

BUSINESS AND MANAGEMENT

The exam consists of:

30 multiple-choice questions to be completed in 60 minutes;

and 8 open questions to be completed in 120 minutes.

STATE EXAMINATION QUESTIONNAIRE

1. Human resource management role and functions
2. Competency-based human resource management – competence framework and mapping
3. Talent in human resource management – definition, role in organizational context, talent management system
4. Human resource management: Recruitment and selection
5. Human resource management: Performance management
6. Human resource management: Talent segmentation, development, and retention
7. Entrepreneurship: Recognizing opportunities and generating ideas. Feasibility analysis
8. Developing an effective business model
9. Developing a business plan
10. The importance of intellectual property for the creation of a new business.
11. The nature of morality. Moral reasoning. Moral dilemmas
12. Normative theories of ethics
13. Justice and economic distribution
14. Corporate social responsibility, citizenship, & sustainability
15. The stakeholder approach to corporate social responsibility
16. Directing the operation – operations management, strategy and performance. Product and service innovation. The structure and scope of operations
17. Designing the operation. Process design. Layout and flow. Process technology. People in operations
18. Planning and control in operations management. Capacity, supply and inventory management in operations.
19. Sales management – nature and importance for the business, sales goals and quotas, sales planning, forecasting and analysis.
20. Personal sales process – search for customers, preparing for sale, sales presentation, customer objection, sales techniques, post-sale activities.
21. Customer relationship management – definition, scope and techniques, loyalty and ethics in sales.
22. Sales logistics – definition, objectives and elements.
23. Domestic and international sales logistics – nature, comparison and challenges.
24. Global economy and international trade: effects of the globalization, organization of contemporary global trade
25. Legal environment of international trade: WTO, international trade agreements and unions, EU. Trade controls and trade barriers.
26. Export and import processes: trade enquiry, export quotation, export and import procedures and documentation from the perspective of EU based companies.
27. International trade risks and risk management.
28. Trade financing: types of financing, related institutions, international payment methods, forms of countertrade.
29. International business environment. Strategy and organisation of international business
30. Entering foreign markets. Global production and supply chain management
31. Accounting and finance in international business

32. Strategic marketing planning and executive decision-making
33. Product strategies
34. Distribution and supply-chain strategies
35. Pricing Strategies
36. Integrated marketing communication strategies
37. Company stocks. Types of stocks. Common stock features. Initial Public Offering /IPO/. Computing the price of common stock.
38. Corporate bonds. Bonds basics. Bond markets. Types of bonds. Bond ratings. Coupon bonds valuation.
39. Capital structure. Effects of capital structure on firm value. Capital structure in perfect capital markets. The Modigliani-Miller model. Leverage and the cost of capital. Optimal capital structure: the tradeoff theory.
40. Capital budgeting. Basic concepts. Calculation of investment costs. Determination of operating cash flows.
41. Projects evaluation. Static techniques for analysis and evaluation of investment projects - payback period, average rate of return. Dynamic techniques for analysis and evaluation of investment projects - net present value, profitability index, internal rate of return. Modified internal rate of return.
42. Fundamental concepts for financial and business analysis. The needs of financial and business analysis. Data and information. Sources, collecting, sampling of data.
43. Measuring and evaluating variation of data. Percentage change. Weighted index numbers. Deflating time series.
44. Financial analysis. Liquidity analysis. Analysis of economic activity. Debt analysis. Profitability analysis. DuPont system.
45. Problem – definitions, characteristics and types
46. Process of problem solution design
47. Problem conceptual model design
48. Hypothesis design. Diagnostic design tools
49. Problem solving decisions
50. The research process. The relation between the research process and the decision-making process. Stages of the research process.
51. Typology of research methods. Qualitative and quantitative research methods.
52. Developing the questionnaire. Question types, scales and writing questions.
53. Testing and spreading the questionnaire. Testing objectives and approaches. Distribution channels.
54. Techniques for increasing response rates in survey design and distribution.

REQUIRED LITERATURE

1. Tharenou, P., Donohue, R., Cooper, B. (2007). *Management research methods*. Cambridge: Cambridge University Press.
2. Armstrong, M., Taylor, S. (2017). *Armstrong's handbook of human resource management practice*. New York: Kogan Page.
3. Anders G. (2016). *The handbook of international trade and finance: The complete guide for international sales, finance, shipping and administration*. Kogan Page.
4. Poon, J., Rigby, D. L. (2017). *International trade: The Basics*. Perlego.
<https://www.perlego.com/book/1562317/international-trade-the-basics-pdf>
5. Shaw, W. H. (2016). *Business ethics: A textbook with cases*. 9th ed. Cengage Learning.
6. Carroll, A. B., Brown, J., Buchholtz, A. K. (2017). *Business & society: Ethics, sustainability & stakeholder management* (10th ed.). Cengage Learning.
7. Hollensen, S. (2020). *Global marketing*. Harlow: Pearson.

8. Aaker, D., Moorman, C. (2017). *Strategic market management*. 11th ed., John Wiley & Sons.
9. Kotabe, M., Helsen, K. (2020). *Global marketing management*. 8th ed., John Wiley & Sons.
10. Aken, J., Berends, H., van der Bij, H. (2012). *Problem solving in organizations. A methodological handbook for business and management students*. 2 ed., Cambridge University Press.
11. Ingram, T. N. (2005). *Sales management: analysis and decision making*. 6th ed., South-Western College Pub.
12. Khan, M. (2012). *Sales management*. New Delhi, Lovely Professional University, Phagwara.
13. Hult, T., Closs, D., Frayer, D. (2014). *Global supply chain management: Leveraging processes, measurements, and tools for strategic corporate advantage*. 1st ed., McGraw Hill.
14. Ross, St., Westerfield, R., Jaffe, J. (2016). *Corporate finance*. 11th ed. McGraw-Hill.
15. Berk, J., DeMarzo, P., Harford, J. (2016). *Fundamentals of corporate finance*. 4th ed. Pearson Education.
16. Hill, C. (2023). *International business: Competing in the global marketplace*. 14th ed. New York: McGraw-Hill.
17. Slack, N., Jonston, R., Brandon-Jones, A. (2016). *Operations management*. 8th ed. Pearson Education.
18. Barringer, B., Ireland, R. (2019). *Entrepreneurship - successfully launching new ventures*. 6th ed. Pearson Education.

RECOMMENDED LITERATURE

1. Creswell, J. W., Creswell, J. D. (2018). *Research design: qualitative, quantitative, and mixed methods approaches*. 5th ed. Thousand Oaks, CA: SAGE.
2. Smith, S., Albaum, G. (2012). *Basic marketing research: Volume 1 Handbook for research professionals*. Qualtrics Labs, Inc.
3. Bratton, J., et. al. (2017). *Human resource management*. London: Palgrave Macmillan. LII.
4. Rees, C., Edwards, T. (2017). *International Human Resource Management: Globalization, National Systems and Multinational Companies*. Pearson Education.
5. Caves, Frankel, Jones (2007). *World trade and payments: An introduction*, 10th ed., Pearson Addison-Wesley.
6. Fisher, C., Lovell, A. (2009). *Business ethics and values: Individual, corporate and international perspectives*. 3rd ed. Pearson College Div.
7. Jennings, M. M. (2016). *Business ethics: Case studies and selected readings*. 9th ed. Cengage Learning.
8. Brightman, H. et al. (1985). *Statistics for business problem solving*. 2nd ed. Cincinnati, Ohio : South-Western Publ.
9. Newman, V. (1995). *Problem Solving for Results*. Hampshire : Gower.
10. Kundu, S. S. (2010). *Sales management*. [Online] Available at: <https://ddegjust.ac.in/studymaterial/mba/mm-308.pdf>
11. Kostojohn, S., Johnson, M., Paulen, B. (2011). *CRM fundamentals*. New York: Apress, XIII.
12. Ambedkar, B. (2015). *Sales and distribution management*. [Online] Available at: https://baou.edu.in/assets/pdf/PGDM_104_slm.pdf
13. Gupta, A. (2017). *Project appraisal and financing*. Prentice Hall India Pvt.
14. Dayanda, D., Irons, R. (2020). *Capital budgeting. Financial appraisal of investment projects*. Cambridge University Press.
15. Gotze, U., Northcott, D., Schuster, P. (2008). *Investment appraisal: Methods and models*, 2nd ed. Springer.
16. Mishkin, Fr. (2016). *The economics of money, banking, and financial markets*. 11th ed. Pearson Education.
17. Czinkota, M. et al. (2009). *International business*. European ed. Chichester: John Wiley & Sons.

18. Griffin, R., Pustay, M. (2015). *International business*. Harlow, England: Pearson.
19. Kerr, W., Perdakis, N. (2014). *A guide to the global business environment*. Cheltenham: Edward Elgar.
20. Longenecker, J. et al. (2016). *Small business management - launching and growing new ventures*. Nelson ed.
21. Byers, T., Dorf, R., Nelson, J. (2015). *Technology ventures: From idea to enterprise*. 4th ed. McGraw-Hill.
22. Timmons, J.A., Spinelli, S. (2009.) *New venture creation: entrepreneurship for the 21st century*. 8th ed. McGraw-Hill.
23. Stevenson, W. (2021). *Operations management*. 14th ed. McGraw-Hill.
24. Krajewski, L., Malhotra, M. (2022) *Operations management: Processes and supply chains*. 13th ed. Harlow, England: Pearson education.