

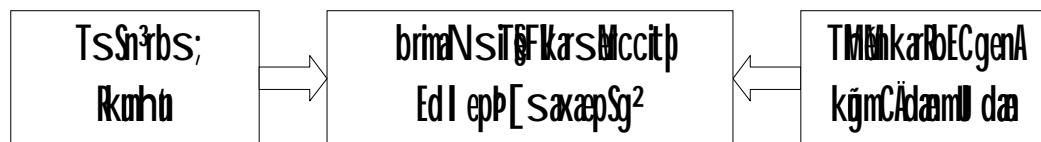
emer on TB

kareFkarsMccitp nig kar[®] t[®] Bnitü Rbtbt[®] karGnpCati

DECISION MAKING AND CONTROLLING IN INTERNATIONAL OPERATIONS

kareFkarsMccitp nig kar[®] t[®] Bnitü d[®] t[®] h[®] a[®] t[®] y[®] a[®] s[®] ManenAkü Rbtbt[®] karGnpCati. va[®] K[®] W[®] m[®] x[®] g[®] a[®] d[®] z[®] M[®] g[®] nigBakB[®] K[®] ä[®] n[®] k[®] R[®] b[®] /K[®] g[®] n[®] p[®] Cati.

- kareFkarsMccitp K[®] W[®] a[®] k[®] e[®] l[®] s[®] e[®] r[®] s[®] v[®] f[®] a[®] n[®] k[®] a[®] m[®] y[®] k[®] ü[®] c[®] M[®] n[®] a[®] m[®] s[®] e[®] p[®] S[®] g[®] 2.
- kar[®] t[®] Bnitü K[®] W[®] a[®] y[®] t[®] M[®] I T[®] p[®] l[®] e[®] b[®] b[®] e[®] f[®] o[®] c[®] a[®] m[®] y[®] n[®] g[®] e[®] p[®] n[®] k[®] a[®] r[®] n[®] g[®] d[®] a[®] k[®] v[®] f[®] a[®] n[®] k[®] e[®] t[®] M[®] e[®] b[®] l[®] s[®] i[®] n[®] C[®] a[®] R[®] t[®] u[®] k[®] a[®] r[®].



s[®] i[®] f[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] n[®] i[®] g[®] v[®] f[®] a[®] n[®] k[®] a[®] r[®] t[®] Bnitü m[®] a[®] n[®] I k[®] N[®] 3 x[®] s[®] 2 K[®] a[®] B[®] r[®] e[®] t[®] s[®] m[®] y[®] e[®] T[®] a[®] r[®] b[®] e[®] t[®] s[®] m[®] y[®] e[®] n[®] A[®] e[®] l[®] B[®] P[®] B[®] e[®] l[®] a[®] k[®].

Ø c[®] M[®] n[®] o[®] r[®] t[®] u[®] b[®] c[®] a[®] n[®] a Issues

1. e[®] t[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] t[®] u[®] e[®] f[®] l[®] g[®] t[®] a[®] m[®] y[®] 3 e[®] k[®] a[®] l[®] k[®] a[®] r[®] N[®] e[®] b[®] b[®] N[®] a[®] e[®] n[®] A[®] k[®] ü[®] R[®] b[®] t[®] b[®] t[®] k[®] a[®] r[®] G[®] n[®] p[®] Cati.
2. e[®] t[®] e[®] k[®] a[®] l[®] k[®] a[®] r[®] N[®] e[®] n[®] k[®] a[®] r[®] e[®] f[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] e[®] h[®] y[®] n[®] g[®] k[®] a[®] r[®] G[®] n[®] u[®] t[®] p[®] r[®] b[®] s[®] y[®] a[®] m[®] a[®] n[®] I k[®] N[®] 3 x[®] s[®] K[®] ä[®] d[®] r[®] b[®] e[®] t[®] B[®] r[®] b[®] e[®] t[®] s[®] m[®] y[®] e[®] T[®] a[®] r[®] b[®] e[®] t[®] s[®] m[®] y[®].
3. e[®] t[®] R[®] t[®] u[®] e[®] b[®] r[®] a[®] s[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] d[®] a[®] y[®] e[®] b[®] b[®] N[®] a[®] e[®] d[®] m[®], C[®] y[®] s[®] a[®] x[®] a[®] k[®] ü[®] k[®] a[®] r[®] e[®] q[®] l[®] y[®] t[®] b[®] c[®] M[®] a[®] l[®] t[®] M[®] k[®] a[®] r[®] e[®] s[®] d[®] a[®] k[®] i[®] c[®] n[®] g[®] n[®] e[®] y[®] a[®] y[®] e[®] n[®] A[®] t[®] a[®] m[®] R[®] b[®] e[®] t[®] s[®] e[®] p[®] S[®] g[®] 2.

Ø d[®] M[®] n[®] i[®] k[®] a[®] r[®] e[®] f[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] Decision-Making Process

- § e[®] k[®] a[®] l[®] k[®] a[®] r[®] N[®] m[®] C[®] ä[®] k[®] a[®] r[®] k[®] ü[®] k[®] a[®] r[®] e[®] f[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] d[®] l[®] s[®] M[®] a[®] n[®] 2 e[®] f[®] u[®] n[®] A[®] f[®] ä[®] k[®] e[®] l[®].
- § e[®] k[®] a[®] l[®] k[®] a[®] r[®] N[®] v[®] m[®] C[®] ä[®] k[®] a[®] r[®] k[®] ü[®] k[®] a[®] r[®] e[®] f[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] d[®] a[®] n[®] e[®] p[®] b[®] e[®] t[®] A[®] e[®] f[®] u[®] n[®] A[®] f[®] ä[®] k[®] e[®] l[®] a[®] k[®] e[®] l[®] a[®] k[®] a[®] m[®] n[®] i[®] g[®] b[®] K[®] ä[®] R[®] b[®] t[®] b[®] t[®] k[®] a[®] r[®].

Ø k[®] t[®] i[®] c[®] h[®] a[®] n[®] t[®] b[®] i[®] n[®] k[®] e[®] l[®] k[®] a[®] r[®] b[®] t[®] b[®] t[®] k[®] a[®] r[®] e[®] f[®] k[®] a[®] r[®] s[®] M[®] c[®] c[®] i[®] t[®] p[®] Factors affecting decision-making practices

- k[®] M[®] i[®] n[®] k[®] a[®] r[®] e[®] C[®] C[®] a[®] k[®] e[®] T[®] a[®] e[®] l[®] G[®] k[®] R[®] k[®] b[®] /R[®] k[®] g[®] f[®] ä[®] k[®] N[®] p[®] l[®] 3 G[®] k[®] R[®] k[®] b[®] /R[®] k[®] g[®] a[®] r[®] a[®] d[®] m[®] a[®] n[®] k[®] g[®] l[®] i[®] x[®] a[®] t[®] -m[®] C[®] ä[®] k[®] a[®] r[®].
- k[®] M[®] i[®] n[®] k[®] a[®] r[®] e[®] y[®] l[®] d[®] i[®] g[®] G[®] M[®] b[®] e[®] c[®] k[®] e[®] T[®] s[®] G[®] a[®] C[®] l[®] i[®] k[®] m[®] p[®] G[®] k[®] R[®] k[®] b[®] /R[®] k[®] g[®] G[®] e[®] k[®] e[®] s[®] m[®] a[®] n[®] k[®] g[®] l[®] i[®] x[®] a[®] t[®] -v[®] m[®] C[®] ä[®] k[®] a[®] r[®].
- e[®] p[®] p[®] t[®] e[®] l[®] p[®] l[®] i[®] t[®] P[®] a[®] b[®] K[®] i[®] N[®] P[®] a[®] b[®] e[®] n[®] T[®] M[®] i[®] j[®] n[®] i[®] g[®] e[®] s[®] v[®] 3 G[®] k[®] R[®] k[®] b[®] /R[®] k[®] g[®] G[®] a[®] l[®] M[®] g[®]; -m[®] C[®] ä[®] k[®] a[®] r[®] n[®] i[®] g[®] p[®] p[®] c[®] k[®] a[®] r[®].

- vtmanénRbB¹ab; -kmkr nigGkRbRkgEfkRBPakSakarS¹McitpMan²--esckpMc
citp¹; ³ Rkmh¹BhC¹atGal¹ Hg; Ebbzanankm¹.
- karefkars¹McitpdaymtRsb ³ GkRbRkgCbn
- karek¹okpbedm,efkRGPiDAhytSa¹SPUay¹sakI el ak ³ GkRbRkgGæmr¹c -mC¹akar;
- K¹NPaBénC¹itkargar nig¹sar³sMan¹Ba¹hK¹A ³ GkRbRkgstyEGt -vinC¹akar nigEbb
cU¹rh¹.

Ø **entpIénkarefkars¹Mcitp¹bmC¹akar** Centralized decision-making-Reasons

1. edm,ITV)ankareRbGs;I T¹PaB¹otbt¹kar [mank¹mxs;
2. edm,begh¹vinart¹esd¹ic¹.
3. edm,B¹R¹asbec¹vit¹at¹hb.

Ø **kars¹Mcitp¹I ykct¹pkd¹et¹el esd¹ic¹** Economic Oriented Decisions

K¹akar¹s¹Mcitp¹I manm¹u dan¹et¹el karB¹carNa¹ep¹te¹et¹el Ep¹kesd¹ic¹uCa¹ROI.

Ø **kars¹Mcitp¹I ykct¹pkd¹et¹el v¹b,Fm¹** Cultural Oriented Decisions

K¹akar¹s¹Mcitp¹I TTV rg\T¹BI BP¹Bx¹sKa¹en¹v¹,FmB¹R¹et¹smy¹et¹AR¹et¹smy¹.

Ø **GkRbRkgKB¹carNa¹et¹el b¹N¹ox¹ag¹ek¹m** Should consider:

1. mC¹ad¹ed¹I Rkm¹h¹uk¹B¹g¹Rotbt¹kar.
2. Pa¹B¹Tn¹Pa¹; -Pa¹Gacbt¹Ebn¹)an¹; Ed¹I Sax¹ap¹Sg²Rt¹uk¹ar.

Ø **kt¹CH¹T¹BI et¹el kark¹S¹tk¹ep¹kar¹fkars¹Mcitp¹TA¹[saxa³**

- T¹M¹K¹uh¹ ³ kal Na¹T¹M¹K¹uh¹ukan¹et¹F¹nkarefkars¹Mcitp¹gkan¹et¹man¹I k¹N³
mC¹akar. v¹ang¹Rt¹U¹)an¹erdc¹U¹mankarekheL¹gn¹ukareRbGs;I T¹Pa¹BC¹at¹TA¹en¹Rotbt¹kar
rbs¹Rkm¹h¹. v¹ang¹beg¹it¹ [man¹Pa¹BC¹Æ¹ksNa¹m¹y¹ nigkars¹Ms¹M¹.
- kav¹ney¹ak¹Tu³ kal Nakav¹ey¹ak¹Turbs¹Rkm¹h¹Bh¹C¹at¹mank¹et¹xs¹;karefkars¹Mc
citp¹gkan¹et¹man¹I k¹N³mC¹akar edm,Fanafa G¹R¹R¹b¹yag¹Rt¹U¹mand¹M¹N¹kareday¹rL¹U¹.
- sar³sMan¹én¹Rotbt¹karGn¹p¹C¹at¹Ma¹Rkm¹h¹Bh¹C¹at¹³ kal Navamansar³sMan¹k¹mxs¹c¹B¹al
Rkm¹h¹Bh¹C¹at¹GkRbRkg¹tansaxa¹Ca¹t¹TA¹Am¹Rt¹U¹)an¹Gn¹B¹at¹ [efkars¹Mcitp¹sMan²
eL¹y. karef¹loben¹H¹K¹U¹m,Fan¹an¹ukarek¹okp¹oman¹I k¹N³R¹est¹ nigkarefkars¹Mcitp¹
edayman¹R¹s¹T¹Pa¹B.

becRtSRbKbKgnPaBsr³

- § eRb)asRkmxgarchMedl mansmaCkmkBeptepSg² dtCa GkKbBg;viskr GkCMhaj pl itkmpngGtifCn [eFkarCanlyKaedm,GPiDAPl itpl fl
- § dNalRsay^{TQM} sMb;MNCs³ KkarykcitpikdakeTael GtifCn b^a GtifCnCaGkdknaM karEktMpl itpl besvaeTAtantMkarbsGtifCnmk².
- § eptstSINackgkareFkarsMccit[eTAbkA kfaekkanEdl ek [eQpHfa kareptst[e bKA k:
- § kareptst[e bKA k KkadmNkarénkarpl dl bKA k bRkmnUFnFan BZman nigstSINac edm,begliKhit l 7 nigGnutBkeK [manRosilPaB.
- § Gnutkarel kTkcitpngkarTTY sAl ;
- § karbNpNpl sMbkarEl MtQb,Qr sp³
- E becrTsrTtBnitiKNPabtanEbsRi
- E karbCkMedm,begliKhit
- E kartMgTisRtbtka [kanEtmanRosilPaB nigkarbMatcal nPaBskspj

2. smkBytsa³ smkBytsa³Edl RkmhBhCatiRb)asCageKKitU rihshkarGnpCati(International Joint Ventures-IJV). karrihshkar GacCYdl ; RkmhFMTTY)annbaskgkarcU eTakgTpSarEdl eTbetel celgfb. vaCaFI mlykngkarQaneCgcl eTakgRbetSedl Bhmbitmin [mankarvneyakbreTs]>VN vaCaytsa³sMbadaRsayCanlyngkarRbECg
 - § karsMccit[smxan² RtU)anerocMLgedm,bdaRsayCanlyngkarRbECg nig karTTY)annUCMhrdngmaHael TtpSarBPBel ak.
 - § ytsa³RtU)anbegileLgedm,labykcnNkTpsarCak;l akNamlyedm,Tfb; satkarRbECg.

karRtBniti

etRkmhnbngRtBnitiRtbtkaRbEtsrbsekyagdtempedm,kayCaGgPaBEdl mankarBgbbglnngsMbsM ?.

Ø bBænAkngkarRtBniti³

1. TisedRtbtkaRenAbreTs nigTmasaCikmp
2. TisedAenPaKcl rihshkar nigKN³RkbKgsaCikmpinRsbKa
3. khitBTBesaFnngsmtPaBenAkngkareFlpnkarmanPaBepSgBKayagxdlvagGk RkbKgedl dMnrkarGgPaBbreTsxs²KatAjenaH.

4. PaBninRtUKænTssn³mU dæGmTisedA nigeKal neya)ayénRtbtþkarGnpCati edaysaPaBxusKænvb,Fm'.

ø RbePTénkarRtYBnitü ³

1. karRtYBnitüedaypäl ;³ CakarRtYBnitüedaykarRbCmXTI mæ bkarRbCmXI xh. Gk Rkb/Kgfaekel bteFITSsn³kcRtbtþkarbreTs. faekel kNTkarerdobþkbKÁ k faetIGkNangRkb/KgRtbtþkarbreTs. BkeKerdobcMnasmkætadEdI man karTTV xusRtUKmTxS; karBPakSæpSg²ekitelGkgRkitRkménkarEsýyI BbBað karkNTekal edAkarvaytM karGnutþngkardakFankarEkI RbsiþPaBrbsGgPaB. CaTtTA karRtYBnitüEbbenHKUFLGknbgqñlg bmyqñlg.
2. karRtYBnitüedayRbeyal ³ eFVLgtamry³r)aykarN_nigEbbbTénkar)asýTak; TgCal ayl akGkSrepSg²eTot. karRtYBnitüEbbenHCaTtTARtU)andebR)askýkar tandankarGnutþbcaM dðCar)aykarNEbtbtþkar r)aykarN_hirBaðtðCaedm. vaCadMNaRsayEdI pñ nUkarRtYBnitüEdI manRbsiþPaBeTael Rbtbtþkarbs; RkmhñBhCatiénAkýI kñN³snSbM -cñNayGstç!.
3. karRtYBnitüEpixagkgý nigEpixageRkA³ RkmhñBhCatiykcitþkdakeTael GldI ekGacGnutþanI bñt. GkRkb/KgRtUetFanaukarEsýrkTpSrsMb,Tñij nigesva EdI Rkmhñbegñ. BkeKRTurk [exLij GldI Gtiffncg)an nigRtUkar ehlyBüayan bñBj [)ansmRsb -enHCakarRtYBnitüEdI eppteTael EpixageRkA. karRtYBnitü EpixageRkAGacFanaukarpp kñtsýPaEdI RtUkarSmb,saxabreTskýkarSmb sM Camýngkarpasbñ. vaGacCYTakTaj bKÁ kmU dæEdI mansmtPaB nig GacsMbSMB RbtbtþreTscCamýkariyal ýkgýRsk.

ø karBcaNæTael karRtYBnitü ³

1. ekal karNénkarRtYBnitübsRkmhñBhCati
2. mCAdæesdæcEdI saxabreTsmændMñkarenAký
3. esckRtUkar nigeKal bñNgrbsGkRkb/KgEdI bñkargarenAkýGgPaBenal.

ø beckeTsénkarRtYBnitü ³

4. karGnutþpkñirBaðtð
5. karGnutþpkKñNPab
6. karGnutþpkbKÁ k

----hec b i a d f g----