                   | Elective- I  | 25        | 75        | 100                | 04            |
| 5            | -                   | Elective- II   | 25        | 75        | 100                | 04            |
| 6            | -                   | Elective- III  | 25        | 75        | 100                | 04            |
| 7            | 22UPMBA2L01         | Export Documentation Lab- I                              | 40        | 60        | 100                | 03            |
| 8            | 22UPMBA2S01         | Non-Major Supportive I (Export and Import Documentation) | 25        | 75        | 100                | 03            |
| 9            | 22PHR01             | Human Rights   | 25        | 75        | 100                | 02            |
| 10           | 22UPMBA1SW1         | Swayam Course  | -         | -         | -                  | 02            |
| Total        |                     |  | 240       | 660       | 900                | 34            |



**ELECTIVES**

| S.N | Subject Code | Elective Subject Name                             | IA | EA | Total Marks | Credit |
|-----|--------------|---|----|----|-------------|--------|
| 1   | 22UPMBA2E01  | Overseas Project Management                       | 25 | 75 | 100         | 04     |
| 2   | 22UPMBA2E02  | Port and Terminal Management                      | 25 | 75 | 100         | 04     |
| 3   | 22UPMBA2E03  | Global Buyer Behavior                             | 25 | 75 | 100         | 04     |
| 4   | 22UPMBA2E04  | International Investment and Portfolio Management | 25 | 75 | 100         | 04     |
| 5   | 22UPMBA2E05  | Business Research Methods                         | 25 | 75 | 100         | 04     |

**SEMESTER III**

| S. No | Subject Code | Subject Name                                | IA  | EA  | Total Marks | Credit |
|-------|--------------|---|-----|-----|-------------|--------|
| 1     | 22UPMBA2C11  | International Logistics                     | 25  | 75  | 100         | 04     |
| 2     | 22UPMBA2C12  | India's Export Policy Framework             | 25  | 75  | 100         | 04     |
| 3     | 22UPMBA2C13  | Export Finance and Promotion                | 25  | 75  | 100         | 04     |
| 4     | -            | Elective- IV                                | 25  | 75  | 100         | 04     |
| 5     | -            | Elective- V                                 | 25  | 75  | 100         | 04     |
| 6     | -            | Elective- VI                                | 25  | 75  | 100         | 04     |
| 7     | 22UPMBA2L02  | Export Documentation Lab- II                | 40  | 60  | 100         | 03     |
| 8     | 22UPMBA2I01  | Internship Report- Export Import Procedures | -   | -   | -           | -      |
|       |              | Supportive Courses Offered to Non-MBA's     | 25  | 75  | 100         | 04     |
| Total |              |   | 190 | 510 | 700         | 31     |

**ELECTIVES**

| S.N | Subject Code | Elective Subject Name                                   | IA | EA | Total Marks | Credit |
|-----|--------------|---|----|----|-------------|--------|
| 1   | 22UPMBA2E06  | Cross Cultural Management                               | 25 | 75 | 100         | 04     |
| 2   | 22UPMBA2E07  | International Business Negotiation                      | 25 | 75 | 100         | 04     |
| 3   | 22UPMBA2E08  | Inventory Management and Materials Requirement Planning | 25 | 75 | 100         | 04     |
| 4   | 22UPMBA2E09  | International Marketing Research                        | 25 | 75 | 100         | 04     |
| 5   | 22UPMBA2E10  | International Banking                                   | 25 | 75 | 100         | 04     |

Every student of MBA Export Management shall carry out a Internship project during the summer vacation of second semester (i.e May and June) under the guidance of faculty member of the department. The Internship report on Export Import Procedures should be prepared and submitted in the beginning of third semester. The Internship Project Report and Viva-Voce examination will be evaluated by one Internal Examiner & one External Examiner and categorized their report as Commanded/ Highly Commanded.

#### SEMESTER IV

| S. No | Subject Code | Subject Name               | IA  | EA  | Total Marks | Credit |
|-------|--------------|----------------------------|-----|-----|-------------|--------|
| 1     | 22UPMBA2P01  | Project Work and Viva Voce | 100 | 200 | 300         | 12     |
| Total |              |                            |     |     | 300         | 12     |

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

Project report evaluation consists of report evaluation and the conduct of viva voce examination. Report evaluation (200 marks) will be undertaken by an external examiner and the faculty guide independently and the average of the two will be the final mark. Viva Voce examination (100 marks) will be conducted by the external and the faculty guide together.

#### **INTERNAL ASSESSMENT:**

|   |   |                      |
|---|---|----------------------|
| Model Examination                           | - | 10 Marks             |
| Assignment (Min 2) / Seminar /Case Analysis | - | 5 Marks              |
| Unit/Class Tests (2 Numbers)                | - | 5 Marks              |
| Attendance & Class Participation            | - | 5 Marks              |
| Total                                       | : | <hr/> 25 Marks <hr/> |

#### **QUESTION PAPER PATTERN FOR MBA SYLLABUS 2022-2023**

Time: 3 Hours

Max. Marks: 75

| Section | Approaches                            | MarkPattern                        | COCoverage                                   |
|---------|---------------------------------------|------------------------------------|--|
| A       | Oneword(Answeral lquestions)          | 20x1=20(Multi pleChoiceQuest ions) | CO1–20%,CO2–20%,CO3–20%, CO4– 20 %andCO5–20% |
| B       | 100to200words(Answer Anythreeoutoffiv | 3x5=15                             | CO1–20%,CO2–20%,CO3–20%, CO4– 20 %andCO5–20% |

|   |  |          |   |
|---|--|----------|---|
|   | e questions)                           |          |   |
| C | 500to1000words<br>(Essaytypequestions) | 5x8 = 40 | CO1–20%,CO2–20%,CO3–20%,<br>CO4– 20 %andCO5–20% |

## MENTOR-MENTEE SYSTEM

The students of Department of Management Studies are supported by all faculties in the Department personally and professionally through mentor and mentee system.

## GRADING SYSTEM

Evaluation of performance of students is based on ten-point scale grading system as given below.

| Ten Point Scale |              |              |             |
|-----------------|--------------|--------------|-------------|
| Grade of Marks  | Grade points | Letter Grade | Description |
| 90-100          | 9.0-10.0     | O            | Outstanding |
| 80-89           | 8.0-8.9      | D+           | Excellent   |
| 75-79           | 7.5-7.9      | D            | Distinction |
| 70-74           | 7.0-7.4      | A+           | Very Good   |
| 60-69           | 6.0-6.9      | A            | Good        |
| 50-59           | 5.0-5.9      | B            | Average     |
| 00-49           | 0.0          | U            | Re-appear   |
| ABSENT          | 0.0          | AAA          | ABSENT      |

## CONDONATION

Students must have 75% of attendance in each semester to appear for the examination. Students who have attendance between 65% and 74% shall apply for condonation in the prescribed form with the prescribed fee to write the examination in the same semester. Students who have attendance between 50% and 64% shall apply for condonation in prescribed form with the prescribed fee along with the Medical Certificate in the current semester but they can write their examinations only in the next semester. Students who have attendance below 50% are not eligible to appear for the examination. They shall re-do the semester(s) in the next academic year to acquire required attendance for appearing examinations.

## 22UPMBA2C01 -CONCEPTS OF MANAGEMENT AND COMMUNICATION

|        |  |
|--------|--|
| Course | Thiscourseaimsat makingthe studentsto understand |
|--------|--|

|                       |  |
|-----------------------|--|
| <b>Objectives</b>     | <ol style="list-style-type: none"> <li>1. The course enhances the knowledge of the concept of management and its evolution. (CO1)</li> <li>2. It covers the planning and decision making process of an organization. (CO2)</li> <li>3. To provide an insight into organizational structure and its control techniques. (CO3)</li> <li>4. 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. (CO4)</li> <li>5. Further, to give clear understanding on communication media and various tools. (CO5).</li> </ol>   |
| <b>Course Outcome</b> | <p>Upon successful completion of the requirements for this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. To familiarize with the concept of Management, Importance and Role of managers and their Contributions and identifying the fundamentals of Management Thought. (K2)</li> <li>2. To develop an understanding of Planning and Decision Making which they can implement in their job. (K2, K6)</li> <li>3. To familiarize you with the concept of principles of Organization and its effectiveness. (K3)</li> <li>4. The students can better understand the communication process which helps them in achieving the managerial needs in their upcoming business career. (K5)</li> </ol> <p>1. Comprehend the concept of communication media and to implement in the business to enrich their career goals. (K3).</p> |
| <b>Unit I</b>         | <p><b>Concept of Management:</b></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>  |
| <b>Unit II</b>        | <p><b>Planning and Decision Making</b></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>  |
| <b>Unit III</b>       | <p><b>Principles Of Organisation</b></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>  |
| <b>Unit IV</b>        | <p><b>Concepts of Communications</b></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, Diagonal and Informal communication.</p>  |
| <b>Unit V</b>         | <p><b>Communication Media:</b></p> <p>Role of Verbal &amp; Non-verbal Symbols in communication – Listening – Spoken Communication – Group Discussion &amp; Interviews – Meetings – Forms of Communication in Written mode – Job applications &amp; Resume – Face-to-Face communication – Visual communication – Business letter – Modern communication tools.</p>  |

|                        |  |
|------------------------|--|
| <b>Text Books</b>      | <ol style="list-style-type: none"> <li>1. Andrew J Dubrin, Essential of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.</li> <li>2. Samuel C. Certo and Tervis Certo, Modern Management: Concepts and skills, Pearson Education, 12<sup>th</sup> edition 2012.</li> <li>3. Harold Koontz and Heinz Weihrich, Essential of Management: An International &amp; Leadership Perspective, 9<sup>th</sup> Edition, Tata Mcgraw - Hill Education 2012.</li> <li>4. Singh &amp; T. N. Chabra, Management Concepts &amp; Practices</li> </ol> |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>1. Don Hellriegel, Susan E Jackson and John W Slocum, Management – A competency based approach, Thompson south Western, 11<sup>th</sup> edition 2008.</li> <li>2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata Mcgraw Hill, 12<sup>th</sup> edition, 2008</li> </ol>  |

## 22UPMBA2C02 - ORGANIZATIONAL BEHAVIOR

|                          |  |
|--------------------------|--|
| <b>Course Objectives</b> | <p>To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.</p> <ol style="list-style-type: none"> <li>1. To provide a basic knowledge of concepts related to organizational behavior (CO1)</li> <li>2. To provide an insight on key theories relating to individual behavior (CO2)</li> <li>3. To make students understand the concepts and theories related to group behavior. (CO3)</li> <li>4. To identify the various leadership traits and understand why conflicts in an organization and how to deal with it. (CO4)</li> </ol> <p>To maintain the organizational environment favorable for the work. (CO5)</p> |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Human Behavioural patterns will be established in the organization, for instilling favorable working environment. (K1)</li> <li>2. Individual behavior will rejuvenate human being as a perfect person. (K4)</li> <li>3. Understand group and group dynamics. (K2)</li> <li>4. Easy to Handle uncertain conflict situations in simple way. (K3)</li> </ol> <p>Improve and develop strategies about organizational change and development. (K6)</p>   |
| <b>Unit I</b>            | <p><b>OB Focus and Purpose</b></p> <p>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.</p>  |
| <b>Unit II</b>           | <p><b>Foundations of Individual Behavior</b></p> <p>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.</p>   |
| <b>Unit III</b>          | <p><b>Group Behaviour</b></p> <p>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</p>   |
| <b>Unit IV</b>           | <p><b>Leadership</b></p>   |

|                        |  |
|------------------------|--|
|                        | 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  |
| <b>Unit V</b>          | <b>Organizational Culture</b><br>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.  |
| <b>Text Books</b>      | <ol style="list-style-type: none"> <li>1. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, “Organizational Behavior” John Wiley &amp; Sons Inc (12th Edition), 2012</li> <li>2. Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd.</li> <li>3. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.</li> </ol> |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>1. Mc Shane &amp; Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.</li> <li>2. John W. Newstrom, “Organizational Behaviour: Human Behavior at Work” Tata McGraw Hill (14th Edition)</li> <li>3. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012</li> </ol>                        |

### 22UPMBA2C03 -EXPORT BUSINESS ENVIRONMENT

|                          |   |
|--------------------------|---|
| <b>Course Objectives</b> | <ul style="list-style-type: none"> <li>•To understand the meaning of Export.(CO1)</li> <li>•To know the need for export trade.(CO2)</li> <li>•To explain the types and elements of business environment.(CO3)</li> <li>•To impart the knowledge on the key functions environmental analysis.(CO4)</li> <li>• To educate the students in solving issues related in requirements in global and international environment.(CO5)</li> </ul>   |
| <b>Course Outcome</b>    | <ul style="list-style-type: none"> <li>•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.(K6)</li> <li>•Students will have appreciation of the role of export/import process in the globalized world market.(K4)</li> <li>•Students will have a broad overview of the business environment.(K2)</li> <li>•The student will be able to create Business environment plan.(K3)</li> <li>•The students will develop understanding of Global and International environment.(K6)</li> </ul> |
| <b>Unit I</b>            | <b>Introduction to Export</b><br>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  |
| <b>Unit II</b>           | <b>Export Potential</b>   |

|                        |   |
|------------------------|---|
|                        | 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.  |
| <b>Unit III</b>        | <b>Introduction to Business Environment:</b><br>Introduction to business environment-Concept of business environment-Nature/Significance of business environment-Types of business environment: Internal environment-External environment-Elements of external environment: Micro environment-Macro environment-Impact of environment on business and strategic decisions.  |
| <b>Unit IV</b>         | <b>Environment Analysis :</b><br>Meaning and Process of environmental analysis-Importance/Limitations of environmental analysis-Techniques: SWOT Analysis-ETOP Analysis -Approaches of environmental analysis-Environmental analysis and strategic management-Competitive structure of industries.  |
| <b>Unit V</b>          | <b>Global / International Environment</b><br>Meaning and definition-Globalization-Nature and Essential conditions of globalization-Indicators and Strategies for globalization-Advantages and disadvantages of globalization-Globalization of Indian business-Multinational corporation-Concept – Reasons-Advantages-Disadvantages-Control over the multinational corporations in India-India, WTO Trading Blocks-GATT-TRIMs-TRIPs-GATS-WTO-UNCTAD-Regional Trading Blocks. |
| <b>Text Books</b>      | 1.Export Management - T.A.S Balagopal<br>2. K.Aswathappa(2013)Fifth Edition “International Business” Published by Tata McGraw-Hill<br>3. C.B.Gupta (2005) First Edition “Business Environment”, Published by Sultan Chand & sons.   |
| <b>Reference Books</b> | 1. John D. Daniels, Radebaugh& Sullivan : International Business : Environments and Operations (Pearson Education)<br>2. Export Marketing –Francis Cherunilam<br>3. Export Management –T.A.S Balagopal<br>4. Export Import Procedure - Documentation and Logistics-C.Ramagopal<br>5. Export Import Finance :Parasram.   |

## 22UPMBA2C04 - FINANCIAL AND MANAGEMENT ACCOUNTING PRACTICES

|                          |   |
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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To learn basic accounting concepts and conventions which are applicable for business decision making.(CO1)</li> <li>2. To equip the students to independent preparation of financial statement.(CO2)</li> <li>3. To develop the idea and methodology for the analysis of financial</li> </ol> |
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|                        | <p>statement with appropriate financial tools. (CO3)</p> <p>4. To Learn Budget techniques and preparation. (CO4)</p> <p>5. To apply the Break-Even Analysis with Business problems. (CO5)</p>   |
| <b>Course Outcome</b>  | <p>1. To understand the basis accounting concepts and convention which are relevant to the Financial Accounting and cost accounting? The students are ensured to in depend preparation of financial statement. (K2)</p> <p>2. To employ various financial tools for the analysis of financial statement which are used to develop the interpretation and analysis. (K4)</p> <p>3. To encourage the students to develop budgeting techniques and also to ensure preparation of different types of budgets with real business organization. (K6)</p> <p>4. To examine the Break Even Point with applications to existing and new Business concerns (K4)</p> <p>5. To understand the standard costing and its role. To encourage the students for the applications of standard costing in real business problems. (K1)</p> |
| <b>Unit I</b>          | <p><b>Introduction</b></p> <p>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.</p>   |
| <b>Unit II</b>         | <p><b>Financial Analysis</b></p> <p>Financial Analysis: Meaning- Advantages-Ratio, Fund Flow Analysis- Meaning, Advantages, Limitations, Problems.</p>  |
| <b>Unit III</b>        | <p><b>Budgets and Budgetary Control</b></p> <p>Budgets and Budgetary Control-Meaning-Advantages-Disadvantages-Essentials of Sound Budgetary control-classification of Budget-Problems in Cash, Budget-Cash budget, Flexible budget, Sales budget and production budget- Case studies.</p>   |
| <b>Unit IV</b>         | <p><b>Marginal Costing</b></p> <p>Marginal Costing : Meaning -Advantages-Limitations-Practical Applications of Marginal Costing-Cost Volume Profit Analysis-Break Even Analysis-Problems</p>  |
| <b>Unit V</b>          | <p><b>Standard Costing</b></p> <p>Standard Costing Meaning- Advantages-Limitations-Determination of Standard Costs-Variance Analysis-Material, Labor, Sales Variances-Problems, Computerized accounting in Business</p>   |
| <b>Text Books</b>      | <p>1. Maheswari. Dr. S.N., Sultan Chand &amp; Sons, Introduction to Computerized Accounting, New Delhi.</p> <p>2. Palanivelu. Dr. V.R., Accounting for Management, University Science Press., New Delhi.</p>  |
| <b>Reference Books</b> | <p>1. Brown and Howard, ELBS, Khan &amp; Jain, Management Accounting., Tata McGraw Hill, New Delhi.</p>   |

### Unit Wise Question Paper Pattern



**Time: 3.00 hrs**

**Marks: 75**

**Part-A**

ANSWER THE QUESTIONS

**20\*1=20**

**UNIT Q.NO**

|     |          |  |
|-----|----------|--|
| I   | 1 to 4   | 2 Questions Problems<br>2 Question Theory  |
| II  | 5 to 8   | 3 Questions Problems<br>1 Question Theory  |
| III | 9 to 12  | 3 Questions Problems<br>1 Question Theory  |
| IV  | 13 to 16 | 3 Questions Problems<br>1 Question Theory  |
| V   | 17 to 20 | 2 Questions Problems<br>2 Questions Theory |

**PART-B**

ANSWER ANY THREE QUESTIONS

**3\*5=15**

**Unit Q.No**

|    |    |         |
|----|----|---------|
| I  | 21 | Theory  |
| II | 22 | Problem |
| II | 23 | Theory  |
| IV | 24 | Problem |
| V  | 25 | Problem |

**Part-C**

ANSWER ALL THE QUESTIONS

**5\*8=40**

**Unit Q.No**

|     |    |         |
|-----|----|---------|
| I   | 26 | Problem |
|     |    | (Or)    |
|     | 27 | Theory  |
| II  | 28 | Problem |
|     |    | (Or)    |
|     | 29 | Theory  |
| III | 30 | Problem |
|     |    | (Or)    |
|     | 31 | Thoery  |
| IV  | 32 | Problem |
|     |    | (Or)    |
|     | 33 | Problem |
| V   | 34 | Problem |
|     |    | (Or)    |
|     | 35 | Problem |

### 22UPMBA2C05 - QUANTITATIVE TECHNIQUES FOR MANAGERS

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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To make the students to understand the mathematical and statistical concepts, tools and techniques.(C01)</li> <li>2. To make them to understand the various measures of data and interpretation.(CO2)</li> <li>3. To teach the students to apply hypothesis testing for parametric and non-parametric data analysis.(CO3)</li> <li>4. To enable them to understand time series and variable analysis like regression and correlation.(CO4)</li> <li>5. To enhance their knowledge on probability distributions and application on business problems.(CO5)</li> </ol> |
| <b>Course Outcome</b>    | <p>On successful completion of this course:</p> <ol style="list-style-type: none"> <li>1. The students are able to comprehend, analyse, compare and handle quantitative data and draw interpretation and conclusion about the data(K4)</li> </ol>  |

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|                        | <ol style="list-style-type: none"> <li>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.(K3)</li> <li>They can be able to apply quantitative tools and techniques for research data analysis and make findings from them scientifically.(K3)</li> <li>The students will become employable in business data analysis and survey related jobs.(K6)</li> </ol> |
| <b>Unit I</b>          | <b>Data classification and Measures</b><br>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  |
| <b>Unit II</b>         | <b>Hypothesis testing – Parametric Data</b><br>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)  |
| <b>Unit III</b>        | <b>Hypothesis Testing – Non-Parametric Data</b><br>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  |
| <b>Unit IV</b>         | <b>Data Relationship and Time Series Analysis</b><br>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   |
| <b>Unit V</b>          | <b>Probability Distributions</b><br>Basics of Probability (No problems), Probability Distributions – Discrete Probability Distributions -Binomial Distribution, Poisson Distribution; Continuous Probability Distribution – Normal Distribution; Application Problems  |
| <b>Text Books</b>      | <ol style="list-style-type: none"> <li>S.P.Gupta&amp;M.P.Gupta, ‘Business Statistics’, Sutan Chand &amp; Sons Publications, 2018</li> <li>J.K.Sharma, ‘Business Statistics’, S.Chand Publications, 2020</li> <li>P.N.Arora, ‘ Managerial Statistics’, S.Chand Publications, 2010</li> </ol>  |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>Amir D.Aczel, Jayavel Sounder Pandian, P.Saravanan, ‘Complete Business Statistics’, Tata McGraw-Hill Publishing Company, 2017.</li> </ol>   |

## 22UPMBA2C06 - ENTREPRENEURSHIP DEVELOPMENT

|                          |  |
|--------------------------|--|
| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>To impart the fundamentals of entrepreneurship, marketing, accounting, information systems, and operations.(CO1)</li> <li>To learn to ideate for a tangible product or a service, to think about how your business meets a human need. (CO2)</li> <li>To Learn to research demand using fundamental marketing research.(CO3)</li> </ol>   |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>Students will be able to define the principles of viability of businesses, new business proposals, and opportunities within existing businesses.(K1)</li> <li>Students will be able to apply the principles of entrepreneurial management and growth through strategic plans, consulting projects and/or implementing their own businesses.(K3)</li> <li>Students will be able to identify the principles of preparing a start-up business plan emphasizing financing, marketing, and organizing. (K4)</li> </ol> |

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|                        | <p>4. Students will be able to define the principles of creating and defending an entrepreneurial marketing plan.(K1)</p> <p>5. Students will be able to apply the principles of new venture financing, growth financing, and growth financing for existing businesses.(K4)</p>  |
| <b>Unit I</b>          | <p><b>Introduction</b></p> <p>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.</p>   |
| <b>Unit II</b>         | <p><b>Family Business</b></p> <p>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.</p>  |
| <b>Unit III</b>        | <p><b>Forms Ownership</b></p> <p>Introduction – Sole Proprietorship – Partnership – Company – Cooperative – Selection of an Appropriate Form of Ownership Structure- Case Study.</p>   |
| <b>Unit IV</b>         | <p><b>Innovation and Incubation</b></p> <p>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.</p> |
| <b>Unit V</b>          | <p><b>Schemes</b></p> <p>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.</p>  |
| <b>Reference Books</b> | <p>1. Dynamics of Entrepreneurship Development, Vasant Desai</p> <p>2. Entrepreneurship: New Venture Creation, David H. Holt</p> <p>3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta</p> <p>4. Project management, K. Nagarajan.</p> <p>5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger Suggested Reference Books:</p>                                  |

## 22UPMBA2C07 - EXPORT MARKETING MANAGEMENT

|                          |  |
|--------------------------|--|
| <b>Course Objectives</b> | <p>1. To impart the basic concepts of international trade &amp; international marketing.(CO1)</p> <p>2. To make the students to understand the international groupings and market entry strategies.(CO2)</p> <p>3. To expose the students to exports procedures and documents.(CO3)</p> <p>4. To enable students to understand and appreciate the significance of international institutions related to international trade.(CO4)</p> <p>5. To make students learn the new trends in international marketing especially with India focused discussion on relevant institutions and FDI &amp; FPI.(CO5)</p> |
| <b>Course Outcome</b>    | <p>1. Students will be able to Infer and interpret the basic concepts of international trade &amp; international marketing.(K2)</p> <p>2. Students will be able to examine the vital nature of international groupings and develop</p>   |

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|                 | <p>better market entry strategies.(K5)</p> <p>3. Students will be able to analyze the role of exports in international economic growth.(K4)</p> <p>4. Students will be able to discover the utility and significance of international institutions related to international trade.(K6)</p> <p>5. Students will be able to estimate the impact of new trends in international marketing especially, with India focused discussion on FDI and FPI.(K5)</p>   |
| <b>Unit I</b>   | <p><b>Basics of Export Marketing Management</b></p> <p>Export Marketing/Business: Meaning, advantages, problems. Globalization: Meaning, Driving and restraining force- Stages of internationalization – Differences between domestic marketing and International marketing, International Orientations.</p> <p>Theories of International Trade: Absolute advantage theory by Adam Smith, Comparative Cost Advantage theory by David Ricardo and Relative factor endowments theory by Heckscher-Ohlin.</p> |
| <b>Unit II</b>  | <p><b>International Trading Environment</b></p> <p>Arguments for free trade- protection- methods of protection-forms of integration- European Union, India's free trade agreements with other countries</p> <p>International market selection &amp; Barriers - International market entry strategies Tariff and Non-tariff Barriers.</p>   |
| <b>Unit III</b> | <p><b>International Pricing &amp; Export Procedure</b></p> <p>International product decision- Product life cycle- New product development- Challenges in international branding and packaging - International pricing decisions: Factors affecting international pricing - INCO Terms - Transfer pricing – Dumping - Counter trade.</p> <p>Export procedures - Import Procedures - Methods of payments.</p>  |
| <b>Unit IV</b>  | <p><b>MNCs &amp; WTO</b></p> <p>Multinational Corporations (MNCs): Definitions – Concepts – Factors contributed to the growth of MNCs – Advantages and Disadvantages The relationship between Head Quarters and Subsidiaries.</p> <p>General Agreement on Tariff and Trade (Origin and its transformation into WTO)- World Trade Organization (WTO): Origin, objectives, functions, briefly about GATS, TRIPS and TRIMs - Dispute settlement mechanism under WTO.</p>                                      |
| <b>Unit V</b>   | <p><b>India: Trade and Investment</b></p> <p>India's trade: Direction, Composition and Trend - India's current Balance of Trade and Balance of Payments position.</p> <p>Foreign Direct Investment (FDI): International investment theories – Factors influencing FDI – Reasons for FDI – Cost and benefits of FDI – Trends in FDI – FDI in India.</p>   |
| <b>Text</b>     | <p>1. Subba Rao P. 2008. International Business: Text and Cases. [Second Edition]. Himalaya Publishing House, New Delhi. (For Unit I, II, III &amp; IV).</p>   |

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| <b>Books</b>           | 2. Economic survey of India- Recent Edition. (For Unit V).   |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>1. Francis Cherunilam. 2009. International Business: Text and Cases. [Fifth Edition]. PHI Publishing House, New Delhi. (For Unit II, IV &amp; V).</li> <li>2. Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak. 2010. International Management: Managing in a diverse and dynamic global environment.[Second Edition] Tata McGraw Hill, New Delhi.</li> <li>3. Charles W L Hill and Arun K Jain. 2014. International Business: Competing in the Global Market Place. [Tenth Edition]. Tata McGraw Hill, New Delhi.</li> <li>4. Bhalla, V.K. and Shiva Ramu, S. 2010. International Business: Environment and Management. [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.</li> <li>5. John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan. 2012. International Business: Environment and Operations.[Fourteenth Edition]. Pearson Education, New Delhi.</li> </ol> |

## 22UPMBA2C08 - MULTINATIONAL FINANCIAL MANAGEMENT

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|--------------------------|--|
| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To know the nature of exposure and risk(CO1)</li> <li>2. To impart on the structure of the foreign exchange market.(CO2)</li> <li>3. To learn the application of futures and options.(CO3)</li> <li>4. To make students understand the various types of foreign exchange exposure.(C04)</li> <li>5. To teach students about long term borrowing instruments.(CO5)</li> </ol> |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Students will be able to know the foundation of multinational financial management.(K1)</li> <li>2. Students will have a better understanding on the foreign exchange market.(K2)</li> <li>3. Students will able to propose suitable F&amp;O strategies to hedge FOREX risks.(K3)</li> </ol>   |

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|                 | <p>4. Students will be able to analyse various types of exposures.(K4)</p> <p>5. Students will be able to suggest appropriate long term borrowing instruments.(K6)</p>   |
| <b>Unit I</b>   | <p><b>Basics of Multinational Financial Management</b></p> <p>The rise of the multinational corporation – Evolution of the MNC – The process of overseas expansion – The global manager – The multinational financial system – Criticisms of the MNC – The role of the financial executive. The foreign exchange market: organization – participants – (Concept only) Spot market, Spot quotation, forward market &amp; forward quotation.</p> <p>Futures contract – Difference between forward and futures contracts – Currency options – Elementary option strategies. Alternative exchange rate system – History of international monetary system.</p>                          |
| <b>Unit II</b>  | <p><b>Balance of Payments &amp; Accounting Exposure</b></p> <p>Balance of payments categories – Coping with current-account deficit – The bottom line on current-account deficits and surpluses. Alternative currency translation methods.</p> <p>Transaction exposure – Managing transaction exposure – Managing translation exposure – Fund adjustment – Evaluating alternative hedging mechanisms - Designing a hedging strategy – Centralization versus decentralization.</p>  |
| <b>Unit III</b> | <p><b>Economic Exposure &amp; Short term financing</b></p> <p>An overview of Operating exposure management – Marketing management of exchange risk. Key factors in short-term financing strategy – Short term financing objectives – Short term financing options.</p>   |
| <b>Unit IV</b>  | <p><b>International Cash Management</b></p> <p>International Cash Management – Organization – Collection and disbursement of funds – Payments netting in international cash management –Management of the short term investment portfolio – Optimal worldwide cash levels – Cash planning and budgeting – Bank relations.</p> <p>The value of the multinational financial system – Intercompany fund-flow mechanisms: Costs and benefits – Tax factor – transfer pricing - Re invoicing centers – Fees and Royalties – Leading and lagging – Intercompany loans – Dividends – Equity versus Deb – Invoicing intercompany transactions. Designing a global remittance strategy.</p> |
| <b>Unit V</b>   | <p><b>Corporate strategy and Foreign Direct Investment</b></p> <p>Theory of multinational corporation: Product and factor market imperfections – Financial market imperfections – The strategy of Multinational Enterprises: Innovation based multinationals – The mature multinationals –The senescent multinationals- Foreign direct</p>   |

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|                        | <p>investment and survival - – Designing a global expansion strategy.</p> <p>International bond market, Eurocurrency market &amp; Eurobond - Special financing vehicles: Interest rate swaps – Currency swaps – Economic advantages of Swaps.</p>  |
| <b>Text Book</b>       | 1. Alan C. Shapiro. 2013. <u>Multinational Financial Management</u> . [Tenth Edition]. Wiley.  |
| <b>Reference Books</b> | <p>1. Maurice D. Levi. 1996. International Finance: The markets and financial management of multinational business. [Third Edition]. McGraw Hill.</p> <p>2. Adrian Buckley. 2003. Multinational Finance. [Fifth Edition]. Prentice-Hall.</p> <p>3. Ian Giddy. 1993. Global Financial Markets. [Fifth Edition]. South-Western College Publishers.</p> <p>4. Apte P G. 2009. International Financial Management. [Seventh Edition]. Tata McGraw Hill, New Delhi.</p> |

## 22UPMBA2C09 –INTERNATIONAL BUSINESS STRATEGY MANAGEMENT

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|--------------------------|---|
| <b>Course Objectives</b> | <p>1. Ability to improve Functional Strategies, Models and Analysis.(CO1)</p> <p>2. Ability to improve strategies technology.(CO2)</p> <p>3. Ability to develop value based leadership approach.(CO3)</p> <p>4. To evaluate opportunities and risks for operating businesses in the international context.(C04)</p> |
| <b>Course Outcome</b>    | <p>1. Develop an understanding of influence of global competition on firm strategy and performance.(K6)</p> <p>2. Make strategic choice for different levels of the organization.(K3)</p> <p>3. Develop familiarity with some of the practical realities of running a business across the globe.(K6)</p>            |



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|                        | 4. Helps the students understand the International business strategies.(K1)  |
| <b>Unit I</b>          | <b>Introduction</b><br>Meaning and Definition of Strategic Management – Influence of Strategic Management - Strategic Leadership - Competitive Advantage - Superior Performance – Strategic Managers – The Strategic Making Process – Model of the Strategies Planning Process - Major Goals – External Analysis – Define an Industry – Porter’s Five Forces Model – Strategic Groups – Industry Life Cycle Analysis.  |
| <b>Unit II</b>         | <b>Functional Strategies</b><br>Integrating Business and Functional Strategies – Production – Quality Consideration – Research and Development – Purchasing – Human Resources – Human Capital and Knowledge Management – Information Systems Management.   |
| <b>Unit III</b>        | <b>Levels of Strategies</b><br>Building Competitive Advantage Through Business Level Strategy – Business Level Strategy and the Industry Environment – Strategy and Technology – Strategy in the Global Environment – Corporate Level Strategy.  |
| <b>Unit IV</b>         | <b>Implementing Strategy</b><br>Stakeholders and Corporate Performance – Stakeholder Impact Analysis – The Unique Role of Stockholders – Agency Theory – Governance Mechanisms – The Board of Directors – Financial Statements and Auditors – The Takeover Constraint – Governance Mechanisms Inside a Company – Ethics and Strategy – Implementing Strategy in Companies that Compete in a Single Industry – Implementing Strategy in Companies that Compete Across Industries and Countries. |
| <b>Unit V</b>          | <b>Competitive Advantage</b><br>The Roots of Competitive Advantage - Distinctive Competitive – The Value Chain – Support Activities – Support Activities – The Building Blocks of Competitive Advantage – Business Module – Analyzing Competitive Advantage and Profitability – The Durability of Competitive Advantage – Avoiding Failure and Sustaining Competitive – Steps to Avoid Failure.  |
| <b>Text Books</b>      | 1. Parnell, J. A. (2013). Strategic management. Sage.<br>2. Hill, C. W, & Jones, G. R. (2013). Strategic management: theory: an integrated approach. Cengage Learning.<br>3. Sharan, V. (2008). International Business 2/e, Concepts, Environment and Strategy. Pearson Education India.   |
| <b>Reference Books</b> | 1. Cavusgil, S. T., Knight, G., & Riesenberger, J. R. (2008). International business: Strategy, management, and the new realities. Pearson Education India.<br>2. Lasserre, P. (2017). Global strategic management. Bloomsbury Publishing.   |

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|  | <ol style="list-style-type: none"> <li>3. David, F. R. (2011). Strategic management concepts and cases. Prentice hall.</li> <li>4. Verbeke, A. (2013). International business strategy. Cambridge university press.</li> <li>5. Barney, J. B., &amp;Hesterly, W. S. (2015). Strategic management and competitive advantage: Concepts and cases. Pearson.</li> <li>6. Griffin, R. W., &amp;Pustay, M. W. (2015). International Business: A Managerial Perspective. Pearson Education.</li> </ol> |
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## 22UPMBA2C10 - BUSINESS RESEARCH METHODS

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|--------------------------|--|
| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To understand the formulation of research problem and hypotheses.(CO1)</li> <li>2. To learn critical analysis, problem solving and research skills.(CO2)</li> <li>3. To enable students to understand the rationale for using a particular qualitative and quantitative research method.(CO3)</li> <li>4. To enable students to understand various methods to select appropriate research designs and methods to investigate their chosen research problems.(CO4)</li> </ol> |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Acquire knowledge in generating and handling data with the help of statistical software to draw meaningful conclusions and suitable suggestions. (K2)</li> <li>2. knowledge on addressing various management decision process through business research .(K2).</li> <li>3. skill to apply different research techniques in a scientific manner to assist the management for proper decisions on functional aspects.(K3)</li> </ol>   |
| <b>Unit I</b>            | <b>Introduction</b><br>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  |
| <b>Unit II</b>           | <b>Research Focus</b><br>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  |
| <b>Unit III</b>          | <b>Application of Statistics</b><br>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.  |
| <b>Unit IV</b>           | <b>Research tools</b><br>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   |
| <b>Unit V</b>            | <b>Report Preparation</b><br>Data Analysis and Report Writing: Non-Parametric tests - Chi-Square test, Man Whitney 'U' test, Kruskal - Wallis test; Introduction to multivariate analysis, multiple regression,  |

|                        |   |
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|                        | Discriminant Analysis, Factor analysis; Types of reports, parts of report and presentation of reports   |
| <b>Text Books</b>      | 1. Dr.Deepak Chawla, Dr NeenaSondhi–Research Methodology concepts and cases 2 <sup>nd</sup> Edition, 2015<br>2. Kothari.C.R., Gaurav Garg - Research Methodology – Methods and Techniques 4 <sup>th</sup> Edition, 2018.      |
| <b>Reference Books</b> | 1. Cooper – Business Research Methods Tata McGraw Hill Education 9 <sup>th</sup> Edition 2006.<br>2. Donald Cooper, Pamela Schnider – Business Research Methods, McGraw Hill Higher Education, 12 <sup>th</sup> Edition 2013. |

## 22UPMBA2E01 - OVERSEAS PROJECT MANAGEMENT

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| <b>Course Objectives</b> | 1. To understand project management concept, development and deployment.(CO1)<br>2. To understand project management tools, techniques and skills.(CO2)<br>3. To understand the implications, Challenges and Opportunities of Organisational dynamics in project management.(CO3)   |
| <b>Course Outcome</b>    | 1. The students would know to measure the project feasibility and appraisal.(K1)<br>2. The students would know to manage the International projects.(K4)<br>3. The students would know to tackle with costs and take wise decisions by applying various critical path techniques.(K5)   |
| <b>Unit-I</b>            | <b>Concept and Approaches to Project Management:</b><br>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   |
| <b>Unit-II</b>           | <b>Project Appraisal and Feasibility Report:</b><br>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   |
| <b>Unit-III</b>          | <b>Clinching and Financing of International Projects:</b><br>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 |

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|                        | exports   |
| <b>Unit-IV</b>         | <b>Project Management and Control Techniques</b><br>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           |
| <b>Unit-V</b>          | <b>Management of International Projects:</b><br>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 |
| <b>Reference Books</b> | 1. Lock, D. (2007). Essentials of Project Management. Gower Publishing Company.<br>Choudhary, S.(2017). Project Management. McGraw Hill Education.<br>2. Harberger, A. C. (1976). Project Evaluation. University of Chicago Press.<br>3. Dennis Lock Ronald S, Rubin, Project Appraisal and Planning.   |

## 22UPMBA2E02 - PORT AND TERMINAL MANAGEMENT

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|--------------------------|---|
| <b>Course Objectives</b> | 1. Aware of different types of ships and cargohandling.(CO1)<br>2. Know the role of statutory bodies related to ports.(CO2)<br>3. Understand the portcharges(CO3)                 |
| <b>Course Outcome</b>    | 1. The Students will be aware of port operations.(K1)<br>2. The Students will be familiar with port performance.(K4)<br>3. The Students can understand the role of port users(K2) |
| <b>Unit I</b>            | <b>Ports and their Functions</b>  |

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|                        | Functions of ports ,Types of ports, Dry ports ( ICD ), its significance and role in EXIM growth, International Hub ports andstrategic advantages of these port, geographical reasons for port location, Ownership structure of Ports, Free port/ Free trade zones  |
| <b>Unit II</b>         | <b>Ships and traffic control</b><br>Types of ships-dry bulk cargo ships, general-purpose ships - trade routes, Differences between dry bulk cargo ships, general-purpose ships, liners- tankers- port traffic management- Port Operational Planning  |
| <b>Unit III</b>        | <b>Port Management</b><br>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                                 |
| <b>Unit IV</b>         | <b>Port Competition and Port Tariff</b><br>Nature Of Port Competition- Vessel Development, and financial viability- Theory of port tariffs. Factors influencing the level ofport tariffs. Market pricing. Port tariffs. Customs entrycharges. Miscellaneous charges. Port authority ratesand charges policies. statutory navigational services, services to vessels, services to cargoes.                        |
| <b>Unit V</b>          | <b>Port Authorities and Future of Ports</b><br>ISM- ISPS- OSHA- VGP- Environmental Management System- Hazardous Material- Hazardous Waste Operations and Emergency Response- BWM- Incident investigation and Root Cause Analysis- Inspections- Surveys- Audits- Global and National Regulatory Compliance for Ships- Port Development Strategy- Elements of Long term Strategic Planning- Forecasting the Market |
| <b>Text Books</b>      | 1. Alderton, P. M. (2008). Port Management and Operations. UK: Informa Law Category.<br>2. Alan E. Branch. (1986) Elements of Port Operation and Management: Chapman and Hall, USA. 1 <sup>st</sup> Edition<br>3. Burns, M. G. (2014). Port Management and Operations. UK: CRS Press   |
| <b>Reference Books</b> | 1. Justin, P. (2016). Export-Import management. Oxford.<br>2. Song, D.W., &Panayides, P. M. (2015). Maritime Logistics: A Guide to Contemporary Shipping and Port Management. Kogan Page: Second Edition.  |

### 22UPMBA2E03 - GLOBAL BUYER BEHAVIOUR

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| <b>Course Objectives</b> | 1. To understand the Global behaviour of the consumer.(CO1)<br>2. To get an insight into the consumer psychological processes in pre-purchase, purchase and post purchase situations.(CO2)<br>3. To understand the marketing analysis.(CO3) |
| <b>Course</b>            | 1. Formulate strategy, brand positioning and marketing communication decisions with   |

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| <b>Outcome</b>         | <p>the understanding of consumer behavior.(K2)</p> <p>2. Identify global trends in consumer behaviour in order to develop global marketing opportunities.(K2)</p> <p>3. Getting problem solving skills.(K6)</p> <p>4. Know how to apply consumer behaviour knowledge to marketing.(K3)</p> <p>5. Having more leadership tactics.(K3)</p>   |
| <b>Unit I</b>          | <p><b>Introduction</b></p> <p>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.</p>  |
| <b>Unit II</b>         | <p><b>Decision Making Process</b></p> <p>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</p>         |
| <b>Unit III</b>        | <p><b>Global Culture</b></p> <p>Consumers and culture – Understanding culture – social class – subcultures – cultural influences on consumer behaviour – family influences and opinion leadership</p>  |
| <b>Unit IV</b>         | <p><b>Psychological Influence</b></p> <p>Consumer's Needs &amp; 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</p>  |
| <b>Unit V</b>          | <p><b>Organisational Behaviour</b></p> <p>Organisation as consumers – Organisational buyer behaviour – organisational purchase process – decision process – organisational culture – regulation and marketing references to children – adults.</p>   |
| <b>Text Books</b>      | <p>1. Consumer Behaviour, Michael R Simon</p> <p>2. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11th edition, Pearson Education, Inc.</p> <p>3. Dheeraj Sharma, Jagdish Sheth, Banwari Mittal, (2015), Consumer Behaviour – A Managerial Perspective, Cengage Learning.</p>   |
| <b>Reference Books</b> | <p>1. Consumer Behaviour, Hawking/Coney.</p> <p>2. S.L. Gupta &amp; Smitra Pal, Consumer Behaviour: An Indian Perspective, Sultan Chand.</p> <p>3. Hawkins et al, (2010), Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill.</p> <p>4. Hoyer, Mcinnis, Pieters, (2013), Consumer Behavior, 6th edition, Cengage Learning.</p> <p>5. Majumdar, Ramanuj, (2010), Consumer Behaviour Insights from Indian Market, PHI.</p> |

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|  | 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.                           |

## 22UPMBA2E04 - INTERNATIONAL INVESTMENT AND PORTFOLIO MANAGEMENT

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| <b>Course Objectives</b> | 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.(CO1)  |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Understand the environment of investment and risk return framework.(K2)</li> <li>2. Analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.(K4)</li> <li>3. Students gain the knowledge on stock market analysis with the help of Technical, Industry and common stock analysis (K1)</li> </ol>   |
| <b>Unit I</b>            | <b>Introduction</b><br>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.  |
| <b>Unit II</b>           | <b>Basics of Stock</b><br>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).   |
| <b>Unit III</b>          | <b>Stock Market</b><br>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.  |
| <b>Unit IV</b>           | <b>Portfolio Analysis and Management</b><br>The concept and significance of 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); |
| <b>Unit V</b>            | <b>Financial Derivatives</b><br>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;  |

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|                        | Put call parity principle; Options trading strategies- bull spread, bear spread, straddle and butterfly spread; Exotic options and other innovations in derivatives market.   |
| <b>Text Books</b>      | <ol style="list-style-type: none"> <li>1. Fischer and Jordon, “Security analysis and Portfolio Management”, Prentice Hall.</li> <li>2. Fuller and Ferrel, “Modern Investments and Security Analysis”, McGraw Hill.</li> <li>3. Bodie, et al. (2009). Investments. McGraw Hill.</li> </ol>   |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>1. Chandra, P. (2017). Investment Analysis and Portfolio Management. Tata McGraw Hill.</li> <li>2. Graham &amp; Dodd, “Security Analysis and Portfolio Management”, McGraw Hill,</li> <li>3. Preeti Singh, “Investment Management”, Himalaya Publishing House, Bombay.</li> <li>4. Bhalla, V.K., “Investment Management”, S. Chand &amp; Co, New Delhi.</li> <li>5. Dance, M.N., “How to Invest Wisely in Real Estates”, Sneha.</li> <li>6. Elton, E. &amp; Gruber (2010). Modern Portfolio Theory and Investment Analysis. John Wiley and Sons.</li> <li>7. Fischer, Donald, E. &amp; Ronald, J. Jordan (2007). Security Analysis and Portfolio Management. PHI Learning.</li> <li>8. Hull, J.C. &amp; Basu (2016). Options, Futures and Other Derivatives. Pearson.</li> <li>9. Reilly, Frank, K. &amp; Brown, Keith C. (2012). Investment Analysis and Portfolio Management. Cengage Learning</li> <li>10. Tripathi, V. (2015). Security Analysis and Portfolio Management. Taxmann.</li> </ol> |

### 22UPMBA2L01 - EXPORT DOCUMENTATION LAB- I

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| <b>Course Objectives</b> | 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. (CO1) |
| <b>Course Outcome</b>    | Students getting practical knowledge in EXIM- documentation procedures (K3)   |
| <b>Unit I</b>            | <b>Introduction to Export Documentation Framework</b><br>Export Documentation – Its Meaning & Importance – Understanding UNLAYOUT KEY for Trade Documents – Classification of Documents used in Trade Transactions –                  |



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|                        | Understanding the purposes of Commercial and Regulatory Documents used in the Export Transactions and parties involved<br><b>Practical Work : Preparation of Master Document -1 as per UNLAY OUT KEY</b>   |
| <b>Unit II</b>         | <b>Export Pre- Shipment Order Processing and Offering Quote</b><br>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<br><b>Practical Work : Preparation of Export Costing Sheet &amp; Quotation</b>  |
| <b>Unit III</b>        | <b>Finalising Export Sales Contract &amp; Post Contract Documents</b><br>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<br><b>Practical Work : Preparation of Export Sales Contract ( ICC Model ) / PROFORMA INVOICE / Scrutiny of Letter of Credit / Purchase Order</b>  |
| <b>Unit IV</b>         | <b>Preparation of Pre- Shipment Documentation</b><br>Pre-Shipment Documentation – Understanding It's Purposes and Preparing Documents required for Customs Clearance and Transportation<br><b>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</b>  |
| <b>Unit V</b>          | <b>Preparation of Post- Shipment Documentation</b><br>Post -Shipment Documentation – Understanding It's Purposes and Preparing Documents required for Payment Realisation and FEMA Compliances<br><b>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</b>  |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>1. Export Import Procedures Logistics and Documentation by C Rama Gopal by New Age International Private Limited</li> <li>2. Recommendation 1 Unlayout Key for Trade Documents<br/><a href="https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr270.Pdf">https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr270.Pdf</a></li> <li>3. Unlay Out Key for Trade Documents – Guidelines For Applications<br/><a href="https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr137.Pdf">https://unece.org/fileadmin/Dam/Cefact/Recommendations/Rec01/Rec01_Ecetr137.Pdf</a></li> <li>4. ICC Model International Sale Contract ICC Pub. No. 738e</li> </ol> |

### **22UPMBA2S01 - EXPORT AND IMPORT DOCUMENTATION**

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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To learn the importance and procedural documentation aspects of export import goods and services. (CO1)</li> <li>2. To impart knowledge of governments, departments and international institutions involved. (CO2)</li> <li>3. To understand the relevance and importance of various government policy measures for export as well as import. (CO3)</li> </ol> |
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| <b>Course Outcome</b>  | 1. Students getting knowledge in EXIM Documentation.(K1)<br>2. Understand and create the documents required for completing export and import transactions(K4)<br>3. Understand the procedure of EXIM clearance.(K2) |
| <b>Unit I</b>          | Documentation Framework – EXIM Documentation – Instruments and methods of Financing Exports – Credit and Collections.   |
| <b>Unit II</b>         | Foreign Exchange Regulations and Formalities – Pre – Shipment; Inspection and Procedures – Role of Clearing and Forwarding Agents.  |
| <b>Unit III</b>        | Custom Clearance of Export and Import Cargo – Regulatory Documents – Bill of Lading – Export License – Bill of Exchange.  |
| <b>Unit IV</b>         | Processing of an Export Order, World Shipping, Structure, Liners and Tramps – Containerization.   |
| <b>Unit V</b>          | Import Documentation – Import Procedure, guidelines, key documents used in Importing – Import Licensing and other incentives.   |
| <b>Text Books</b>      | Francis Cherunilam : International Trade and Export Management Mumbai, Himalaya Publishing House, 2002.   |
| <b>Reference Books</b> | 1. TAS Balagopal, Export Management Mumbai, Himalaya Publishing House, 2000.<br>2. Government of India Handbook of Import – Export Procedures, New Delhi, Anupam Publishers, 2002.                                  |

## 22UPMBA2C11 –INTERNATIONAL LOGISTICS

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| <b>Course Objectives</b> | 1. To introduce the Concept of Multimodal transportation, their legal classifications, Characteristics and the choice of transport. (CO1)<br>2. To understand the basic concepts of Containerization and also focuses on Chartering. (CO2)<br>3. An understanding of the management components of supply chain management. (CO3)<br>4. An understanding of the uses and role of Containerization and Warehousing. (CO4) |
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|                       | 5. It will examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain. (CO5)   |
| <b>Course Outcome</b> | 1. Students will familiarize with the logistics concepts.(K1)<br>2. They will get to know a clear understanding about the elements of logistics and supply chain management.(K2)<br>3. Students can better understand the concept of transportation model.(K2)<br>4. They will get to know the importance of containerization and warehousing. (K4)<br>5. Students will be able to impart basic knowledge on logistics management, Warehousing and various kinds of packing.(K3) |
| <b>Unit I</b>         | <b>Overview of Logistics Management</b><br>Logistics Management Introduction- Definition – objectives- Scope- Functions of logistics- components- Requirements- Process of logistics management – Integrated Logistics Concept- Future Logistics.  |
| <b>Unit II</b>        | <b>Logistics and Supply Chain Management</b><br>Elements of Logistics & Supply Chain Management: Introduction – Positioning of Information in Logistics and Supply Chain Management – Logistics Information System (LIS) – Operational Logistical Information System –Emerging Technologies in Logistics and Supply Chain Management   |
| <b>Unit III</b>       | <b>Transportation Modal</b><br>Need of Transportation and Principles - Multimodal Transport: Modal Characteristics- Modal Comparisons- Legal Classifications- Role of Aviation- International Air Transport- Air Cargo Tariff Structure- Freight: Definition, Rate; Freight Structure and Practice – Pipeline movement - Pros and Cons of different modes of transportation - Rope ways.   |
| <b>Unit IV</b>        | <b>Containerization and Warehousing</b><br>Container-Meaning-Types of containers - Containerisation in India- Leasing-meaning-function-types of leasing- Container leasing-Its methods and organization. Warehouse: Purpose and Process of warehousing- Location of warehouse- Functions of warehouse- Classification of Warehouses- Essential needs of warehousing. Stuffing: Meaning- Types of Stuffing- Pros and Cons of Stuffing – De Stuffing.                              |
| <b>Unit V</b>         | <b>Packaging and Materials Handling</b><br>What is Packaging?- Protective functions of packaging- New emerging packaging alternatives – Labels- Designs- Kinds of Packaging- Packing for Transportation- Types of Boxes. Materials Handling: Objectives- Guidelines and principles of materials handling-  |

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|                        | Equipments of material handling- New bulk handling methods.  |
| <b>Text Books</b>      | <ol style="list-style-type: none"> <li>1. Logistics Management, Tata McGraw-Hill Edition, Donald J. Bownnersox&amp; David J. Closs.</li> <li>2. Logistics Management, S.K.Bhattacharyya, S.Chand.</li> <li>1. Logistics Management, Vinod V.Sople.</li> </ol>  |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>1. Donald J. Bowerson (2017 ) Logistic and Supply Chain Management: Prentice Hall of India</li> <li>2. MuthiahKrishnaveni (2011) Logistic Management and World Sea Borne Trade: Himalaya Publication.</li> <li>Sakonk visit&amp; John J. Shaw.(1996) International Marketing</li> </ol> |

## **22UPMBA2C12 –INDIA’S EXPORT POLICY FRAMEWORK**

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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To familiarize with the basic concept of foreign trade and its directional plan in the global context.(CO1)</li> <li>2. To develop an understanding of FT(D&amp;R) Act and Customs Act. (CO2)</li> <li>3. To familiarize you with the General law and policy control functions. (CO3)</li> <li>4. The students can better understand the MRTP act and FEMA. (CO4)</li> <li>5. To develop an understanding on various Export promotion schemes and to make use of it. (CO5)</li> </ol>  |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Students will be able to understand the basic concepts and theories of foreign trade policy (2015-2020).(K2)</li> <li>2. They will get to know about the provisions of FT(D&amp;R) Act, customs Act.(K1)</li> <li>3. Students will understand the rules and other concepts of Quality control act.(K2)</li> <li>4. To familiarize with MRTP act and other provisions related to this Act to enhance their export activities.(K2)</li> <li>5. Further, it offers the students in analysing the Arbitration and Conciliation Act.(K4)</li> </ol> |
| <b>Unit I</b>            | <b>Foreign Trade Policy (2015-2020)</b><br>India’s Foreign Trade - Amendment to FTP - objective of foreign trade policy – Features of FTP -Benefits of FTP – Limitations - Impact of FTP on Global economy - E-Governance of Foreign trade - India’s Foreign Trade Recent Trends and Directional Pattern in the Global Context   |
| <b>Unit II</b>           | <b>Foreign Trade (Development and Regulation) Act, 1992, Customs Act, 1962</b><br>Foreign trade(D&R) Act, 1992 – objectives - General Provisions Regarding Export/ Import - Pre-Requisite of Import/ Export - Statutory Provisions of Customs Act, 1962, - Levy of Custom Duty - Types of Duties Under Customs - Additional Custom Duty/Countervailing Duty.   |

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| <b>Unit III</b>        | <b>General Law and policy control</b>   |
|                        | Quality Control Act,1963: Definition – objectives - Functions of the Council - Quality Control and Inspection – Rules - Obtain Information from Exporters (To Enter, Inspect, and Seize Commodities etc) - Power to Seize Conveyances and Confiscate - Petition against Confiscation - Procedure for Prosecution - Suspension of Duties under the Provisions of the Act - Committee on Quality Complaint& Trade Dispute (CQCTD) |
| <b>Unit IV</b>         | <b>Monopolies and Restrictive Trade Practices Act, (MRTP Act,1969), Competition Act, 2003, Foreign Exchange Management Act, 1999</b>  |
|                        | Objectives of MRTP - Provisions of MRTP Act - Monopolistic trade practices: Meaning – Regulations – objectives. Restrictive trade policies: Meaning – Regulations – objectives – division of undertakings. Unfair trade policies: Meaning – Regulations – objectives - difference between MRTP Act and Competition Act 2002 – FEMA – objectives – major provisions.   |
| <b>Unit V</b>          | <b>Arbitration and Conciliation Act, 1996</b>   |
|                        | Meaning – Types of arbitration - International Arbitration – Rules - Practice of Arbitration in India -Advantages of Arbitration in International Trade - Arbitration agreement - Interim measuresby Court - Conduct of arbitral proceedings - Equal treatment of parties - Determination of rules of procedure - Court assistance in taking evidence   |
| <b>Text Books</b>      | 1.Foreign Trade Policy of India, Pramod Kumar Rai (Author), Jayant Kumar, <b>k. Epitome Books</b> , 2021<br>2. Foreign Trade Policy – Issued by DGFT(2015-2020)<br>3. Handbook On Foreign Trade Policy 2015-2020, Abhishek A. Rastogi (Author), 2015  |
| <b>Reference Books</b> | 1. Foreign Trade management in India by M, L. Verma<br>1. The Export (Quality Control And Inspection)Act, 1963,Government of India, Ministry Of Commerce EIC Act1963.pdf  |

### **22UPMBA2C13 –EXPORT FINANCE AND PROMOTION**

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| <b>Course Objectives</b> | <ul style="list-style-type: none"> <li>❖ Understand the concept Export organizational structural. (CO1)</li> <li>❖ To equip the students with the updated information on various methods and Procedures of foreign trade financing, Export Promotion for exports and the various institutions involved in export finance. (CO2)</li> <li>❖ The aim of this course is enabling students to examine and interpret challenges in export finance, as well as to cover the Concept and Significance of Export Promotion. (CO3)</li> </ul> |
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| <b>Course Outcome</b> | <ul style="list-style-type: none"> <li>❖ Students should be able to impart basic knowledge on Export Finance, Export Import and various kinds of Export Promotion.(K1)</li> <li>❖ Plan and execute export and Finance operations.(K3)</li> <li>❖ Evaluate challenges and opportunities in performance and schemes.(K5)</li> <li>❖ To be able to foresee and define the risks that could be encountered in the field of trade and finance and to take decisions to manage such risks.(K6)</li> </ul> |
| <b>Unit I</b>         | <b>Introduction Export Finance</b><br>Meaning and Definition of Export Finance-Need and Importance of Export Finance-Methods and Sources of Export Finance- Pre-shipment and Post-shipment Finance-Letters of Credit- Export Factoring and Forfaiting- Risk and Challenges in Export Finance-Role of export/import bank of India in export finance.   |
| <b>Unit II</b>        | <b>Export-Import Bank of India</b><br>Emergence, Organization Structure, Objectives and Functions of EXIM Bank. Stages of Export Financing. Financing Programs of EXIM Bank for Domestic Companies, Foreign Companies, Govts & Financial Institutions, ECGC-SIDBI-RBI and Commercial Banks in India-Import Licensing-Financing Methods for Import of Capital Goods.   |
| <b>Unit III</b>       | <b>Export Promotion</b><br>Introduction of Export Promotion-Role of Export in Economic Development. Problems and Challenges of Exports-Concept and Significance of Export Promotion-Structure of Export Promotion in India –List of Export Promotion Council –Commodity Boards-The Board of Trade-Chambers of Commerce and Industry-- A Brief Outline.  |
| <b>Unit IV</b>        | <b>Export Promotion Measures</b><br>Export Performance-Highlights of Trade Performance-Sectorial Performance-Import and Export Promotion Measures-Capital Goods Schemes-Duty Exemption Schemes-EOUs/EPZs/EHTP/STP-Sector specific measures-Market development assistance Grand-in-aid-to Export promotion and market development organization-Directorate general of foreign trade-ITPO-IIFT-NCTI-IIP Mumbai.   |
| <b>Unit V</b>         | <b>Institutional framework and Export promotion measures in India</b><br>Institutional framework-Export promotion measures-Functional divisions-Autonomous bodies-Advisory boards-Ministry of textiles-List of organizations/Bodies under the ministry of textiles-Boards-Attached offices-Subordinate offices-Development councils.  |
| <b>Text Books</b>     | 1.D C Kapoor (2005)''Export Management'' VIKAS publishing house Pvt Ltd.<br>1.International Finance : Maurice D.Levi<br>2.International Marketing : M.L. Varma&Agarwal<br>3.Export Import Finance : Parasram<br>1. 4. International Finance : Maurice D.Levi  |

## 22UPMBA2E05 - CROSS CULTURAL MANAGEMENT

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| <b>Course Objectives</b> | 1. To explain and evaluate frameworks for guiding cultural and managerial practice in international business. (CO1)<br>2. To comprehend the dynamics of Management practices in international context. (CO2)<br>3. To understand the role of culture in an organizational processes and activities is an important aspect of modern management. (CO3)   |
| <b>Course Outcome</b>    | 1. Understand management practices followed in different cultures and countries.(K2)<br>2. Presents an overview of cross-cultural management practices and it examines how culture is expressed. (K4)<br>3. Develop the ability to negotiate and handling conflicts in the cross cultural environment.(K6)<br>4. Understanding the culture in different countries and formulate the motivational strategy accordingly. (K2)   |
| <b>Unit-I</b>            | <b>Introduction</b><br>Definitions and Classification- Characteristics- levels of Culture Approaches to Understand Societies Culture: - Hofstede's Cultural Dimensions-Hall's Cultural Dimensions -Religion and its Business Implication-A comparison of world views: East and West   |
| <b>Unit-II</b>           | <b>Globalisation</b><br>Planning Change: Meaning – Planning for Change – Planning in Different Culture – 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 |
| <b>Unit-III</b>          | <b>Models and Ethics of Cross Cultural Management</b><br>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. Changes in the Chinese   |
| <b>Unit-IV</b>           | <b>International Business and Negotiation</b><br>Meaning of Negotiation; Stages and Dimensions of Negotiation - 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  |
| <b>Unit-V</b>            | <b>Strategy</b>   |

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

## 22UPMBA2E06 –EXPORT BUSINESS NEGOTIATION

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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To acquaint the students with psychological approach in the cross-cultural environment. (CO1)</li> <li>2. To introduce students to the concept of negotiation in business. (CO2)</li> <li>3. To help students to understand the significance of improved negotiation efficiency. (CO3)</li> <li>4. To analyze the risk and uncertainty in the business negotiation. (CO4)</li> <li>5. To impart the importance of non-verbal communication. (CO5)</li> </ol> |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Understanding the concept of Commodity derivatives.(K2)</li> <li>2. Understanding the market uncertainty.(K2)</li> <li>3. Evaluating different strategies for decision making.(K5)</li> <li>4. Analysing the competitive situation and providing cost effective economic development strategies.(K4)</li> <li>5. Assessing the communicational gestures.(K4)</li> </ol>  |
| <b>Unit I</b>            | <b>Introduction</b><br>Negotiation concept- Negotiation in practice- preparing to negotiate- bottom line-  |



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|                        | Distruptive negotiations- Integrative negotiations- Types- Negotiation styles- Key skills- Elements of negotiation- Checklist   |
| <b>Unit II</b>         | <b>Structure and Cultural Consideration</b><br>3D negotiations- basic planning- Identifying interest- backward mapping- priority and outcome mapping- Culture and Negotiation- cross cultural negotiations- North American negotiators- Japanese negotiators- Chinese negotiators         |
| <b>Unit III</b>        | <b>Approaches</b><br>Structural approach- Strategic approach- Behavioral approach- Processual approach- Integrative approach- Persuasion approaches- Negotiation tactics  |
| <b>Unit IV</b>         | <b>Competitive negotiation</b><br>Opening Phase- Testing phase- Movement phase- Closing phase- power in negotiation- authority- reward- coercion- expert- connection- charismatic- power to disrupt   |
| <b>Unit V</b>          | <b>Problems in negotiation</b><br>Non- verbal behavior- Inadequate planning and preparation- dealing with planning problems- poor control- relationship management- failure to achieve- commonly made mistakes  |
| <b>Text Books</b>      | 1. Eric Evans (1998), “Mastering Negotiations”, Thorogood Ltd- London<br>2. Tanya Alfredson, AzetaCungu (2008), “Negotiation Theory and Practice”<br>3. William W. Baber, Chavi C-Y Fletcher-Chen (2020), “Practical Business Negotiation” Second edition., Routledge, London and Newyork |
| <b>Reference Books</b> | 1. J. Alexander Tanford (2000), “Basics of Negotiation”<br>2. Alexa Micheal and Technical Information Service (2007)“Negotiation”   |

## 22UPMBA2E07 - INVENTORY MANAGEMENT AND MATERIALS REQUIREMENT PLANNING

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| <b>Course Objectives</b> | 1. To emphasize the significance of inventory management for smooth operation of business. (CO1)<br>2. To introduce various inventory management and requirement planning techniques and tools to students. (CO2)   |
| <b>Course Outcome</b>    | 1. Learn inventory control tools and techniques to improve business competitiveness in the supply chain.((K2)<br>2. Identify specific and special features of the vendor management for cost effective operations(K2).<br>3. Develop the ability to work independently in procurement activities with additional knowledge of quality management and materials handling systems. (K6) |
| <b>Unit I</b>            | <b>Introduction</b><br>Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use- Stores and Warehousing, Stock assessment, Cost of Inventory, Selective  |

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|                        | Inventory Control, MUSIC 3D, JIT Inventory Management - Objectives and Importance of the inventory management function   |
| <b>Unit II</b>         | <b>Control Techniques</b>  |
|                        | 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, eliminate waste, and reduce inventory level in service and manufacturing organizations.   |
| <b>Unit III</b>        | <b>Materials Management</b>  |
|                        | 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  |
| <b>Unit IV</b>         | <b>Models</b>  |
|                        | 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  |
| <b>Unit V</b>          | <b>Procurement and MRP Systems</b>   |
|                        | 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 – Bill of Materials, types of BOM, Modular BOM   |
| <b>Text Books</b>      | <ol style="list-style-type: none"> <li>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</li> <li>2. J. R. Tony Arnold, Stephen N. Chapman (2010), “Introduction to Materials Management”- Pearson; 7th edition.</li> <li>3. Monczka M Robert et al, (2016), Purchasing and Supply Chain Management, 6th edition, Cengage Learning.</li> </ol>  |
| <b>Reference Books</b> | <ol style="list-style-type: none"> <li>1. Richard J. Tersine, (1993) “Principles of Inventory and Materials Management” Prentice Hall; 4th edition</li> <li>2. Max Muller, (2011) “Essentials of Inventory Management”, AMACOM; 2 editions</li> <li>3. Plossl,(1994) “Orliky”sMRP”McGraw-Hill; 2 edition</li> <li>4. J H Greene, Homewood III: Richard D Irwin, (1986) “Production and Inventory Control” McGraw-Hill US</li> <li>5. Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.</li> <li>6. Joseph L. Cavinato, Ralph G. Kauffman, (2000). The Purchasing Handbook, 6th</li> </ol> |

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|  | <p>edition, McGraw Hill.</p> <p>7. Fred B. Sollish, John Semanik, (2012), The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley &amp; Sons.</p> <p>8. Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).</p> |
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## 22UPMBA2E08 - INTERNATIONAL MARKETING RESEARCH

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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To Learn how to manage the product in the market.(CO1)</li> <li>2. To Analyse Investigation methods. (CO2)</li> <li>3. To Understand the nature and scope of international marketing research and information system framework. (CO3)</li> </ol>  |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Students will be capable of handling different research techniques for marketing related problems.(K2)</li> <li>2. Apply appropriate analysis techniques to given marketing research problems and types of customer data to obtain marketing insights.(K3)</li> <li>3. Quantify marketing actions using data to gain hands-on experience in solving marketing problems with varied tools.(K6)</li> <li>4. Comprehend the process and design of marketing research and reliability and validity of experimentation.(K6)</li> </ol>   |
| <b>Unit I</b>            | <p><b>Introduction</b></p> <p>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)</p>  |
| <b>Unit II</b>           | <p><b>Problem Specification</b></p> <p>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;</p> |
| <b>Unit III</b>          | <p><b>Determining Data</b></p> <p>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.</p>   |
| <b>Unit IV</b>           | <b>Analysis and Presentation</b>  |

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|                        | 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)– Report Writing – Steps in drafting a report.  |
| <b>Unit V</b>          | <b>Application of Marketing Research</b><br>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   |
| <b>Text Books</b>      | 1. Marketing Research D.D.Sharma<br>2. R.Pannerselvam Research Methodology<br>3. Green, Tull and Albaum: Research for Marketing decisions.<br>4. Kinnear & Taylor Marketing Research an Applied Approach.<br>5. David A Aaker, V. Kumar and George S Day: Marketing Research   |
| <b>Reference Books</b> | 1. Aaker, D. A., Kumar, V., & George, S. D. (2012). Marketing research. Wiley India.<br>2. Andy, Field (2009). Discovering Statistics Using SPSS. Sage Publication.<br>3. Craig, C. S. & Douglas, S. P. (2009). International Marketing Research. John Wiley, New York.<br>4. David, Silverman (2010). Qualitative Research-issues of theory, method and practice. Sagepublication.<br>5. Hair, J. F., Black, W. C. et al. (2009). Multivariate data analysis.Pearson Education, New Delhi.<br>6. Kumar, V. (2015). International Marketing Research. PHI Learning Private Ltd. New Delhi.<br>7. Malhotra, N. K. & Dash, S. (2009). Marketing research: An applied orientation. PearsonEducation, India. |

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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To become aware of the dynamics of International Banking and methods adopted by countries.(CO1)</li> <li>2. To learn the practices of Financial Institutions and Centers. (CO2)</li> <li>3. To understand the central theme and issues of International Banking.(CO3)</li> </ol>  |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Demonstrate comprehensive knowledge and understanding of the way in which the international financial system operates.(K2)</li> <li>2. The student does a comprehensive analysis of banking policy competitor's activity.(K4)</li> <li>3. The student is able to interpret insurance policy in detail.(K3)</li> <li>4. The student is able to represent the analyses as a complete solution to the business problem.(K4)</li> </ol> |
| <b>Unit I</b>            | <b>Introduction</b><br>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  |
| <b>Unit II</b>           | <b>Balance of Payments</b><br>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   |
| <b>Unit III</b>          | <b>International Financial Institution</b><br>International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – International Competitiveness – Arbitration and Mediation in International Banking – Japanese American and Swiss Banking Practices.  |
| <b>Unit IV</b>           | <b>Regulatory Framework and International Banking Operations</b><br>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-   |
| <b>Unit V</b>            | <b>Risk Management</b><br>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  |
| <b>Text Books</b>        | <ol style="list-style-type: none"> <li>1. Fundamentals of International Banking Rupnarayan Bose Macmillan India Ltd. 2007</li> <li>2. Peter Rose, Sylvia Hudgins, (2014), Bank Management and Financial Services, 8th edition, McGraw Hill</li> <li>3. Padmalatha Suresh Justin Paul, (2014), Management of Banking and Financial Services, 3rd edition, Pearson Education, India</li> </ol>  |
| <b>Reference Books</b>   | <ol style="list-style-type: none"> <li>1. Jane Hughes &amp; Scott MacDonald. (2002). International Banking: Text and Cases. Prentice Hall. ISBN: 9780201635355</li> </ol>   |

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| <b>Course Objectives</b> | <ol style="list-style-type: none"> <li>1. To develop understanding about Entrepreneurship in Rural Context.(CO1)</li> <li>2. To develop entrepreneurial skills in the rural youth.(CO2)</li> <li>3. To explore and identify rural potential for a business idea.(CO3)</li> <li>4. To developing skills to convert the idea into a commercial viable business concept.(CO4)</li> </ol>   |
| <b>Course Outcome</b>    | <ol style="list-style-type: none"> <li>1. Understand the importance of how living rurally influences your business or social enterprise objectives(K2)</li> <li>2. Explore the feasibility of a business idea.(K4)</li> </ol>   |
| <b>Unit I</b>            | Concepts, Characteristics and types of Entrepreneurship –Development of Rural Entrepreneurship in India- Problems and Prospects of Rural Entrepreneurship in India  |
| <b>Unit II</b>           | Meaning, Definition, and Concept of Rural Development- - Types of Rural markets– Problems of Rural Marketing  |
| <b>Unit III</b>          | Policies and Programmes for Rural Industries - Industrial Policy Resolutions – Industrial Sickness-Problems & Policy measures.  |
| <b>Unit IV</b>           | Role of RRBs in Rural Credit – NABARD and Rural Credit – Functions of NABARD- Achievements and Performance of NABARD in the Rural credit sector.  |
| <b>Unit V</b>            | Women Empowerment: Concept and Approaches, Importance of Women Empowerment- Role of Micro Finance in Women Empowerment- SHGs Concepts, Stages, Significances and Structure  |
| <b>Text Books</b>        | <ol style="list-style-type: none"> <li>1. Bhattacharya, S.N. Rural Industrialization in India</li> <li>2. Vasant Desai ,Problems and Prospects of Small Scale Industries in India</li> </ol>  |
| <b>Reference Books</b>   | <ol style="list-style-type: none"> <li>1. BepionBehari Rural Industrialization in India</li> <li>2. Rao, R.V. Rural Industrialization in India</li> <li>3. Dagli, V. Khadi and Village Industries in the Indian Economy</li> <li>4. C.Dingra: Rural Banking in India- S.Chand&amp; Co. Limited, New Delhi- 110055,1994.</li> <li>5. A.N. Agarwal and KundanaLal:- Rural Economy of India – Vikas publishingHouse Ltd.- New Delhi-110014, 1990.</li> <li>6. Rais Ahmad – Rural Banking and Economic Development – Mittal publications,New Delhi -110059, 1998.</li> <li>7. Rejeseckhar D &amp; G. Sridhar: Savings ad Credit Programmes as an Instrument of Self-Help Promotion</li> </ol> |

## 22UPMBA2L02 - EXPORT DOCUMENTATION LAB- II

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| <b>Course</b> | After completing this course, the students will understand the Process and Documents |
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| <b>Objectives</b>      | involved in <b>International Logistics and Import Transactions</b> and able to prepare documents and manage the complete process involving International Logistics and import transactions.(CO1)   |
| <b>Course Outcome</b>  | Getting Knowledge in International Logistics and Export Import Transactions.(K3)   |
| <b>Unit I</b>          | <b>Planning for International Cargo Transportation</b><br>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   |
| <b>Unit II</b>         | <b>Documents used in International Cargo Transportation</b><br>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<br><b>Practical Work: Preparation of Draft BL &amp; AWB</b>   |
| <b>Unit III</b>        | <b>Import Order Processing</b><br>Understanding Step 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<br><b>Practical Work:</b><br><b>1) Preparation of Import Costing Sheet &amp; Import Duty Calculation</b><br><b>2) Preparation of (Request for Quotation) RFQ</b>                         |
| <b>Unit IV</b>         | <b>Issue of Purchase Order/ LC and Order Tracking</b><br>Preparation of Purchase order with Suitable Terms and Conditions and Order Tracking with Suppliers<br><b>Practical Work :</b><br><b>1.Preparation of Purchase Order with Terms and Conditions</b><br><b>2.Preparation of Application form for Issue of Documentart Credit ( LC )</b>  |
| <b>Unit V</b>          | <b>Import Clearance Process</b><br>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<br><b>Practical Work : Preparation of Complete Document Set for Executing Import Clearances</b>   |
| <b>Reference Books</b> | 1. A Hand Book of international Logistics management, Prof. S. K. Baral KUNAL BOOKS<br>2. Commercial's Manual on Import Documentation by P. Veera Reddy and M. MamathaCommercial Law Publishers<br>3. Customs Law Manual by R.K.Jain by CENTAX Publication<br>4. BIG's Easy Reference Customs Tariff – By Arun Goyal<br>5. Documentary Letter of Credit with UCP 700, Incoterms & Case Studies by R. Kumar Published by Book Corporation |