

## 1. About the University

Indian Maritime University was established through an Act of Parliament on 14.11.2008 as central university is poised to play a key role in the development of required human resource for the maritime sector. The Indian Maritime University, being the first of its kind in the country will cater to the educational requirement of the maritime fraternity. The IMU has a panel of dedicated and experienced faculty members, state of the art infrastructure and efficient administration. The IMU's strength and uniqueness lie in its ability to integrate theories and practice and it is committed to provide maritime education and training and consultancy based on the realities of local and global business.

The IMU will have its headquarters at Chennai and regional campuses at Chennai, Mumbai, Kolkata and Visakhapatnam.

## 2. About M.B.A Programme

Indian Maritime University offers two M.B.A Programmes for this academic year 2009-10 viz., **MBA in Port and Shipping Management** and **M.B.A in International Transportation and Logistics Management**. The duration of the MBA programme is two academic year consisting of four semesters. Each academic year shall be divided into two semesters. The first academic year shall comprise of first and second semesters, the second academic year shall comprise of third and fourth semesters. The odd semesters shall consist of the period from August to January of each academic year and the even semesters from February to June of each academic year. There shall be not less than 90 working 'days for each semester.

**MBA in Port and Shipping Management** is designed to provide the students with adequate skills and knowledge in functional areas of the port and shipping sectors. It also gives a holistic view of the sector integrating various aspects viz. port management, maritime law and maritime economics which helps them to gain a thorough understanding of the maritime business and to provide opportunity for undertaking employment oriented courses and projects which will facilitate the students to opt for career changes.

**M.B.A in International Transportation and Logistics management** is a program which deals with the management of the domestic and international modes of transportation in today's rapidly changing economic environment. Logistics management assumes the systems approach to the management of a wide variety of activities related to movement of traffic from origin to destination point.

### **3. Entry Requirements**

- Candidates seeking admission into the programme should possess any degree (10+2+3 system) from recognized university (or)
- Master Foreign Going Certificate issued by Directorate General of Shipping, Ministry of Shipping Government of India or its counterparts in other countries. (or)
- First class engineering certificate issued by Directorate General of Shipping, Ministry of Shipping Government of India or its counterparts in other countries.
- The applicant should have CAT/MAT/GMAT/IMU/TANCET Entrance score not older than 5 years prior to the commencement of the academic session.

### **4. Payment of Fee**

The students are instructed to remit the course fee on or before the commencement of the course for every year. They need not wait for a separate intimation /communication from the University regarding the fee. The University also encourages enrolment of candidates sponsored by their organization.

The course fee is Rs 2 lakhs per year as non - residential and should be paid by way of Demand Draft drawn in favour of “*Indian Maritime University*”, payable at Chennai. Rs 60,000 will be charged extra for boarding/lodging, if available. The students have to enclose the DD with a covering letter and have to write their name, Enrolment / Registration Number, Course name and the purpose for remittance of fee on the back of the Demand Draft. Further, the Students have to retain a photo copy of the DD for their future reference.

### **5. Credit Systems**

The University follows the “Credit System” for this programme. One credit in this system is equivalent to one lecture hour per week. This helps the learner to understand the academic effort one has to put into successfully completion of a course. Completion of the programme requires minimum of 95 credits for successfully gaining the master degree.

### **6. Attendance**

Students who secure minimum of 90 percent attendance in a semester are required to appear for the examination of that semester.

## 7. Course Continuation

Students, who have secured the required attendance (90%) in all the courses of a semester, will be permitted to proceed to the subsequent semester. Those who fail to secure the required attendance shall seek readmission into the same semester/course during the subsequent academic year.

## 8. Course Completion

Students shall complete the programme within 5 years from the date of completion of the programme.

## 9. Continuous Internal Assessment

The respective course faculty will continuously assess the student based on their performance in the case studies, paper presentation, quizzes, test, and other assignments. The maximum internal assessment mark for every course is 25. There is no stipulation as to the minimum level of performance in the internal assessment.

### Internal Assessment

a)	Assignment	-	10 Marks
b)	Test	-	10 Marks
c)	Seminar	-	5 Marks
	<b>Total</b>	-	<u><b>25 Marks</b></u>

## 10. University Examinations

The University examinations will be held at the end of each semester for duration of three hours per course for a maximum of 75 marks

## 11. Pattern of Question Paper

The question paper for all the courses will be set for a maximum mark of 75 and will have three sections. Questions for Section A, Section B and Section C will be taken from each unit of the syllabus.

### **SECTION A (15 x 1 = 15 Marks)**

Section A will comprise of fifteen multiple Choice questions, all of which have to be taken by the students. Each answer will be evaluated for 1 mark.



### **13. Passing Minimum**

The internal assessment component does not have any passing minimum. The passing minimum for the university examination is 50% of the total marks of university examination in each course. The overall passing minimum taking the continuous assessment and university examination marks is 50% of the total in each course.

### **14. Project work**

Each candidate shall be required to take up a Project work and submit a report in the second year (end of the IV semester). The project shall be only individual projects. The students shall not engage in group projects. Each student shall work under a guide. The faculty members in the university shall be the guides. Each faculty may be permitted to guide a maximum of 20 students in one academic year. The guide shall be responsible for certification of the data and the final report. The students shall submit their project report to the guide on or before the specified date. A student has to submit three copies of the project report and take back one copy after signed by the guide. The guide shall retain one copy and send another copy to the university after the Viva-voce Examination. The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits). The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits). The student who fails to submit his /her project reports at the end of the respective academic year shall be permitted to submit the same only at the end of the next academic year.

### **15. Arrear paper**

A student with arrears can repeat the semester examinations along with the subsequent semester examinations. The internal marks obtained by the student will be carried over for declaring the result.

### **16. Improvement**

Improvement is allowed only for the end-semester examination. Candidate who has passed in theory paper/ papers are allowed to take the improvement examination only once in order to improve his/her marks, by paying the fee prescribed. If candidate improves his/her marks, then his/her improved marks will be taken into consideration for the award of Classification only. Such mark obtained from improvement examination shall not be considered for the award of Prizes/ Medals, Rank or Distinction. If the candidate does not show improvement, his/ her previous marks will be taken into consideration.

No candidate shall be allowed to apply for improvement marks in the Project work and Viva - Voce Examination.

## 17. Classification of Marks

The classification of marks will be as follows.

- 75% of the marks and above – Distinction
- 60% and above but below 75%- 1<sup>st</sup> class
- 50% and above but below 60% - 2<sup>nd</sup> class
- Below 50 % - Fail

## 18. Letter Grades

The percentage of marks obtained by a candidate in a course will be indicated in a letter grade as follows.

<b>MARKS</b>	<b>LETTER GRADE</b>	<b>CLASSIFICATION</b>
75-100	D	DISTINCTION
65-74	A+	FIRST CLASS
60-64	A	FIRST CLASS
55-59	B+	SECOND CLASS
50-54	B	SECOND CLASS
Below 50	F	FAIL

A student is considered to have completed a course successfully and earned the prescribed credits if he /she secure a letter grade other than “F”. A letter grade F in any course implies a failure in that course.

The F grade once awarded stays in the grade card of the student and is not deleted even when he/she completes the course successfully later. The grade acquired later by the student will be indicated in the grade sheet of the subsequent semester in which the candidate has appeared for clearance of the arrears.

A student who secures F grade in any course has to pass it compulsorily. A Student who does not pass any course in the stipulate period (ten semesters from the year of admission), me be permitted to re-register for the same course or a substitute course by paying the prescribed fee.

If a student secures F grade in the Project Work / Dissertation, either he / she shall improve it and resubmit it if it involves only rewriting / incorporating the revisions suggested by the evaluators or the student can re-register by paying the prescribed re-registration fee and complete the same in the subsequent semester.

## **19. Consolidated Mark Statement**

The consolidated marks statement indicating marks scored in all the courses will be issued when the students pass all the courses of the MBA programme. The Students have to pay the fee for consolidated marks statement along with the examination fee while registering for the IV semester examination.

## **20. Rank Certificate**

Students who secure the first two ranks in the overall performance (internal assessment and University examination) in the first attempt itself will be issued Rank Certificates on written request through a prescribed form.

## **21. Provisional Certificate**

For those who are declared qualified for the M.B.A degree, provisional Degree certificate will be issued to the candidate in person or sent by post two months after publication of the results. All the students have to pay the fee for the provisional certificate along with IV semester exam fee.

## **22. Award of Degree:**

Students who have successfully completed the programme within the stipulated period will be awarded the degree of Master of Business Administration with their specialization. For those who are declared qualified for the M.B.A degree, the convocation form will be issued on receipt of requisition from the students. The degree certificate will be issued to the students only if they apply for the same in the prescribed convocation form, along with the fee for convocation. The fee payable towards the convocation will be specified in the application form. The degree will be conferred in person or in absentia.

# INDIAN MARITIME UNIVERSITY

(A Central University)

Course Curriculum for Master of Business Administration (M.B.A.)

International Transportation and Logistics Management

## Semester - 1

Course Code	Course Name	Credit	Internal Assessment Mark			Semester Exam Mark	Total Marks	Lecture Hour Per Week	Group Discussion /Tutorial Hour per Week	Total contact Hours Per Week
			Test	Seminar	Assgt.					
MTL01	Management Principles and Practice	4	10	10	5	75	100	4/72	1	5
MTL02	Managerial Economics	4	10	10	5	75	100	4/72	1	5
MTL03	International Accounting	4	10	10	5	75	100	4/72	1	5
MTL04	International Transport Systems	4	10	10	5	75	100	4/72	1	5
MTL05	International Marketing	4	10	10	5	75	100	4/72	1	5
MTL06	Managerial Communication (Soft Skill)	3	10	10	5	75	100	3/54	2	5
Total		23					600	23/414	7	30



## INDIAN MARITIME UNIVERSITY

(A Central University)

Course Curriculum for Master of Business Administration (M.B.A.)

International Transportation and Logistics Management

### Semester - II

Course Code	Course Name	Credit	Internal Assessment Mark			Semester Exam Mark	Total Marks	Lecture Hour Per Week	Group Discussion /Tutorial Hour per Week	Total contact Hours Per Week
			Test	Seminar	Assgt.					
MTL07	Quantitative Techniques for Business	4	10	10	5	75	100	4/72	1	5
MTL08	International Financial Management	4	10	10	5	75	100	4/72	1	5
MTL09	Import Export Documentation & Procedures	4	10	10	5	75	100	4/72	1	5
MTL10	Human Resource Management	4	10	10	5	75	100	4/72	1	5
MTL11	Logistics and Operations Management	4	10	10	5	75	100	4/72	1	5
MTL12	Business Promotion & Entrepreneurship (Soft Skill)	3	10	10	5	75	100	3/54	2	5
Total		23					600	23/414	7	30

# INDIAN MARITIME UNIVERSITY

(A Central University)

Course Curriculum for Master of Business Administration (M.B.A.)

International Transportation and Logistics Management

## Semester - III

Course Code	Course Name	Credit	Internal Assessment Mark			Semester Exam Mark	Total Marks	Lecture Hour Per Week	Group Discussion /Tutorial Hour per Week	Total contact Hours Per Week
			Test	Seminar	Assgt.					
MTL13	Internship*	3				100				
MTL14	Cost and Management Accounting	4	10	10	5	75	4/72	1	5	
MTL15	Research Methodology	4	10	10	5	75	4/72	1	5	
MTL16	International Transportation Law	4	10	10	5	75	4/72	1	5	
MTL17	Management Information Systems	4	10	10	5	75	4/72	1	5	
MTL18	Elective I - Strategic Management	4	10	10	5	75	4/72	1	5	
MTL19	Cultural Diversity and Business (Soft Skill)	3	10	10	5	75	3/54	2	5	
Total		26				700	23/414	7	30	

\* Internship will be carried out during the summer vacation of the first year and a report will be submitted to the University. Marks will be awarded to the report for a maximum of 100 and the same will be included in the Third Semester Marks Statement.

# INDIAN MARITIME UNIVERSITY

(A Central University)

Course Curriculum for Master of Business Administration (M.B.A.)

International Transportation and Logistics Management

## Semester - IV

Course Code	Course Name	Credit	Internal Assessment Mark			Semester Exam Mark	Total Marks	Lecture Hour Per Week	Group Discussion /Tutorial Hour per Week	Total contact Hours Per Week
			Test	Seminar	Assgt.					
MTL20	Transport Economics	4	10	10	5	75	100	4/72	1	5
MTL21	Multi Modal Transport	4	10	10	5	75	100	4/72	1	5
MTL22	Elective II - Operations Research	4	10	10	5	75	100	4/72	1	5
MTL23	Business Consultancy (Soft Skill)	3	10	10	5	75	100	3/54	2	5
MTL24	Project Work	8					200*			
Total		23					600	15/270	5	20

\* The Project Work will be evaluated jointly by Two Examiners (i.e. one for Internal and the other for External) for a Maximum, of 150 Marks (6 Credits). The Viva - Voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a maximum of 50 marks (2 Credits)

## **I SEMESTER**

### **MTL01 - MANAGEMENT PRINCIPLES AND PRACTICES**

#### **UNIT I**

**Nature, Functions and Development of Management Thought:** Meaning and Importance of Management and Manager- Nature, Functions, Development of Management Thought- Early Classical Approaches- Neo Classical Approaches and Modern Approaches.

#### **UNIT II**

**Planning, Decision Making and Organising:** Planning- Nature- Importance- Forms- Types-Steps and Limitations. Management by Objectives- Strategic planning. Decision Making- Meaning- Types - Steps (Process) - Modes of increasing participation in decision making- strategies for improving decision making. Organising- Elements- Contingency variables affecting structure, Organisation design applications- learning organizations.

#### **UNIT III**

**Leading:** Foundations of leadership - Concept- Types- Contemporary Issues; Motivating and Rewarding Employees- Motivation Theories- Contemporary Issues; Leadership and Trust- Behavioural and Contemporary Theories- Emerging Approaches – Issues; Building trust as the essence of leadership. Communication and Interpersonal Skills- understanding communication, Communication and Information Technology, Developing Interpersonal skills.

#### **UNIT IV**

**Managerial Ethics, Social Responsibility and Managerial Control:** Determinants of managerial ethics- Ethical guidelines for managers; Social responsibility of business towards different groups- Social Audit- Business ethics and Corporate Governance. Foundations of Control- Importance of control- Types- Implications for managers- Dysfunctional side of control- Contemporary issues.

## UNIT V

**Organisational Behaviour-** Foundations of Individual Behaviour- ability- biographical characteristics- learning theories. Values – Power and Politics- bases- dependencies as key to power- power tactics- causes and consequences of political behaviour. Conflict and Negotiation- Transition in Conflict thoughts- Conflict process- Negotiations- Global Implications. Stress Management.

## REFERENCE

1. Stephen P Robbins and David A DeCenzo (2008); *Fundamentals of Management: Essential Concepts and Applications*; Pearson Education.
2. Stephen P Robbins, Timothy A Judge and Seema Sanghi (2009); *Organizational Behaviour, 13<sup>th</sup> Edition*; Pearson Education.
3. Rao VSP & Krishna H (2009); *Management: Text and Cases*; Excel Books.
4. Tripathy PC & Reddy PN (2008); *Principles of Management*; Tata McGraw Hills.
5. Michael A Hitt, Stewart J Black and Lyman W Porter (2008); *Management*; Pearson Education.
6. Wendell L French, Cecil H Bell and Robert A Zawacki (2006); *Organisation Development and Transformation: Managing Effective Change*; Tata McGraw Hill.

## **MTL02 - MANAGERIAL ECONOMICS**

### **UNIT I**

Definition, nature and scope of managerial economics- Managerial Economics and Micro-economics - Managerial Economics and Macro-economics - Applications of Economics in Managerial decisions making- Role of Managerial Economists.

### **UNIT II**

Types of Business Organisations- Proprietary Firms- Partnership Firms, Joint Stock Companies, Public Sector Undertakings, Cooperative Societies, Non-profit Organizations, Business Organizations in New Millennium - Organizational Goals - Profit Maximization, Sales Maximization, Satisfying Theory - Enhancing value of the firm and its goals

### **UNIT III**

Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting – Methods of Demand Forecasting

### **UNIT IV**

Production and Costs - Meaning of Production Function - Law of variable proportions - Law of Supply and Elasticity of Supply - Costs and Cost Functions - Short Terms Costs and their use on decision making - Determinants of costs - Break Even Analysis - Cost Forecasting

### **UNIT V**

Pricing and output determination - Pricing decisions under different market forms- perfect competition, monopoly, oligopoly - Pricing Methods - Pricing in Public Sector Undertakings and Cooperative Societies

### **REFERENCE**

1. Managerial Economics – R.L.Varshney and K.L. Maheshwari, S.Chand & Sons,2008
2. Managerial Economics - D.Salvatore, McGraw Hill, New Delhi, 2009
3. Managerial Economics - D.C.Hauge, Prentice Hall **Publication**, 2007
4. Managerial Economics - Reckie and Crooke, Prentice Hall **Publication**, 2007

## **MTL03 - INTERNATIONAL ACCOUNTING**

### **UNIT-I**

Introduction to Accounting-The Anatomy of Accounting-Cash and Accrual Basis of Accounting-Provision & Reserves-Journal and Ledger Accounts-Accounting Concepts-Preparation of Trial Balance – Treatment of Bad Debt and Provision for doubtful debt-Preparation of Profit & Loss Accounts-Balance Sheet-Adjustments and Balance Sheet.

### **UNIT –II**

Consignment-Books of the Consignor-Books of the Consignee-Normal loss-Abnormal Loss-Calculation of Commission –Simple Problems in Consignment-Branch accounts-Goods invoiced to Branch at Selling price-Stock & Debtors System-Simple problems in Branch accounts

### **UNIT-III**

Company Accounts –Issue of Shares and Debentures –Issue of Shares at Premium and Discount Accounting for Changing Prices-Worldwide Inflation and Financial Reporting-Application of Accounting for Changing Prices in selected countries-Financial Reporting in Multinational Enterprises-Gains and Losses from Exchange Rate Changes-The methods of translation-Consolidation Problems-Disclosure.

### **UNIT-IV**

Managerial Accounting Complexities in International Business-Planning-Costing-Control-Organizing-International Financial Analysis – Analysis per employee, per equity share – analysis of information from sources other than Annual Reports and Inter Company Comparison-Consolidation of Subsidiaries –Analysis of Group performance- Consolidate Financial Reporting.

### **UNIT-V**

Global Financial reporting –Efforts towards Global Harmonization - Significant differences between IAS, Indian GAAP and US GAAP- Need for Uniform Global Financial Reporting – Strengths and Benefits of US GAAP’s- Need for Indian GAAP Statements to Translated to US- GAAP and IFRSs-Emerging Dimensions in Voluntary Financial Reporting- Contemporary Analytical Techniques.

## **REFERENCE**

1. International Accounting, Shirin Rathore-DFS,Prentice Hall of India, New Delhi, 1996
2. International Dimensions of Accounting by Dhia D.AlHashim, Jeffrey S.Arpan.
3. International Accounting and Multinational Enterprises,Jeffrey & Appan, Lee H. Radebragh, John Wiley & Sons.
4. Comparative International Accounting, C.W.Nobes & R.H.Parker, Heritage Publishers, 1986
5. International Accounting Survey, S.M.Samuels &A.G.PiperCroom Helm London,2001
6. Paul E Holt and Cheryl, “International Accounting,5<sup>TH</sup> Edition, DAME Thomson Learning, 2001.

## **MTL04 - INTERNATIONAL TRANSPORT SYSTEMS**

### **UNIT-I**

Transportation Modes: Introduction to International Transport System- - Basic terms, - characteristics and relations- Significance of transportation services - Modes -Road Transportation - Rail Transportation -Maritime Transport -Air Transport -Intermodal Transportation - Technical Performance Indicators -Transport Economic Indicators - Maritime Routing Patterns -The Containerization of Commodities -Maersk Shipping Line - Transcontinental Bridges

### **UNIT-II**

Transportation and Space -The Geography of Transportation Networks -Methods in Transport -Geographic Information Systems for Transportation (GIS-T) -Transport and Location -Future Transportation -The Notion of Accessibility -Route Selection - - Traffic Assignment -Transport Corridors

### **UNIT-III**

Transport Terminals Function - Terminals and Location -Port Terminals -Rail Terminals -Airport Terminals -Transport Terminal Governance -Gini Coefficient -Linear Programming -Delphi Forecasting -Dallas / Fort Worth : The Emergence of a Large Airport Terminal -The Port Authority of different countries -The Port of Montreal - Inland Ports

### **UNIT-IV**

International Transportation Strategic Space - Transportation, Globalization and International Trade -Commodity Chains and Freight Transportation -Logistics and Freight Distribution – International Oil Transportation -UPS: Logistical Management of a Distribution Network - The Repositioning of Empty Containers -Commodity Chain Analysis -The Cold Chain

### **UNIT-V**

International Transport and Economic Development -Transportation and Commercial Geography – International Transport Costs - International Transport Supply and Demand -Location Analysis -Market Area Analysis - The Nature of International Transport Policy -The Policy Process - International Transport Planning - International Transport Safety and Security -Traffic Counts and Traffic Surveys - Cost / Benefit Analysis.



## REFERENCE

1. Jean-Paul Rodrigue, Claude Comtois and Brian Slack, "*THE GEOGRAPHY OF TRANSPORT SYSTEMS*" (2009), New York: Routledge,. ISBN 978-0-415-48324-7
2. Douglas Long: International Logistics Global Supply chain management, Kluwer academic publishers-1-4020-7453-0
3. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
4. Desai, H.P: Indian Shipping Perspectives, Anupam Publications, Delhi,
5. Khanna, K.K.: Physical Distribution, Himalaya Publishing, Delhi.
6. Lambert, D et al: Strategic Logistic Management, Tata McGraw Hill, New Delhi.
7. Shipping Documents and Reports, UNCTAD
8. Morlok, Edward K. "The Freight Transportation System," Excerpted from CRC Engineering Hand Book.
9. LaLonde, Bernard J. "Intermodal Freight Requirements," TR News 192,
10. DeGarmo, E. Paul, et.al. Engineering Economy, 8th Edition, Macmillan,

## **MTL05 - INTERNATIONAL MARKETING**

### **UNIT-I**

Marketing environment – customer oriented organization – marketing interface with other functional areas marketing in a globalised environment – The concept of global marketing – Importance, Growth and Benefits – Scope and challenge of international marketing.

### **UNIT-II**

Product life cycle - Market segmentation - Developing Global Marketing strategies – Global marketing management – Planning and Organization – Understanding Global Consumers – Cultural Dynamics in assessing Global markets

### **UNIT-III**

International product policy – Product positioning in foreign market – Product standardization and Adoption – Brands, Trademarks, Packaging and Labeling – International product pricing policy – Export pricing – Pricing for international markets.

### **UNIT-IV**

International promotional policy – International advertising – Developing International advertising strategy – International sales force and their management – Other forms of promotion for global markets - International marketing of services

### **UNIT-V**

Overseas marketing channel policy – Managing international distribution channels – Multinational retailers and Wholesalers – Global Logistics – Contemporary issues in International marketing – International Marketing Information System and Research – Future prospects in International marketing/International products & services customization.

## **REFERENCE**

1. Kotler, Keller, Koshy, Jha, 'Principles of Marketing Management' Prentice Hall.
2. Dana-Nicoleta, Laseu, 'International Marketing', Biztantra 2003.
3. P.K. Vasudeva, 'International Marketing' Excel books, 2004.
4. R. Srinivasan, 'International Marketing' Prentice Hall India.
5. Warren J. Keagan, Mark Green, 'Global Marketing 3/e, Prentice Hall.
6. Philip R. Cateora, John Graham, 'International Marketing', Irvine-Sage Publications, 2004.
7. Rathor, Jain Rathor, 'International Marketing', Himalaya publishing House.

## **MTL06 - MANAGERIAL COMMUNICATION**

### **UNIT-I**

Communication in Business-Importance of Communication- Forms of Communication - Network of the Organisation-Process of Communication: Different Stages Difference between Oral & Written Communication.

### **UNIT-II**

Oral Communication-Fundamentals of Oral Communication: Introduction, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Messages-Public Speaking and Presentation of Reports, PowerPoint Presentation, Body Language, Facial Expressions, Non verbal Communication, emotional Intelligence, Creativity in Oral Communication, Persuasive Communication-Communication through organizing various events like conferences, committee meetings, press meets, seminars, fests and the like.

### **UNIT-III**

Report Writing-Writing an Effective Report, Stages of Writing, Composing Business Messages, Style and Tone, Five Ws and one H of Report Writing-Planning and Types of Reports, Divisions, Numbering and use of Visual Aids-Creativity in Written Communication, Use of Pictures, Diagrams in Written Communication.

### **UNIT-IV**

Business Communication-Writing Commercial Letters, Business Letter Format-Types of Letters - Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, eMail Messages, Proposals, Technical Articles, Telegrams, Telex Messages, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication, Negotiation Skills

### **UNIT-V**

Routine Correspondence-Circulars, Drafting Notices, Handling Complaints, Evaluating Interview Performance, Articles, Formal Invitations-Proforma for Performance Appraisals, Letters of Appointment, Captions for Advertising, Company Notice related Shares, dividends, MoA, AoA, Annual Reports, Minutes of Meetings, Action taken on Previous Resolution.

## **REFERENCE**

1. Scot Ober, Contemporary Business Communication, Biztantra
2. Bovee, Thill & Schatzman, Business Communication Today, Pearson
3. Nageshwar Rao and Rajendra Das, Business skills, HPH
4. Mary Ellen Guffy, Business Communication, Thomson
5. M Ashraf Rizvi, Effective Technical Communication, TMH
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford
7. Micheal Osborn and Suzanne Osborn, Public Speaking, Biztantra
8. John Seely, Oxford Writing and Speaking, Oxford
9. Parag Diwan, Business Communication, EB

## **II SEMESTER**

### **MTL07 - QUANTITATIVE TECHNIQUES FOR BUSINESS**

#### **UNIT I**

Introduction -Scope and Applications -Types, Sources and Collection of Data –Presentation of Data – Measures of Central Tendency and Dispersion. Sampling &Probability -Probability and its theory-Important of sampling distributions-Sampling theory- Sampling Techniques -Statistical Distributions

#### **UNIT II**

Testing of Hypotheses & Chi-Square test -Meaning and procedure of Hypothesis testing - Important of parametric tests -Hypothesis testing of proportions-Chi-square as non-parametric test. Yates correction – Caution in using Chi-Square.

#### **UNIT III**

Analysis of variance & Testing of Hypothesis- II – ANOVA -Basic principle -ANOVA technique -One way and two way ANOVA-ANOCOVA technique-Important Nonparametric test

#### **UNIT IV**

Calculus- Limits-L'Hospital rule-Differentiation-Integration- Partial differentiation& Integration–partial integration - Maxima-Minima- Multiple Differentiation-Multivariate Analysis.-Cross Section Analysis.

#### **UNIT V**

Meaning, Nature and Scope-Phases, Methodology, Applications and Techniques of OR- Limitations of OR-Linear Programming-Formulation of CP Problem-Graphical Method, Simplex Method-Dual of LP-Advantage.

### **REFERENCE**

1. Richard A.Johnson, Dean W.Wichern, 'BusinessStatistics-Decision Making with data,
2. John Willey and Sons Asia
3. Anderson, Sweewen Williams 'Quantitative Methods for Business', Thomson South Western.
4. P.C.Tulsian, Vishal Pandey, 'Quantitative Techniques', Pearson Education.
5. S.P.Gupta, "Statistical Methods", New Delhi, Sultan Chand &Co
6. Sancheti, D.C., & V.K.Kapoor, " Statistics – Theory Methods and application".

## **MTL08 - INTERNATIONAL FINANCIAL MANAGEMENT**

### **UNIT I**

Financial management – An overview, time value of money. Introduction to the concept of risk and return of a single asset and of a portfolio, valuation of bonds and shares option valuation - International Financial Management Environment – Rise of Multinational Corporations – MNCs Financial Management Theory and Practice – Theories of Trade Blocks – quantitative and qualitative Restrictions on Trade.

### **UNIT II**

Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Exchange Rate system – Multiple Exchange Rates – Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital budgeting. Concept and measurement of cost of capital, Specific costs and overall cost of capital

### **UNIT III**

Financial and operating leverage - capital structure - Cost of capital and revaluation, designing capital structure. Dividend policy- Aspects of dividend policy - practical consideration - forms of dividend policy - practical considerations - forms of dividends- share splits

### **UNIT IV**

Principles of working capital - Concepts need – Determinants - issues and estimation of working capital - Accounts Receivables Management and factoring- Inventory management - Cash management - Working capital finance -Trade credit - Bank finance and Commercial paper- Multinational Working Capital Management – Short-term Financing – Options – Dollar Cost Averaging – Alternative Financing Options – Current Asset Management – International Cash Management: - Inventory Management – Managing Blocked Currency Trade.

### **UNIT V**

Capital and Stock market, New issues market - Long term finance: Shares debentures and term loans, lease, hire purchase, project financing, venture capital financing- International Project Appraisal – Issues involved in Investment Analysis – Foreign project Appraisal – Political Risk analysis - International Tax Management.

## REFERENCE

1. Rite M Rodriguez – International Financial Managemetn, E Eugene Carter Prentice Hall, New Delhi 1985.
2. Alan C Shaprio – Multinational Financial Management, Allyn and Pacon IOC, Boston, 1986.
3. Adrin. Buckley – Multinational Finance, Hcrit, New Delhi.
4. Raymond Vemon – Manager in the International Economy, ‘Louis T Wells Jr Prentice Hall, 1987
5. N.P.Srinivasan, M.SakthivelMurugan - Financial Management, Vrinda Publications (P) Ltd. 2008
6. David H Blake – Tine Politics of Global Economic Robert S Walters Relations, Prentice Hall, 1987.
7. Madura, Jeff, “International Finanacial Management, West Publishing Company.
8. William R. Folks Jr.; Raj K. Aggarwal; Raj Aggarwal, “International Dimensions of Financial Management”,South-Western Thomson Learning.
9. Henning, Charles N. and Pigott, William and Scott, RObert Haney,”International Financial Management” ,New York McGraw –Hill.
10. V K Bhalla, “International Financial Management” ,Oscar Pub.
11. Zenoff, David B. And Zwick, JAck, “International Financial Management”, Prentice Hall.
12. P.K. Jain, Josette Peyrand & Surendra Singh Yadav, “International Financial Management”, Macmillan India.

## **MTL09 - IMPORT EXPORT DOCUMENTATION AND PROCEDURES**

### **UNIT-I**

Export Documentation- Framework- Standardized Pre-shipment. Export Documents – Commercial and Regulatory Documents- Export credit instruments and procedure –Letters of Credit and Types of Documents required for export credit and other related documents for export - Central Excise and Customs clearance of export cargo-Procedure and documents.

### **UNIT-II**

Shipment of Export cargo by sea, by air and by post – Procedure and Documents required for shipment of cargo – Multimodal transport – procedure and documentation – Export incentives- EPCG scheme – Duty drawback- Central excise and Sales Tax exemption – exemption of export profit from income tax procedure for availing export incentives – Documents required for export incentives.

### **UNIT-III**

Cargo insurance – Marine insurance –institute cargo clauses- specific policy – Open policy - procedure for cargo insurance- Procedure for marine insurance claims – Necessary documents for filling claim.

### **UNIT-IV**

Export credit insurance – services of Export Credit and Guarantee Corporation in export credit insurance – specific policy and small exporters Policy – Guarantees- Procedure for availing credit insurance and necessary documents. Methods and Terms of Payments for Exports; Cargo, Credit and Foreign Exchange Risks: Procedure for Filing Claims

### **UNIT-V**

Quality control and Pre-shipment inspection - Quality maintenance provisions of Exports (Quality Control and Inspection) Act – Types of pre-shipment inspection – Procedure and documents for pre-shipment inspection - Export Inspection Agencies

## **REFERENCE**

1. Pawan Kumar, “Export of India’s Major Products Problems and Prospects” New Century Publications.
2. D.C. Kapoor, “Export Management”, Vikas 2002.
3. Francis Cherunilam, “Internatinonal Trade and Export Management” – Himalaya Publicatins 2004.
4. Nabhi, “New Omport Export Policy and Handbook of Procedures”. Vol.I 2002-07: As amended upto date Oscare Publications.
5. Johnson, Thomas E., “Export/Import Procedures and Documentation”. NEW York, AMACOM 1994.



# MTL10 - HUMAN RESOURCE MANAGEMENT

## UNIT-I

**Strategic Role of Human Resource Management:** History- nature- objectives- importance and scope of HRM- HRM and competitive advantage- Traditional HRM and Strategic Human Resource Management (SHRM)- Growth of SHRM in the new Millennium- Human Resource Development Practices in India.

## Unit -II

**Planning for human resources in dynamic environment:** Constituents of dynamic environment and their effect on HR practices i.e. technological changes- quality orientations- flexible manufacturing systems- economic challenges and workforce diversity- Job analysis- uses, process and methods of collecting data- Job description and Job Specification. Effective Human Resource Planning- objectives- importance- process and responsibility.

## Unit -III

**Acquisition and maintenance of human resources:** Recruitment- definitions- constraints and challenges- sources- methods- various types of affecting environments and Indian experiences. Selection- purpose and process-; Placements- Induction/ orientation- Internal mobility- Transfers and Separations- Performance Evaluation- format- techniques and problems. Compensation Administration- objectives- components- principles- regulation and factors governing. Incentives and Employee Benefits- methods- guidelines- bases and typologies.

## Unit -IV

**Training and Development:** Training- need- areas- applicability- methods and evaluation of training programmes- learning principle and philosophy of training. Executive Development- concept- importance- methodology/ techniques and selection of suitable methods- evaluation of training and development- Career and succession planning- problems and issues in career planning and development- succession planning, career stages and career management in Indian scenario.

## Unit -V

**Trade Unionism and Employee Welfare-** objective- function and contributions in industrial relations. collective bargaining- objectives- types- issues; suggestions and recommendations of various governing bodies for effective collective bargaining in the process of solving industrial disputes. Employee Welfare- importance- types and statutory provisions- Social Security- types, regulatory mechanisms and applicability in Indian context.

## REFERENCE

1. Rao VSP (2009); *Human Resource Management: Text and Cases*; Excel Books; New Delhi.
2. Dressler (2009); *Human Resource Management*, 11th Ed. Pearson Education
3. Ivancevich (2009); *Human Resource Management*; Tata McGraw Hill, New Delhi.
4. Aswathappa K (2009); *Human Resource Management: Text and Cases*; Tata McGraw Hill, New Delhi.

# **MTL11 - LOGISTICS AND OPERATIONS MANAGEMENT**

## **UNIT - I**

Concepts of Logistics- Evolution – Nature and Importance – Components of Logistics Management- Competitive Advantages of Logistics- functions of Logistics management- principles- Logistics Network- Integrated Logistics system. Supply chain management- Nature and Concepts- Value chain- Functions – Supply chain effectiveness- Outsourcing - 3PLs and 4PLs – Supply chain relationships- Customer services.

## **UNIT - II**

Elements of Logistics and Supply chain management – Inventory carrying – Ware housing – Material handling – Order Processing - Transportation - Demand Forecasting - Impact of Forecasts on Logistics and Supply chain management – Performance measurements.

## **UNIT - III**

Transportation- Position of Transportation in Logistics and Supply chain management- Road, Rail, Ocean, Air, Transport Multi model transport- Containerization – CFS- ICDS – Selection of transportation mode – Transportation Network and Decision- Insurance Aspects of logistics.

## **UNIT IV**

Logistical Information system (LIS) - Operations – Integrated IT solution for Logistics and Supply chain management – Emerging technologies in Logistics and Supply Chain management. Components of a logistic system – transportation – inventory carrying – warehousing - order processing – Ocean transport – ships – types - measurement of capacity of ships – shipping information.

## **UNIT V**

Plant location: Facility location and layout planning - Types of layouts - Material handling equipments - Productivity: Factors Affecting Productivity - Job Design – Process Flow charts - Material Management - Costs associated with inventory - Economic Order Quantity - ABC Analysis - Just in-time Production - Total Quality Management.

## **REFERENCE**

1. Krishnaveni Muthiah, Logistics Management and Seaborne Trade' Himalaya Publishing House.
2. D.K. Agarwal. 'Textbook of Logistics and Supply Chain Management' Mac Millan India Ltd.
3. Martin Christopher, "Logistics and Supply Chain Management" Pearson Education, 2003
4. Ronald H. Ballou, 'Business Logistics and Supply Chain Management' Pearson Education, 2004.

## **MTL12 - BUSINESS PROMOTION & ENTREPRENEURSHIP**

### **UNIT - I**

The entrepreneurial culture and structure- competing theories of entrepreneurship – entrepreneurial traits- types – behavioural patterns of entrepreneurs - entrepreneurial motivation – establishing entrepreneurial systems- idea processing, personnel, financial information and intelligence, rewards and motivation - concept bank – Role of Industrial Fairs.

### **UNIT - II**

Search for a business idea - sources and selection – project classification and identification – constraints – features of ancillary units- consumer products – feasibility , prospects, project objectives, design and appraisal - format for report – net work analysis activity performance – time schedules – factory design – design requirements – applicability of the Factories Act.

### **UNIT - III**

Financial analysis - capital cost, operating cost, cost estimation and budgeting under uncertainty – risk and inflation – proforma profit and loss balance sheet – cash flow statement – social costs - cost benefit analysis. Project – sources of project finance, credit facilities – types- evaluation by financial institutions – role of consultancy organizations – uses of leasing arrangements- institutions providing technical, financial and marketing assistance.

### **UNIT - IV**

Marketing channel – selecting channel members– setting quality standards-recruitment strategies Types of relevant institutions - entrepreneurship development programmes in India – prospects. Business Games on Interpersonal skills. Team spirit Social grace. Business etiquette. Negotiation skills.

### **UNIT - V**

Steps for starting a small industry – selection of types of organization - Incentives and subsidies – Central Govt. Schemes and State Govt. Schemes – incentives to SSI - registration, Registration and Licensing requirements for sales tax, CST, Excise Duty – Power – Exploring export possibilities - incentives for exports – import of capital goods and raw materials.

## **REFERENCE**

1. Hans Schollhnmmer and Arthur H. Kunitoff, “Entrepreneurship and Small Business Management”, John Wiley.
2. Joseph R. Mancuso, “How to start, finance and manage your own small business”, Prentice Hall.
3. R.A.Sharma, “Entrepreneurial Change in Indian Industries“, Sterling Publication.
4. Gupta and Srinivasan, “Entrepreneurial Development”, Sultan Chand, New Delhi,
5. James R. Cook Harper, “The Start-up Entrepreneur”,

## **MTL13 – INTERNSHIP**

Internship will be carried out by the students during the summer vacation of the first year (end of the second semester) and a report will be submitted to the University. The report will be evaluated by the University Faculty for a maximum of 100 marks and the same will be included in the Third Semester Marks Statement.

### **III SEMESTER**

#### **MTL14 - COST AND MANAGEMENT ACCOUNTING**

##### **UNIT-I**

Cost and Management Accounting – Meaning and Definition – Nature and scope – Objectives of Management Accounting - importance and limitations – Management Accounting vs. Cost Accounting. Position of Management Accounting in the Organization. Cost Accounting - Concept of cost centers, profit centers and investment centers. Sources for cost information, Cost units- classification of costs- cost analysis for management decision making.

##### **UNIT-II**

Analysis and Interpretation of Financial Statements – Concept of Financial Statement and their Nature, objectives, tools – Methods – Limitations of Financial Statements – Types of Analysis - Comparative Statements, Common Size Statement and Trend analysis. Ratio Analysis – Interpretation, benefits and limitations - Classification of ratios – Liquidity, Profitability, turnover, capital structure and leverage.

##### **UNIT-III**

Marginal Costing and Break-Even analysis – Concept of Marginal Cost – Contribution- Applications of Marginal Costing – Cost – Volume – Profit relationship - Budgets and budgetary control – Meaning, objectives, merits and demerits – Establishing a System of Budgetary Control – Preparation of Sales Budget, selling and distribution cost budget , – Production budget , Cash and Flexible Budgets- Master Budget.

##### **UNIT –IV**

Capital Budget – Nature of Capital Expenditure – concept of Capital Budgeting – Capital Budgeting Procedure – Methods of Ranking Investment Proposals - Problems involving Pay-back Method, Average Rate of Return Method - Net Present Value Method and Discounted Cash flow Method.

##### **UNIT-V**

Standard Costing and variance Analysis- Meaning of Standard Cost – Relevance of Standard Cost for Variance Analysis – Significance of Variance Analysis- Computation of Standard costs for Materials, Labour and Overhead Variances- Comparison between Budgeting and Standard Costing – Responsibility Accounting - Meaning and Objects – types of Responsibility Centre.

## **REFERENCE**

1. Khan & Jain- Cost Accounting-(TMH), 1/e, 2008
2. Management Accounting – Atkinson – Pearson / PHI, 3/e
3. Principles of Management Accounting – Sultan Chand & Sons
4. Management Accounting – Sudhindra Bhat – Excel Books
5. Cost Accounting: Principles and Practice - Bhattacharya – PHI,2008
6. Cost Accounting – Jawaharlal – TMH, 3/e, 2008
7. Practical Costing- P C Tulsian – Vikas, 1/e, 2008
8. Cost Accounting – M.N Arora – Vikas, 7/e, 2008

## **MTL15 - RESEARCH METHODOLOGY**

### **UNIT-I**

Introduction to Business Research - Research in Business – Research Process- Research need, formulating the problem, designing, sampling, pilot testing - Thinking Like a Researcher and Proposals - Ethics in Business Research.

### **UNIT -II**

Research Design- Exploratory, Descriptive, Casual, Formulation of hypothesis - types. Measurement- characteristics of sound measurement tool, Scaling methods and sampling techniques- Nature, simple probability and complex probability – Non- probability samples.

### **UNIT –III**

Sources and Collection of Data- : Primary and secondary sources, survey observation, experimentation- details and evaluation. - Questionnaires – schedules and Instruments – Coding, data entry, tabulation & cross tabulation-and Graphic presentation - Examining Data.

### **UNIT –IV**

Analysis and Preparation: Hypothesis testing – statistical significance, statistical testing procedure. Tests of significance- Types and selection of tests- Multivariate Analysis Techniques -Simple Correlation -Regression Analysis -Multivariate Techniques – Variable in Multivariate Analysis -Important Methods of Factor Analysis

### **UNIT –V**

Presenting results and writing the report: - Written and Oral Reports. The written research report, preparatory items, introduction, methodology, findings and conclusions- writing the draft to presentation – Oral presentation – preparation, delivery and audiovisuals.

## **REFERENCE**

1. William C Emory, Business Research Methods, Richard D Irwin, NJ,
2. Donald R Cooper, Business Research Methods 7<sup>th</sup> Ed, McGraw Hill, 2001
3. Krishnaswami OR, M.Ranganatham, Methodology of Research for Social Science, Himalaya, Mumbai, 2001.
4. Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern
5. Research Methodology by C.R. Kothari

## **MTL16 - INTERNATIONAL TRANSPORTATION LAW**

### **UNIT- I**

A general introduction in defining international Trade and its items- A general approach to the international Trade Law/principles, traits, sources and usages

### **UNIT-II**

Efforts of United Nations and World Trade Organization (WTO) in unifying the basis of the International Trade Law-General principles in the international trade contracts/ negotiations, formulation and impact of the international trade contracts.

### **UNIT- III**

Applied training in the formulation and negotiations of international contracts-International tenders contracts and their rules-International maritime sale contracts: types and rules Documentary Credit contracts/ international basis and usages

### **UNIT- IV**

Applied practice/ examining sample contracts for the International Transport, International Sales and Documentary Credits- International commercial arbitration/ definition and advantages, traits and principles-International commercial arbitration/ basis, rules and procedures-Applied practice on international commercial arbitration

### **UNIT -V**

Maritime Insurance - Introduction to Maritime Insurance - Maritime Insurance market conditions- Insurance terminology -The law of marine insurance -The markets for Maritime Insurance -The ship owners and charterers insurable interests -Hull and Machinery insurance – Norwegian and English conditions -P&I insurance -Loss of Hire -TLO insurances -Case work.

## **REFERENCE**

1. Rosa Greaves, EC Transport Law, Pearson Education, Maritime & Transport Law area
2. Dr. Talib H.Musa, Almujaaz in the International Trade Law, Althaqafeh Publishers, 2001
3. Hamzah Haddad, The International Trade Law
4. Lars Gorton, Rolf Ihre, Arne Sandevärn and Patrick Hillenius, Shipbroking and Chartering Practice, 7th Edition.



## **MTL17 - MANAGEMENT INFORMATION SYSTEMS**

### **UNIT – I**

Management Information System – Concept, Need, Strategic role – Evolution of Management Information System – Components of Management Information System – Information flow.

### **UNIT - II**

Data base management systems – Objectives and Components – Database design – Creation and control – Recent trends in database.

### **UNIT – III**

Developing information system – Planning, Designing and redesigning – Approaches for system development – System analysis and Design – system Implementation and Maintenance.

### **UNIT – IV**

Transaction processing and Support system – Transaction processing system – Office automation systems – Decision support systems – Executive information systems – Artificial intelligence and Expert systems.

### **UNIT – V**

Functional Information systems – Production, Finance, Human resource and Marketing – Managing information resources – Information Technology in ships and shipping Companies - methods – functions. Information Security – Control & Audit of Information Systems

## **REFERENCE**

1. James A O' Brain, Management Information Systems', Tata Mc Graw Hill. 2003
2. King R William, 'Management Information Systems', 2003
3. Davis, 'Management Information Systems', Mc Graw Hill. 2003
4. Wetherbe, Turban, 'Information Technology for Management', John Willey publishers.
5. .M.Prasad, Usha Prasad, 'Management Information Systems', Sultan chand & Sons. 2003
6. D.P.Goyal, 'Management Information Systems – Managerial Perspectives', Mac Millan India Ltd. 2003.
7. S.Sadagopan, 'Management Information System', Prentice Hall 2003.
8. Eff Oz, 'Management Information Systems', Vikas Publishing house Pvt. Ltd. 2003.
9. Muneesh Kumar, 'Business Information Systems', Vikas Publishing house Pvt. Ltd. 2003.
10. Kenneth C.Loudan & Jane P.Loudan, "Essentials of MIS", Prentice Hall India, 2001

## **MTL18 — STRATEGIC MANAGEMENT**

### **UNIT- I**

**Strategic Management Process:** Basics of Strategic Management- Evolution of strategic planning- Dimensions of strategic decisions- Concept of strategy- Elements of a strategy- Modes of strategic management- Purposes and steps of strategic management- Strategy formulation and strategy implementation. Strategic intent- vision- mission- objectives- goals and critical success factors.

### **UNIT- II**

**Environment Scanning and Industry Analysis:** Internal and external environment and components thereof- Environmental scanning- Organizational responses to the environment- A framework for industry analysis- Michael Porter's Analysis- Usefulness of industry analysis. Competitive analysis- Sources, Forces shaping competition in an industry- Strategic groups- Competitor analysis. Internal Analysis- Sources- Resources- Capabilities and competencies- SWOT Analysis- Concept and building of synergy.

### **UNIT- III**

**Strategies for Competing in Global Markets:** Corporate level strategies- Balanced Score Card- Strategic alternatives- Growth strategy- Diversification strategy- Stability strategy- Retrenchment and combination strategies- Corporate restructuring- Mergers and acquisitions- Takeovers- Cooperative strategies- Reasons for strategic alliances- pre-Requisites for success. Global Strategy- Globalization- Global expansion strategies- Market entry strategies- competitive strategy. Business level strategy- Porter's Competitive strategy- features of competitive advantage- differentiation strategies and focus strategies.

### **UNIT- IV**

**Strategic Implementation and Functional Strategies:** Strategy implementation- activating strategy- resource allocation- strategy- structure relationship- strategic business units- factors influencing organization structure- Behavioural issues in strategy implementation- operations strategy- financial strategy- marketing strategy and human resource strategy.

### **UNIT - V**

**Strategic Leadership and Control:** Strategic Leadership- functions of leadership- traits of effective leaders- strategic leadership and competitive advantage- Strategic evaluation and control- importance- barriers- evaluation criteria- strategic control- operational control- characteristics of an effective control system.

## REFERENCE

1. Rao VSP and Hari Krishna V (2009); *Strategic Management: Text and Cases*; Excel Books.
2. Ghemawat, Pankaj (2009); *Strategy and the Business Landscape*; Pearson Education.
3. Arthur A Thompson and AJ Stickland III (2002), *Strategic Management*; Tata McGraw Hill.
4. Gerry Johnson (2002); *Exploring Corporate Strategy*; Prentice Hall.
5. Maisana Mazzucato (2004); *Strategy for Business*; Sage Publication.
6. Craig Fleisher et.al (2002); *Strategic and Competitive Analysis*; Prentice Hall.

## **MTL19 - CULTURAL DIVERSITY AND BUSINESS**

### **UNIT- I**

Cultural Anthropology and International Business – Need for greater awareness of Cultural Environment – Culture and its effect on Organisations – Culture Variables and dimensions – Contrasting cultural variables.

### **UNIT - II**

Cross – cultural research on motivation – need hierarchy in International context – motivating the culturally diverse workforce- rewards system.

### **UNIT – III**

Leadership across cultures – contingency leadership – the culture variable – leadership around the world- Effective international leader.

### **UNIT – IV**

Communicating across cultures – influence of culture and language – Vice versa – language and social context – linguistic diversity – Non verbal dimensions of communication – Effective cross cultural communication.

### **UNIT – V**

Conceptualisation of work, family and leisure by managers in western and eastern cultures. Meaning and determinants of quality of life in different cultures. Negotiating styles. Cross – cultural research finding.

## **REFERENCE**

1. Harris P.R and R.T.Moran “Managing Cultural Differences”, Gulf Publishing, 1991, Houston
2. E.T.Hall and M.R.Hall, “Understanding Cultural Differences”, Yarmouth, Maine, Intercultural Press,.

## **IV SEMESTER**

### **MTL20 - TRANSPORT ECONOMICS**

#### **UNIT - I**

Introduction to transport economics-Traffic and transportation system- difference between traffic and transportation system measuring traffic transport performance-Regulation of road, rail transport and inland waterway transport

#### **UNIT- II**

Economics of transport management-Direct cost of transportation and cost recovery-cost calculation in a transport- Time cost and distance costs- Hour efficient and kilometer efficient-variable costs-common costs-costs for peak and off-peak periods-Waiting time in transport firms.

#### **UNIT- III**

Routing-shortest path method- Round trip method-assignments of origin and destination-pricing in a transport firm- optimum size and composition of the vehicle fleet- optimal replacement logistical costs- concept of business logistics- transportation costs- Handling costs- Inventory costs-External costs of transport

#### **UNIT- IV**

Transport supply and demand- Demand for transport-Aggregate models- micro economic approach to transport –choice behaviour- empirical application- demand analysis

#### **UNIT- V**

Transport policy –charging for external costs- pricing policy- Infrastructure policy- role of transport economist in government.

### **REFERENCE**

1. Gust Baluwens, Peter De Baere, Eddy Van de Voorde, “ Transport Economics, De boeck publication
2. Emile Quinet and Roger Vickermant, Principles of Transport Economics, EE publication
3. Pradeepta Kumar Samanta, Port Infrastructure and economic development, Kalpaz publ. (Delhi)

## **MTL21 - MULTIMODAL TRANSPORT**

### **UNIT-I**

Liner trade- The liner trades of the world and the geography of their routes and ports- Liner conferences-Rating policies- Loyalty rebate schemes- consortium agreements- slot chartering- Non-conference operations-Use of chartered ships-speculative operations- The U.N Liner code

### **UNIT-II**

Bills of lading and their paramount importance in liner traffic- Transferability- Hague/Hague-Vishy/Hamburg Rules- 'Clean Bill of lading and clauses-avoidable of fraud-Different types of bills of lading- Liner waybills, House bills of lading- Other documentation-Liner documents including booking notes-shipping notes, mate's receipts, manifests, LCL packing lists, hazardous cargo lists- Letter of indemnity

### **UNIT-III**

Containerization and Intermodal Transportation-FCL, LCL, ICD, CFS-Pre and post shipment carriage including methods of subsidy-Moving cargo overland under customs bond- concept and rationale of multimodalism-implementation- Problems and progress in the Indian scene including legislation and customs Convention-legal aspects, container leasing methods, infrastructure requirements- Loss prevention and insurance-institutional and economic aspects-multimodal and international trade logistics

### **UNIT-IV**

Tariffs: Principles of Liner Tariff- Rate calculations and quotation to shippers Surcharges- Theory of FAK v/s commodity based tariff. Different types of rates for breakbulk and containerized cargoes-Methods of rating containers-Application of marginal costing-The relevance of tariffs in times of severe competition- Merchants: The methods of financing/ paying for goods- impact of Letter of credit on shipping documents-identifying the parties viz., shippers, endorse, consignees, forwarders, notify parties, banks etc.

### **UNIT-V**

Agency agreements: Terms and conditions-Agents duties-Sales and marketing-container control-Freight collection including granting of credit- Cargo Claims: Agents involvement in handling cargo claims- Role of owners, P&I clubs-Types of insurance carried by merchants

## **REFERENCE**

1. Branch Alan E, Elements of shipping, Chapman and Hall, London
2. Alderton, Patrick M, ' Sea Transport: Operations and Economics: Thomas Reed Publication, Surrey U.K.

## **MTL22 - OPERATIONS RESEARCH**

### **UNIT-I**

Meaning, Nature and Scope-Phases, Methodology, Applications and Techniques of OR-  
Limitations of OR-Linear Programming-Formulation of CP Problem-Graphical Method,  
Simplex Method-Dual of LP-Advantage.

### **UNIT-II**

Transportation problem-General Structure-Methods for finding critical and optimal solutions-  
Degeneracy-Transportation problems

### **UNIT-III**

Theory of Games-Meaning, Types of games – Two person, zero – sum game- Minimax and  
Maximax strategies-Saddle points-Mixed Strategies – Solution Methods for games –  
limitations.

### **UNIT-IV**

Net Work analysis-PERT/CPM-Basic concepts-Preparation of Network diagram-  
Computation of Critical Path-PERTcost-Applications of PERT- Limitations of PERT/  
CPM.

### **UNIT-V**

Waiting Line Theory – Meaning, concepts used, elements of Queuing system- Basic Structure  
of Queuing models –Single Channel, Multichannel queuing models – Limitations of queuing  
theory.

## **REFERENCE**

1. Shenoy, V., V.K.Srivatsava & S.C.Sharma, “Operations Research for Management”  
NewDelhi, G.Wiley Eastern Ltd,NewDelhi, 1991
2. Herbert, N. & Wright G.P. “Operations Research Techniques for Management”, New Jersey,  
Prentice Hall. 3. Gillet, B.E., Introduction to Operations Research, New Delhi, Tata Mcgraw  
Hill.
3. Andrew Vazsonyi & Herbert Spierer, “Quantitative Analysis for Business”, New Delhi, Prentice  
Hall of India, 1987.
4. Ronald V.Hartley, “Operations Research: A Managerial Emphasis”, Publisher: Scott Foresman  
& Co.
5. Kothar, C.R.”An Introduction to Operations Research”, Vikas Publishing House Private  
Ltd.

## **MTL23 - BUSNIESS CONSULTANCY**

### **UNIT –I**

Introduction- the challenges of consulting-Defining and framing business problem- Develop a business plan- Creative problems solving

### **UNIT – II**

Questioning –Interviewing and Data gathering skills- Persuasively making the business case- Organizational structure and function

### **UNIT –III**

The Credit/ Sales controversy- Basic Strategic Analysis- Market the business-Financial Strategies- Contemporary Strategic issues- E-Commerce Strategy.

### **UNIT – IV**

Build a Client relationship-Building Excellent Processes- Value Chain Analysis-Decision Trees—Delphi Modeling- Business Process Reengineering: Its Past, Present and Possible Future

### **UNIT – V**

Competency mapping – Corporate network –Business simulation games- Knowledge Management-Project Analysis.

## **REFERENCE**

1. Wood-Peter (Editor), “Consultancy and Innovation”: The Business Service”, Routledge Pub.
2. Nash, Susan, “ Starting And Running: A successful Consultancy Business, An insider Guide”, How to Books Pub, 2002.
3. Alan Weiss, Million Dollar Consulting: The Professional’s Guide to Growing a Practice, McGraw Hill Trade, 2002



## **MTL24 - PROJECT WORK**

Each candidate shall be required to take up a Project work and submit a report in the second year (end of the IV semester). The project shall be only individual project. The students shall not engage in group project. Each student shall work under a guide. The faculty members in the university shall be the guide. Each faculty may be permitted to guide a maximum of 20 students in one academic year. The guide shall be responsible for certification of the data and the final report. The students shall submit their project report to the guide on or before the specified date. A student has to submit three copies of the project report and take back one copy after signed by the guide. The guide shall retain one copy and send another copy to the university after the Viva- voce Examination.

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits). The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits). The student who fails to submit his /her project reports at the end of the respective academic year shall be permitted to submit the same only at the end of the next academic year.

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**INDIAN MARITIME UNIVERSITY**  
(A Central University, Govt. of India)

**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**International Transportation and Logistics Management**

**GUIDELINES & SYLLABUS**  
(Effective from the academic year 2009 – 2010)

## **FOREWORD**

It is my pleasure to note that the University is heading for admission of the first batch of students for its full time regular Course on MBA in port and Shipping Management and International Transportation and Logistics. I am sure this would go a long way in meeting the demands of the new generation of students for 'Management Studies'.

Sea borne trade forms ninety per cent of the total world trade and ship operations is one of the main activities to execute the trade. Nowadays, the maritime industry faces numerous challenges with respect to technological innovation. There has been a new look at the sphere of the organizational management. Organizational efficiency today is a cumulative product of interaction between structure and process. And in determining the process every man down the line has to play a proactive role.

Placed in this backdrop, our University will adopt a three-pronged strategy to consolidate the programme. First, we will depend on the resourceful and rich in-house interdisciplinary faculty support, which we have in our University. Second, we will pull in external resources – people having their expertise and skill and experience – to the extent it is required, involving people both from the academia and the industry and providing a platform for interaction among them. The guiding principle here would be providing exposure to our students. And thirdly, we will provide adequate infrastructural support to our students so that they can take advantage of the technology with a view to place them in the 'world of management'.

To that extent, it is less theoretical, more job-oriented, less teaching-learning oriented, more a guide to practical world. To facilitate this process, course materials and evaluation thereof have been appropriately designed with the help of recognized experts in the field.

**Chairman-Syllabus Committee**

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