

## Supply Chain Management

UNIT:1 Introduction to Supply Chain Management: Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain.

UNIT:2 Global Supply Chain Management: EDI, Problems of complexity confronting supply chain Management, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.

UNIT:3 Sourcing: Sourcing of material, Global sourcing - issues, Problems. Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.

UNIT:4 Strategic Issues in Supply Chains: Lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain.

UNIT:5 Retailing and supply chain Interface: Retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

### Text Books

Mohanty, R.P and Deshmukh, S.G, 2005,. Supply Chain Management Theory and practices, Biztantra.

Sunil Chopra & Meindl Peter, 2003, Supply Chain Management strategy, planning and operation, 3rd Edition, Pearson Education / PHI.

Altekar, V. Rahul, 2005, Supply Chain Management, PHI.

Pierre David, 2003, International Logistics, Biztantra.

Joel D. Wisner, G. Keong Leong and Keah-Choon Tan, 2005, Principles of Supply Chain Management A balanced Approach, Thomson.

Ronaqlid H. Ballou, 2004, Business Logistics/ Supply Chain Management, Pearson education, 5th Edition.

Coyle, J.J., Bardi E.J. & John Langley.C, 2006, The Management of Business Logistics- A supply Chain Perspective Thomson, 7th Edition.

## NGO MANAGEMENT

**Unit-1:** The growing – but reluctant – interest by NGOs in questions of management- The idea of management- The rise of development management- The new field of ‘third sector management’ Approaching ‘NGO management’

**Unit-2:** Contexts, histories and relevant concepts Introduction Terminological muddles Problems of defining NGOs -The histories of NGOs -NGOs and ‘civil society’-From civil society to the ‘third sector’

**Unit-3:** NGOs and development-NGOs and the ‘aid industry’ -NGOs and the contexts of ‘development’ and ‘relief’ Contentsvi Contents-Analyzing NGO roles: implementers, catalysts- and partners Effectiveness: are NGOs any good at what they do?

**Unit-4:** Culture and ambiguity: anthropological approaches-to NGO management NGOs and organization theory -Leadership and life cycles: Korten’s model of NGO generations- Organizational learning -NGOs and organizational culture -Cross-cultural management, diversity-and globalization -Power, culture and ambiguity: anthropological approaches Advocacy and service delivery: managing the main NGO activities Service delivery: means or end?NGOs and advocacy: strategies for structural change The role of innovation in NGO management Evaluation, impact and ‘scaling up’

**Unit-5 :** NGOs and the management of relationships-NGO relations with communities NGO relations with government NGOs and the business sector NGOs and international development agencies -The rise of the discourse of ‘partnership’

**Unit-6:** NGOs and the dynamics of internal management- Third sector management research Internal management- The ‘capacity building’ debate Organizational change and NGOs towards an understanding of-NGO management -The composite model Muddying the waters: hybridity and ambiguity

### **Text book:**

1.NGO Management- David Lewis

## **IMPORT AND EXPORT POLICY AND LAWS**

**Unit 1:** State control over import and export of goods - from rigidity to liberalization - Impact of regulation on economy

**Unit 2:** The Basic Needs of Export and Import Trade- Goods ,Services . Transportation . International Regime

**Unit 3:** WTO agreement ,WTO and tariff restrictions ,WTO and non-tariff restrictions ‘ Investment and transfer of technology , Quota restriction and anti-dumping , Permissible regulations , Quarantine regulation ,Dumping of discarded technology and goods in international market, Reduction of subsidies and counter measures

**Unit 4:** General Law on Control of Imports and Exports ‘ General scheme ‘ Legislative control ‘ Foreign Trade Development & Regulation Act, 1992 ‘ Control under FEMA ‘ Control of Exports

**Unit 5:** Quality control - Regulation on goods - Conservation of foreign exchange - Foreign exchange management - Currency transfer - Investment in foreign countries6. Exim Policy : Changing Dimensions :

**Unit 6:** Investment policy : NRIs, FIIs (foreign institutional investors), FDIs ‘ Joint venture ‘ Promotion of foreign trade - Agricultural products - Textile and clothes - Jewellery - Service sector

**Unit 7:** Technology transfer - Restrictive terms in technology transfer agreements - Automatic approval schemes

### **Text Books**

1. Government of India, Handbook of Import Export Procedures,  
(Refer to the latest edition).
2. Foreign Trade Development and Regulation Act 1992 and Rules.
3. Foreign Exchange Management Act 1999.

## **SHIPPING Documentation & financial Instruments**

### **Unit-1**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods

### **Unit-2**

**Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.**

### **Unit-3**

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Performa, Commercial, Consular, Customs, Legalized Invoice, Certification of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Landing, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, Certification of Origin, GSPS – UPCDC Norms.

### **Unit-4**

**Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.**

### **Unit-5**

**International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy**

### **TEXT BOOKS:**

1. Apte P.G., 'International Financial Management' – Tata McGraw Hill
2. Larceny & Bhattacharya, 'International Marketing' - Sultan Chand & Sons.
3. B.M.Wali and AB Kalkumdrikas, 'Export Management' - Sterling Publishers Pvt., Ltd.

# **INTERNATIONAL FINANCIAL MANAGEMENT**

## **UNIT I**

IFM- Nature and Scope, IFM and Domestic financial management- Balance Of payments – significance- preparation of BOP statement – Link between BOP and the economy.

## **UNIT II**

International Monetary System – Gold standard – IMF and World Bank Exchange Rate mechanism – factors influencing exchange rate – Purchasing power parity and Interest Rate parity theorems.

## **UNIT III**

Foreign Exchange Market – Transactions – Spot, Forward, Futures, Options And Swaps – Arbitrage and speculation in Foreign exchange market.- Exchange arithmetic, Spread, premium and Discount.

## **UNIT IV**

Foreign Exchange Exposure – managing transaction, translation and operating Exposure – Techniques for covering the foreign exchange risk - Internal and external techniques of risk.

## **UNIT V**

International financial market instruments – International Equities –ADR and GDR – Foreign Bond and euro-bond- Short-term and medium term instruments.

### **Text Books**

1. V.Sharan, International Financial Management, 4th edition, Prentice hall of India
2. Alan .c. Shapiro, International Financial Management, PHI
3. Levi, International Finance, McGraw Hill international series.
4. Adrian Buckley, Multinational Finance, PHI

# **WORKING CAPITAL MANAGEMENT**

## **UNIT I**

Working Capital Management – Theories and approaches – Ratio Analysis - Fund Flow and Cash Flow Analysis – Cash flow forecasting and Budgeting.

## **UNIT II**

Financing of working capital – Money market instruments – Bank Finance- Assessment and Appraisal – Managing corporate liquidity and financial flexibility

## **UNIT III**

Receivables Management – Cash Management – Inventory Management

## **UNIT IV**

Instruments of international money market – Euro notes – Euro commercial paper – MTNs and FRNs.

## **UNIT V**

Working Capital Control and Banking policy – Committee recommendations on working capital – New system of assessment of working capital finance.

### **Text Books:**

1. V.K.Bhalla, Working Capital Management, Text and Cases, sixth edition, Anmol publications
2. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill
3. Pandey, Financial Management, Vikas
4. Khan and Jain, Financial Management, Tata McGraw hill