



INDIAN MARITIME UNIVERSITY

(A Central University under the Union Ministry of Shipping)

School of Maritime Management

Regulations & Syllabus

for

Master of Business Administration (MBA)

in

International Transportation and

Logistics Management

## FOREWORD

Since its inception in 2009, the School of Maritime Management of the Indian Maritime University has been offering two specialised MBA programmes – MBA (Port and Shipping Management) and MBA (International Transportation and Logistics Management). A majority of the subjects taught in the 2 MBAs were general management subjects, and there was a felt need to completely revise the curricula, giving greater emphasis to topics in Shipping, Ports and Logistics. Analysis of Case Studies was not part of the curricula, and this was a serious lacuna for a Management programme. The reconstituted School Board, with good support from the faculty, has completely revised the curricula of the 2 MBA programmes so as to bring them in tune with the changing dynamics of business, economics and maritime industry practices around the world. Whereas formerly subjects dealing with Shipping, Ports and Logistics numbered only 8 in the case of MBA (ITLM) and only 10 in the case of MBA (PSM) out of a total of 24 subjects, after the curricula revision, the number is 14 out of the same total in both MBA programmes. The course materials, pedagogy and evaluation criteria have been suitably redesigned. I am confident that the revised curricula of the 2 MBA programmes will meet the expectations of key stakeholders viz., students, faculty and the shipping, port and logistics industries.

Shri K. ASHOK VARDHAN SHETTY

Vice Chancellor, IMU and Chairman,  
School Board of Maritime Management

3<sup>rd</sup> August 2015

MEMBERS OF SCHOOL BOARD OF MARITIME MANAGEMENT

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8	Dr Sanjay Bhavnani Director & C O O MMS Maritime (India) Pvt Ltd Mumbai	
9	Shri Ennarasu Karunesan CEO & Director DP World Chennai.	

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## PROGRAMME REGULATIONS

### 1. About the University:

The Indian Maritime University (IMU) was established through an Act of Parliament (No. 22 of 2008) on 14<sup>th</sup> November 2008. As a Central University, it is poised to play a key role in the development of required human resources for the maritime sector. The IMU, being the first of its kind in the country will cater to the educational requirement of the maritime fraternity. IMU has a panel of dedicated and experienced faculty members, state of the art infrastructure and efficient administration. IMU's strength and uniqueness lie in its ability to integrate theories and practices and its commitment to provide quality maritime education, training and consultancy. The headquarters of IMU is located at Chennai and regional campuses are at Chennai, Mumbai, Kolkata, Visakhapatnam and Cochin.

### 2. MBA Programmes by SMM:

The Indian Maritime University offers two unique MBA Programmes under the School of Maritime Management, since academic year 2009-10 viz., MBA in Port & Shipping Management and MBA in International Transportation & Logistics Management. The duration of the MBA programme is two academic years with each academic year divided into two semesters. The odd semester functions from August to January each year and the even semester from February to June. There shall be not less than 90 working days in each semester. The University also encourages enrolment of candidates sponsored by government/private organizations to pursue the full time programme.

MBA in Port & Shipping Management is designed to provide the students with adequate skills and knowledge in functional areas of the Port and Shipping sector. It also gives a holistic understanding of the sector integrating various aspects viz. Port management, Maritime business environment and Shipping economics apart from a thorough grounding on general managerial skills. This helps the students to tap into opportunities not only in port, shipping and logistics sector but also into other sectors of the economy.

MBA in International Transportation & Logistics Management is a unique program to train students on the management of the domestic and international transport in the rapidly changing business environment. Logistics management assumes palpable significance as commercial activities related to movement of cargo plays a vital role in the fast paced competitive businesses. Students are thoroughly exposed to principles of Supply chain, Warehousing, Containerisation, and Strategic sourcing in business. The Logistics and Transport sector is one on a fast-track growth and the students gear up to match the requirement of the Industry.

### 3. Entry Requirements:

For entry into both the MBA programmes, the following are essential:

- A degree from a recognized University with a minimum of 50% marks in aggregate. A relaxation of 5% in eligibility marks to SC/ST candidates is given.

- A minimum of 50% marks in English subject (Secondary/Higher Secondary/ UG degree). The relaxation of 5% will not apply to English Marks.
- A valid IMU- CET (Common Entrance Test) score conducted in that academic year. IMU-CET is being conducted every year in April/May for admission to the MBA Programmes.

#### 4. Payment of Fee:

The course fee, for the programme, is Rs 2 lakhs per year. Both the programmes are non-residential. However, in case of availability, hostel facility may be provided to interested students on payment of prescribed hostel fees as per University norms. Women students are offered Hostel facilities inside the campus for which currently a fee of Rs. 60,000 per year and a caution deposit of Rs. 20,000 are being collected. Apart from the course fee, candidates are required to pay the prescribed examination fee at the time of appearing for the semester examinations.

#### 5. Credit Systems:

The University follows the "Credit System" for both the programmes. Each lecture-based course in this programme carries 4 credits. The field work-based courses of Project work and Internship carry 8 and 4 credits respectively. For successful completion of the programme, a minimum of "100 credits" is essential.



6. Attendance:

All students must put in a minimum of 75% of attendance in order to appear for the university end-semester examinations (theory and practical). The minimum percentage of attendance will be calculated only in terms of the total working days in the semester and not in terms of classes or subject-wise.

7. Condonation Fee:

If a student has put in less than 75% but has above or equal to 65% of attendance, owing to reasons such as medical, bereavement or any other legitimate reason, the Campus Director / Principal is empowered to condone the shortage of attendance subject to the collection of prescribed Condonation Fee for Attendance as per the University norms.

8. Break-in-Studies:

A student who has put in less than 65% attendance will not be permitted to write the University's end semester examination and further will not be permitted to move to the next semester. It will be treated as a case of "Break-in-Studies" and he will be required to repeat the incomplete semester in the next academic year. However, such students are permitted to write the arrear examinations of previous semesters. Before rejoining the programme, he/she must obtain due permission from the Vice Chancellor after which he is required to remit the following fees:

- (i) The condonation fee for 'Break in Studies' as prescribed by the university
- (ii) The semester fees for the concerned semester once again where he/she is repeating an incomplete semester.

9. Programme Completion:

Students, enrolled for an MBA programme shall complete the same within a maximum of 4 years duration, from the date of enrolment to the respective programme.

10. Continuous Internal Assessment:

Each course faculty will continuously assess the students based on their performance viz. Case study discussion, Paper presentation, Quiz, Written/Oral Test, and Assignments. Case method as a pedagogical tool is adopted for all courses. The maximum internal assessment mark for each course is 40. There is no minimum pass mark in the internal assessment. The breakup of internal assessment marks will be as follows:

a. Internal Tests (best 2 out of 3)	-	10 Marks
b. Class participation	-	05 Marks
c. Individual assignment & presentation-		10 Marks
d. Group assignment & presentation	-	15 Marks
		_____
Total		40 Marks
		_____

11. Internship:

Each student, for both the programmes, is required to undergo an individual internship for a period of minimum forty-five (45) days and maximum of sixty (60) days during their summer break of the first year. The students are attached to a reputed port/ shipping/logistics related company as an intern and prepare a report about the learnings undertaken during the period. After completion of internship, they are required to submit an individual 'Internship report' to the department, within 15 working days from the date of commencement of their third semester. This report will be assessed jointly by two examiners (Internal and External) for a maximum of 75 marks (3 credits). The Viva Voce examination will be conducted jointly by the two examiners for a maximum of 25 Marks (1 Credit).

12. Project work:

Each candidate shall be required to take up an individual Project at the beginning of the IV semester. These projects shall be completed under the guidance of faculty members within the University. The respective guide shall be responsible for certification of the data and shall guide the student in drafting the final report.

The students are required to submit their project proposal at the end of the third semester well before the winter break commences and get the same approved by the department. The students may choose to work on projects related port/shipping/logistics area, conduct appropriate studies/research

before submission of findings in the form of a research report. A student has to submit three copies of the project research report to the guide on or before the specified date. The Project report will be evaluated jointly by two Examiners (Internal and External) for a maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted by the two Examiners for a maximum of 50 Marks (2 Credits). The student may retain one copy after due certification by the guide and the Head, SMM. The guide shall retain one copy and send one copy to the department library after the Viva Voce Examination. The student who fails to submit his /her project report at the end of the respective academic year shall be permitted to submit the same only at the end of the subsequent academic year along with the ensuing batch.

### 13. University Examinations:

The University examinations, for the both the programmes, will be held towards the end of each semester for duration of three hours per course for a maximum of 60 marks with a passing minimum of 30 marks.

### 14. Passing Minimum:

The internal assessment component does not have any passing minimum. The passing minimum is 50% of the University examination in each course. The overall passing minimum ( for 100 marks ) is computed by totaling the internal assessment marks and the University examination marks obtained by each student.

15. Question Paper and Evaluation:

The question paper for all the courses, for both the programmes, will be set for a maximum mark of 60 and will have three sections Section A, Section B and Section C. Questions in each section for will be taken evenly from each unit of the prescribed syllabus.

SECTION A (12 x 1 = 12 Marks)

Section A will comprise of 12 multiple choice questions, all of which will have to be answered and evaluated for 1 mark each.

SECTION B (5x 4 = 20 Marks)

This section will consist of seven questions, out of which any five may be chosen. Answers to these questions should not exceed 200 words each. Each answer will be evaluated for 4 marks.

SECTION C (4 x 7 = 28 Marks)

This section will consist of six questions, the first of which will be a case study/ analytical problem and is compulsory. Out of the remaining five questions the students may answer any three. An analytical question may be framed in those courses where case discussion is not suitable. The analysis/answer shall not exceed 500 words and will be assessed for 7 marks each.

Question Paper Pattern

SECTION – A Multiple Choice Questions (MCQ)

Answer all the Questions: 12 x 1 mark = 12 marks

SECTION – B (200 words)

Answer any 5 out of 7 : 5 x 4 marks = 20 marks

SECTION – C (500 words- Case study/Analytical problem/Essay)

i. Question 1 of the section is compulsory: 1 x 7 marks = 07 marks

ii. Question 2 to 6- Answer any 3 out of 5: 3 x 7 marks = 21 marks

TOTAL= 60 marks

16. Evaluation of Answer Scripts:

Answer scripts of the University examination will be subjected to double valuation by a Panel of Examiners constituted by a competent authority. Where there is variation of more than 15% of marks between the first and second valuation, the paper shall be sent for third valuation. The final marks shall be the "average of the third valuation and the nearest among the first and second valuation". However, Guidelines for valuation and 'Declaration of Results' framed by the competent authority from time to time will apply.

17. Arrear paper:

A student with arrears can repeat the papers along with the subsequent semester examinations. In such cases, the internal marks obtained by the student will be carried over for computation of total marks.

18. Classification of Marks:

The classification of marks will be as follows.

- 75% of the marks and above – Distinction
- 60% and above but below 75%- I class
- 50% and above but below 60% - II class
- Below 50 % - Fail

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 respective MBA programme. The fee for consolidated marks statement is to be remitted along with the examination fee while registering for the IV semester examination.

20. Rank Certificate:

For each specialisation, meritorious students who secure the first "THREE" ranks in the overall performance (internal assessment and the university examination) in the first attempt itself will be issued Rank Certificates on a written request through prescribed form.

21. Provisional Certificate:

For those who are declared qualified for the M.B.A degree, Provisional Degree certificate will be issued in person or sent by post after publication of the

results. All the students have to pay the fee for the provisional certificate along with fourth semester examination 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 in the respective specialisation. For those who are declared qualified for the MBA degree, the convocation form will be issued. 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 specified in the application form. The degree will be conferred in person or in absentia as requested.



Master of Business Administration  
International Transportation and Logistics Management  
Semester - I

**Allocation of Classes, Assignment Marks, etc. for Students**

Course Code	Course Name	Credits	Internal Assessment Mark ( 40 Marks )				Semester Exam Marks	Total Marks	Lecture Hours Per week	Group Discussion/ Tutorial hour per week	Total contact hours per week
			Test (Best 2 out of 3)	Class Participation	Individual Assignment & Presentation	Group Assignment & Presentation					
PG22T2101	Principles and Practices of Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2102	Managerial Economics	4	10	05	10	15	60	100	4/72	1	5
PG22T2103	Financial Accounting and Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2104	Communication Skill	4	10	05	10	15	60	100	4/72	1	5
PG22T2105	Human Resource Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2106	Marketing Management	4	10	05	10	15	60	100	4/72	1	5
Field visit , Library, Computer lab etc.											10
Total		24						600	24/432	6	40

Master of Business Administration  
International Transportation and Logistics Management  
Semester – II

**Allocation of Classes, Assignment Marks, etc. for Students**

Course Code	Course Name	Credits	Internal Assessment Mark ( 40 Marks )				Semester Exam Marks	Total Marks	Lecture Hours Per week	Group Discussion/ Tutorial hour per week	Total contact hours per week
			Test (Best 2 out of 3)	Class Participation	Individual Assignment & Presentation	Group Assignment & Presentation					
PG22T2201	Quantitative Techniques for Business	4	10	05	10	15	60	100	4/72	1	5
PG22T2202	Cost and Management Accounting	4	10	05	10	15	60	100	4/72	1	5
PG22T2203	Management Information System	4	10	05	10	15	60	100	4/72	1	5
PG22T2204	Maritime Business Environment	4	10	05	10	15	60	100	4/72	1	5
PG22T2205	International Business	4	10	05	10	15	60	100	4/72	1	5
PG22T2206	Export and Import Documentation	4	10	05	10	15	60	100	4/72	1	5
Field visit , Library, Computer lab etc.											10
Total		24						600	24/432	6	40

Master of Business Administration  
International Transportation and Logistics Management  
Semester - III

**Allocation of Classes, Assignment Marks, etc. for Students**

Course Code	Course Name	Credits	Internal Assessment Mark ( 40 Marks )				Semester Exam Marks	Total Marks	Lecture Hours Per week	Group Discussion/ Tutorial hour per week	Total contact hours per week
			Test (Best 2 out of 3)	Class Participation	Individual Assignment & Presentation	Group Assignment & Presentation					
PG22T2301	Logistics and Supply Chain Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2302	Elements of Port Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2303	Elements of Shipping Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2304	Containerisation and Multimodal Transport	4	10	05	10	15	60	100	4/72	1	5
PG22T2305	Warehousing & Inventory Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2306	Geography of Transport Systems	4	10	05	10	15	60	100	4/72	1	5
PG22P2301	Internship*	4						100*			
Field visit , Library, Computer lab etc.											10
Total		28						700	24/432	6	40

\* Internship: - internship report submitted by students based on the individual internship done during their summer break will be jointly evaluated by two examiners (Internal and External) for a maximum of 75 marks (3 Credits). The Viva voce examination will be conducted jointly by the same examiners for a maximum of 25 marks (1 Credit).

Master of Business Administration  
International Transportation and Logistics Management  
Semester – IV

**Allocation of Classes, Assignment Marks, etc. for Students**

Course Code	Course Name	Credits	Internal Assessment Mark ( 40 Marks )				Semester Exam Marks	Total Marks	Lecture Hours Per week	Group Discussion/ Tutorial hour per week	Total contact hours per week
			Test (Best 2 out of 3)	Class Participation	Individual Assignment & Presentation	Group Assignment & Presentation					
PG22T2401	Transport Economics and Optimisation	4	10	05	10	15	60	100	4/72	1	5
PG22T2402	International Logistics	4	10	05	10	15	60	100	4/72	1	5
PG22T2403	Purchasing & Supply Chain Management	4	10	05	10	15	60	100	4/72	1	5
PG22T2404	Liner Trade and Chartering	4	10	05	10	15	60	100	4/72	1	5
PG22P2401	Project**	8	-	-	-	-	-	200**	-	-	10
Field visit , Library, Computer lab etc.											10
Total		24						600	16/288	4	40

\*\*The Project Work will be evaluated jointly by TWO Examiners (Internal and External) for a maximum of 150 Marks (6 Credits).  
The Viva-voce examination will be conducted by both Examiners for a maximum of 50 Marks (2 Credits).



# SYLLABUS



## SEMESTER – I

1. Principles and Practices of Management
2. Managerial Economics
3. Financial Accounting and Management
4. Communication Skills
5. Human Resource Management
6. Marketing Management





## PG22T2101 - PRINCIPLES AND PRACTICES OF MANAGEMENT

Objective: 72 Hrs

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management.

Unit I: Global Management -Theory and Practice 12 Hrs

Definition of Management– Nature- Purpose- Science or Art- Development of Management Thought– Contribution of Henry Fayol and F W Taylor- Approaches to Management- Functions of Managers- Social responsibility of Managers– Ethics in managing- International management- MNCs- Country alliances- Cultural differences- Porter’s competitive advantage of Nations.

Unit II: Planning and Decision Making 15 Hrs

Planning: Essentials of planning- Types- Planning process- Objectives- Management by Objectives- Strategies- Policies and planning premises- Blue ocean strategy - Portfolio matrix- Premising and Forecasting.

Decision Making: Importance- Limitations of rational decision making- Evaluation of alternatives- Selection of alternative–three approaches- Programmed and non-programmed decisions- Creativity and Innovation.

Unit III: Organising and Staffing 20 Hrs

Organising: Nature- Formal and informal organisation- Entrepreneurship and Reengineering Organisation structure-process- Departmentation- Strategic Business Units (SBU)- Line/Staff authority- Empowerment- Functional authority-

Decentralization– Delegation- Effective organising- Avoiding conflict by clarification- Organisational culture.

Staffing: Definition- Systems approach to staffing- Human Resource Management- Selection process- techniques and instruments- Performance appraisal-appraisal criteria- Team evaluation approach-applying performance review software- Formulating career strategy- Training of Managers- Organisational dynamics- Managing change and organisational conflict.

Unit IV: Leadership and Motivation

12 Hrs

Leading: Definition- Approaches to Leadership- Leadership styles-Trait theories- Committees, Teams and Group decision making- Personality- Perception- Individual and group behaviour- Cognitive dissonance theory- Human factors and motivation- Theories of Motivation- McGregor's theory X and theory Y- Maslow's hierarchy of needs theory- ERG theory- Herzberg's theory- Expectancy theory- Equity theory- McClelland's needs theory- Motivational techniques-Job enrichment.

Unit V: Controlling and Control techniques

13 Hrs

Controlling function- Basic control process- Critical control points-standards- Control as a feedback system- Control of overall performance- Profit & Loss control-Control through ROI-Management audits-Balanced score card-effective control.

Control techniques: Budget as a control device-Time-event Network analysis- analytics in managing-Use of computers in handling information- Digital economy, e-commerce and m-commerce-Tools to improve productivity and TQM.

Text Books:

1. KOONTZ, H. & HEINZ, W. (2012) Essentials of Management: An International and Leadership Perspective. 9<sup>th</sup> edition, Tata McGraw Hill.
2. ROBBINS, S.P., & DAVID, A. D, (2009) Fundamentals of Management: Essential Concepts and Applications. 6<sup>th</sup> edition, Pearson Education.

Reference Books:

1. WEIHRICH, H., MARK, V. C. & HAROLD, K. (2010) Management: A Global and Entrepreneurial Perspective. 13<sup>th</sup> Edition, Tata McGraw Hills.
2. RAO, V.S.P. & KRISHNA, H. (2009) Management: Text and Cases. Excel Books.
3. TRIPATHY, P. C., & REDDY, P. N. (2008) Principles of Management. Tata McGraw Hills.
4. MICHAEL, A. H., STEWART J. B., & LYMAN, W. P. (2008) Management. Pearson Education.

Websites:

1. <http://www.exed.hbs.edu/>
2. <http://ceoforums.us/>
3. <http://ceoworld.biz/ceo/top-best-business-finance-magazines-blogs-journals>
4. <https://www.malik-management.com/en/pdf/ml/malik-letter-english-100-years-of-peter-drucker-11-2009.pdf>

## PG22T2102 - MANAGERIAL ECONOMICS

Objective: 72 Hrs

To impart theoretical and practical knowledge on business decision making using the tools of economic analysis and to offer insights into the behaviour of microeconomic and macroeconomic units.

Unit I: Fundamentals of Managerial Economics 15 Hrs

Introduction to Managerial Economics- Decision making model- Role of profits- objectives of the firm- Fundamental economic concepts: Demand and Supply- Marginal Analysis. Demand Analysis: Demand relationship- Price elasticity of demand- Income elasticity of demand- Cross elasticity of demand- Combined effect of demand elasticities- Estimating demand- Business and economic forecasting- Supply Analysis- Elasticity of supply- Factors influencing supply.

Unit II: Production and Cost 15 Hrs

Production Function: Production functions with one variable input- Determining the optimal use of the variable input- Production functions with multiple variable inputs- Determining the optimal combination of inputs- Returns to scale. Cost Analysis: Meaning and measurement of cost- Short run cost functions- Long run cost functions- Economies and diseconomies of scale- Cobb-Douglass Production function- Estimating cost functions- Break Even Analysis.

Unit III: Pricing and Output Decisions: Strategy and Tactics 18 Hrs

Market structures: Perfect Competition - Pure Competition- Monopoly- Monopolistic competition- Oligopoly- Oligopolistic market structures- Oligopolistic rivalry and Game Theory. Pricing Techniques and Analysis: Conceptual framework for proactive

systematic- analytical, value based pricing- Optimal differential price levels- Differential pricing in target market segments- Pricing in practice.

Unit IV: Macroeconomics: Economic Growth and Business Cycles 12 Hrs

Overview of macroeconomics- Measuring economic activity- Gross Domestic Product (GDP)-Gross National Product(GNP)- National Income (NI)-Balance of Payment(BoP)- Balance of Trade (BoT)- Foreign Exchange- Consumption and Investment- Business cycles and Aggregate demand- Money and the financial system-Monetary policy and the economy- Fiscal Policy.

Unit V: Macroeconomics: Growth and Development Problems 12 Hrs

Economic Growth- Challenge of economic development- Exchange rates and the international financial system- Open-economy Macroeconomics- Unemployment and Foundations of Aggregate Supply- Inflation- Frontiers of Macroeconomics.

#### Text Books

1. MANKIW, G. (2012) Principles of Economics. Cengage Learning
2. MCGUIGAN, MOYER & HARRIS. (2012) Economics for Managers. Cengage Learning
3. SAMUELSON, P.A., & NORDHAUS, W. D. (2007) Economics. McGraw Hill
4. VARSHNEY, R. L & MAHESHWARI, K. L. (2014) Managerial Economics. Sultan Chand and Sons

#### Reference Books

1. CHRISTOPHER, R. T., CHARLES, M., & SUMIT S. (2010) Managerial Economics Concepts and Applications. 9<sup>th</sup> edition, McGraw Hill

2. CHRISTOPHER, R. T., CHARLES, M., & SUMIT S. (2010) Managerial Economics Concepts and Applications. 9<sup>th</sup> edition, McGraw Hill
3. KOUTSOYIANNIS, A. (1979) Modern Microeconomics. Palgrave Macmillan
4. PEARSON & LEWIS (1999) Managerial Economics. Prentice Hall.
5. RECKIE & CROOKE (2007) Managerial Economics. Prentice Hall Publications.
6. SALVATORE, D. (2001) Managerial Economics. McGraw-Hill

#### Websites

1. [www.cambridge.org](http://www.cambridge.org)
2. [www.stanford.edu](http://www.stanford.edu)
3. [www.lse.ac.uk](http://www.lse.ac.uk)
4. <https://economics.uchicago.edu/>
5. [www.ibscdc.org](http://www.ibscdc.org)

## PG22T2103 - FINANCIAL ACCOUNTING AND MANAGEMENT

Objective: 72 Hrs

To impart basic understanding of financial transactions of a business entity and to help the students develop skill to understand and analyse financial problems and data to make good financial decisions.

Unit I: Fundamentals of Financial Accounting 13 Hrs

Introduction-objectives, scope of Financial Accounting- Accounting terms-Concepts & Conventions- International and Indian Accounting Standards, Generally Accepted Accounting Principles (GAAP) - Double entry system - Journal - Ledger - Subsidiary books - Trial Balance.

Unit II: Preparation of Final Accounts 18 Hrs

Preparation of Final Accounts: Trading, Profit & Loss Account and Balance Sheet - Income statement and Balance sheet in vertical form as per the Companies Act 2013 with adjustments. Depreciation Accounting: Meaning, objects, causes and factors affecting depreciation- Accounting treatment - Methods – Fixed and written-down-value (WDV) methods.

Unit III: Financial Decision 15 Hrs

Sources of long term-finance , analysis of leverage, capital structure- planning and policy – determinants of capital structure and theories of capital structure- Net Income – Net Operating Income- Traditional Approach , cost of capital – concept and computation of different costs of capital- Cost of Debt- Cost of Preference Capital - Cost of Equity capital- Weight Average Cost of Capital (WACC).



#### Unit IV: Investment Decision

14 Hrs

Investment Decision – nature , concepts , importance and types of investment decision- Investment evaluation criteria - Payback period method, Accounting Rate Return(ARR), Discounted cash flow methods- Net Present Value (NPV) , Profitability Index ( PI), Discounted Payback method and Internal Rate Return(IRR)- - Project appraisal under Risk and Uncertainty - Conservative methods and modern methods of Risk analysis.

#### Unit V: Dividend Decision and Working Capital Management

12 Hrs

Dividend Decision – nature and concept of dividend decision, types of dividend, Dividend theories – Walter’s Model, Gordon’s Model, The Miller- Modigliani (MM) Hypothesis, relevance of Dividend policy under market imperfections-objectives of Dividend Policy – forms of dividend – bonus shares- stock split- buyback of shares  
Working Capital Management: Concepts of working capital- operating and cash conversion cycle- Permanent and variable working capital – determinants of working capital-issues in working capital management- estimating working capital needs-sources of working capital.

#### Text Books:

1. GREWAL, T.S. Introduction to Accounting. S. Chand and Co: New Delhi
2. MAHESHWARI, S. N., Financial Accounting. Vikas Publication: New Delhi
3. PANDEY, I. M., Financial Management. Vikas Publication: New Delhi
4. GUPTA, R. L., & V. K. GUPTA, Principles and Practice of Accountancy. Sultan Chand and Sons: New Delhi

Reference Books:

1. TULSIAN, P. C., Financial Accounting. Tata McGraw Hill, New Delhi
2. REDDY, T. S., & HARI, P. R., Financial and Management Accounting. Margham publications
3. GUPTA, R. L., & RADHASAMY, Financial Accounting Intermediate ICWA. Sultan Chand and Sons: New Delhi
4. GOYAL, B.K., Financial Accounting. Modern Publications: New Delhi
5. JAIN, S. P., & K. L. NARANG, Advanced Accounting, Kalyani Publishers: New Delhi

Websites:

1. <http://ipa.nic.in/>
2. [http://icmai.in/upload/Students/Syllabus-2012/Study\\_Material\\_New/Inter-Paper5.pdf](http://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5.pdf)
3. <http://www.accountingcoach.com/>

## PG22T2104 - COMMUNICATION SKILLS

Objective: 72 Hrs

To prepare students for today's communication challenges in business organisations with special emphasis on current communication technology.

Unit I: Introduction to Business Communication 14 Hrs

Introduction: Communication in Business - Importance of Communication- Effective business communication-formal and informal communications- grapevine- communication at work place - using technology to improve business communication- concept of knowledge management-Mastering listening skills –Improving non-verbal communication skills-Communicating in Teams-Interpersonal skills- management by walking around, - Importance of Feedback -positive and negative feedback- practising effective feedback, Cross-cultural communication challenges in a global field.

Unit II: Writing Process, Messages and Meetings 14 Hrs

Writing Process: planning, analysing the situation-gathering information-selecting the right medium- adapting to the audience- first draft- revision- editing and review- usage of technology-proof reading- creating brief messages – writing routine and positive messages- drafting negative messages- writing persuasive business messages- developing marketing & sales messages- drafting effective email messages- creating effective business blogs-creating podcasts-distribution of blog and podcast content- Meeting-drafting of Notice, Agenda and Minutes.

Unit III: Proposals and Reports 14 Hrs

Planning informational reports- Analytical reports- planning proposals- Composing reports – Drafting based on style /tone to suit audience- Helping readers- Use of

technology in reports/ proposals- revising reports and proposals- submitting proposals.

Research Reports: The written research report- executive summary, introduction, methodology, findings and conclusions- writing the draft- oral presentation- preparation, delivery and audio visuals, Presenting results and report writing- precautions for report writing- norms for using tables, charts, diagrams- appendix- norms for using Index and Bibliography- Format of Business documents.

#### Unit IV: Presentation skills

14 Hrs

Oral presentation: audience analysis- composing presentation- preparation to speak- overcoming anxiety- handling questions responsively-communicating across cultures- enhancing presentations with slides and other visuals- creating effective handouts- practicing the delivery- Designing a visual communication- identify points to illustrate- visual design principles- presenting information/ concepts/ideas-

#### Unit V: Developing CVs and Attending Interviews

16 Hrs

Organising approach to employment process- Planning a Resume'- writing a resume- writing application letters- follow ups- understanding the interview process—common types of interview- Preparing for a job interview- interviewing for success- interviewing across borders- following up- Letter of acceptance- letter declining an offer- avoiding miscues.

#### Text Books

1. BOVÉE, C. L., JOHN V. THILL & BARBARA E. SCHATZMAN (2009) Business Communication Today. 6<sup>th</sup> edition, Prentice Hall: New Delhi.

2. KOTHARI, C. R., Research Methodology. (2010) New Age International Publishers: New Delhi.

#### Reference Books

1. CAROL, M. L., & DEBBIE D. D., (2011) Business Communication. 16<sup>th</sup> Edition, Cengage Learning.
2. ROBBINS, S. P., & DAVID, A. DECENZO (2009) Fundamentals of Management: Essential Concepts and Applications. 6<sup>th</sup> edition, Pearson Education.
3. MARY, E. G., (2010) Essentials of Business Communication. Cengage Learning: New Delhi.
4. MARY, M. & LYNN, H., (2013) Guide to Managerial Communication. 10<sup>th</sup> edition, Prentice Hall.

#### Websites

1. [http://www.managementstudyguide.com/business\\_communication.htm](http://www.managementstudyguide.com/business_communication.htm)
2. <http://hbswk.hbs.edu/topics/communication.html>
3. <http://www.kellogg.northwestern.edu/>

## PG22T2105 - HUMAN RESOURCE MANAGEMENT

Objective: 72 Hrs

This course imparts the basics of planning for human resources and emphasizes the need for management development, training and adequate compensation.

Unit I: Introduction of Human Resource Management 12 Hrs

Introduction: Definition- Importance- Line and Staff Aspects- New Approaches to Organize HR- Moving from Line Manager to HR Manager. Strategic HRM- Human Resource Strategies & Policies. Ethics & Fair Treatment at Work- Measures to curb Corruption.

Unit II: Recruitment and Training 18 Hrs

Job Analysis- Human Resource Planning and recruiting-Internal sources of Candidates- Using Internal Sources - Finding Internal Candidates- Rehiring- Succession Planning, Outside Sources of Candidates- Temp Agencies- Offshoring and Outsourcing Jobs- Executive Recruiters- On- Demand Recruiting services- College Recruiting- Referrals & Walk-ins- Telecommuters- Recruiting Source Use and Effectiveness. Employee Testing and Selection- Interviewing Candidates- Training and Developing Employees.

Unit III: Performance Appraisal and Compensation 12 Hrs

Performance Management and Appraisal- Coaching, Careers and Talent Management- Establishing Strategic pay plans- Pay for Performance and Financial Incentives- Benefits and services.

Unit IV: Labour Legislation & Employee Relations in India 18 Hrs

Labour Legislation in India- Constitution of India and Labour Legislation- Labour Jurisdiction of Central and State Governments- Laws Related to Industrial Relationships- Laws Related to Wages- Working Hours, Conditions of Service and Employment- Equality and Empowerment of Women- Social Security- Guidelines for Handling Sexual Harassment Complaints- Special Economic Zone and Labour Laws- Application of Labour laws to the IT/ITES. Labour Relations & Collective Bargaining- Employee Safety and Health.

Unit V: Cultural Diversity and Multicultural Teamwork 12 Hrs

Cultural Anthropology and International Business: Nature of Culture, Cultural Predispositions, Cultural Dimensions- Hofstede's and Trompenaars' Framework, Managing and Motivating across Cultures, Leadership across Cultures, Communicating across Cultures- Influence of Culture and Language. Multicultural Teams- Work Values.

#### Text Book

1. DRESSLER, G., & VARKEY, B., (2011) Human Resource Management. 12<sup>th</sup> Edition. Pearson Education.

#### References

1. IVANCEVICH, (2009) Human Resource Management. Tata McGraw Hill: New Delhi.
2. RAO, V. S. P., (2009) Human Resource Management: Text and Cases. Excel Books: New Delhi.

3. ASWATHAPPA, K., (2009) Human Resource Management: Text and Cases. Tata McGraw Hill: New Delhi.
4. ASWATHAPPA, K. & DASH, S., (2009) International Human Resource Management: Text and Cases. Tata McGraw Hill.
5. RAYMOND, A. N. et al (2012) Fundamentals of Human Resource Management. 3<sup>rd</sup> Edition, Tata McGraw- Hill: New Delhi.
6. JEAN, M. P., & STANLEY, M. G., (2010) Strategic Staffing. Pearson Education.

Websites:

1. <http://www.shrm.org>
2. <http://www.paycheck.in>
3. <http://labour.nic.in>
4. <http://www.emeraldinsight.com/journal/ccm>
5. [www.ilo.org/](http://www.ilo.org/)
6. [https://en.wikipedia.org/wiki/Trade\\_unions\\_in\\_India](https://en.wikipedia.org/wiki/Trade_unions_in_India)



## PG22T2106 - MARKETING MANAGEMENT

Objective: 72 Hrs

To orient the students towards the significance of marketing tools and market research in order to sustain in a challenging and competitive business environment.

Unit I: Introduction to Marketing 15 Hrs

An Overview of Marketing-Strategic Planning for Competitive Advantage-Marketing Mix-Ethics and Social Responsibility-The Marketing Environment-Developing - Business Marketing-Segmenting and Targeting Markets-Decision Support System-Marketing Research-Market Decision Support System-The Role of Marketing Research-Steps in Marketing Research-Secondary Data-Market Research Aggregators-Planning the Research design-Specifying the Sampling Procedures-Impact of Internet on Market Research-Scanner Based Research.

Unit II: Product and Promotion Decisions 15 Hrs

Product Concepts-Meaning-Types of Consumer Products-Product Items, Lines and Mixes-Branding-Packaging-Global Issues in Branding and Packaging-Product Warranties-Developing and Managing Products-Importance of New Products-The New Product Development Process-Global Issues in New Product Development-The Spread of New Products-Product Life cycles- The role of Promotion in the Marketing Mix- The Goals and Tasks of Promotion- Advertising and Public Relations-Sales Promotion and Personal Selling.

Unit III: Services Marketing 12 Hrs

The Importance of Services-How Services differ from goods –Intangibility-Inseparability-Heterogeneity-Perishability-Service Quality-The Gap Model of Service

Quality-Marketing Mixes for services-Services Strategy-Place (Distribution) Strategy –Promotion Strategy-Price Strategy-Relationship Marketing in Services-Internal Marketing in Service firms-Global Issues in Services Marketing-Non-profit Organization Marketing.

Unit IV: Distribution Decisions 15 Hrs

Marketing Channels-Channel Intermediaries and their Functions-Channel Structures-Making Channel Strategy Decisions-Types of Channel Relationship-Managing Channel Relationships-Channels and Distribution Decisions for Global Markets-Channels and Distribution Decisions for Services –Supply Chain Management-Retailing.

Unit V: Pricing Decisions 15 Hrs

Pricing Concepts-The Importance of Price-Pricing Objectives-The Demand Determinant of Price-The Power of Yield Management System-The Cost Determinant of Price-Other Determinants of Price-Setting the Right Price-How to Set a Price on a Product-The Legality and Ethics of Price Strategy-Tactics for Fine-Tuning the Base Price-Product Line Pricing-Pricing during Difficult Economic Times.

#### Text Books

1. KOTLER, P., KELLER, KOSHY, JHA. Marketing Management: A South Asian Perspective. 14th Edition, Pearson
2. LAMB, HAIR, SHARMA, MCDANIEL, Mktg. Cengage Learning

## Reference Books

1. STANTON, ETZEL, & WALKER, Fundamentals of Marketing. Tata-McGraw Hill: New Delhi.
2. SAXENA, R., Marketing Management. Tata-McGraw Hill: New Delhi.
3. MCCARTHY, E.J., Basic Marketing: A managerial approach. Irwin: New York.
4. KOTLER, P., Marketing Management, Analysis, Planning, Implementations and Control. 12<sup>th</sup> Edition, Pearson Education.
5. STANTON, W. J., Fundamentals of Marketing. Mc-Graw Hill
6. KOTLER, P., & ARMSTRONG, G., Principles of Marketing. 11<sup>th</sup> Edition, Pearson Education.
7. ETZEL, M.J., WALKER, B.J. & STANTON, W. J., Marketing Concept & Cases. Special Indian Edition, 13<sup>th</sup> Edition, Tata Mc-Graw Hill.
8. MCCARTHY, & PERREAULT, Basic Marketing: A Global Marketing Approach. 15<sup>th</sup> Edition, Tata Mc-Graw Hill.

## Websites

1. <http://www.salesandmarketing.com/>
2. <http://abeuk.com/mm.php>
3. <http://ocw.mit.edu/courses/sloan-school-of-management/15-812-marketing-management-fall-2002/>

## SEMESTER – II

1. Quantitative Techniques for Business
2. Cost and Management Accounting
3. Management Information System
4. Maritime Business Environment
5. International Business
6. Export and Import Documentation



## PG22T2201- QUANTITATIVE TECHNIQUES FOR BUSINESS

Objective: 72 Hrs

To train students in statistical methods and techniques of operations research, to provide solutions for business problems in decision-making. It also imparts knowledge of use of computer software such as Excel and SPSS to solve various quantitative problems.

Unit I: Introduction to Statistics 12 Hrs

Data and Data Sources- Descriptive statistics: Tabular and Graphical Presentations; Numerical Measures: Measures of location, Measures of variability –Introduction to probability: Conditional probability; Bayes' Theorem- Discrete Probability Distributions; Binomial probability distribution, Poisson probability distribution- Continuous Probability Distribution; Normal probability distribution- Spread sheet and statistical package

Unit II: Correlation & Regression, Time Series and Index Numbers 15 Hrs

Correlation: Significance of the study of correlation- Types of correlation- methods of studying correlation- Karl Pearson's coefficient of correlation- Probable error, coefficient of determination- Rank correlation coefficient- Correlation versus Regression. Regression Analysis: Uses and Regression Lines- Regression equations- Standard error of estimate. Time series analysis: Utility and components- measurement of trend. Index Numbers- Price Indexes- Quantity Indexes- Spread sheet and statistical package.

Unit III: Sampling, Statistical Inference and Quality Control 15 Hrs

Introduction to sampling distributions- Simple Random sampling- Stratified random sampling- cluster sampling- systematic sampling- convenience sampling- judgement

sampling- Interval Estimation- Determining the sample size- Population Proportion. Hypothesis Tests: Developing Null and Alternative hypotheses- Type I and Type II errors- Statistical inference about means and proportions with two populations- Inferences about two population variances- Tests of goodness of fit and independence- Experimental Design and Analysis of variance. Introduction to statistical quality Control- Statistical process control- Acceptance sampling- Spread sheet and statistical package.

Unit IV: Mathematical Models in Operations Research 15 Hrs

Meaning, Nature, Scope, Methodology, Applications and Techniques of OR- Linear Programming- Assumptions- Formulation and Graphic Solution of LP- Simplex method- Solution to Maximisation Problem- Solution to Minimisation Problem- Duality and Sensitivity Analysis- Spread sheet and statistical package.

Unit V: Stochastic Models in Operations Research 15 Hrs

Queuing theory- Queuing Models- Network Analysis- Resource Analysis and Allocation- PERT and CPM- Simulation models- Process of Simulation- Monte Carlo Simulation- Simulation of an Inventory System- Simulation of Queuing System- Advantages, disadvantages and applications of Simulation- Spread sheet and statistical package.

#### Text Books

1. ANDERSON, D. R. et. al. (2014) Statistics for Business and Economics. 7<sup>th</sup> Edition, Cengage Learning
2. GUPTA, S.P., (2014), Statistical Methods. Sultan Chand and Sons

3. HILLIER, S. F., (2014) Introduction to Operations Research. McGraw-Hill Education
4. VOHRA, N.D., (2013) Quantitative Techniques in Management. 4<sup>th</sup> edition, McGraw-Hill Education

#### Reference Books

1. BARRY, R., RALPH, M. S., & MICHAEL, E. H., (2005) Quantitative Analysis for Management. Pearson Education
2. BHARDWAJ, R.S, (2008) Business Statistics. 2<sup>nd</sup> edition, Excel Books
3. CHARLES, A. G., & HUGH. J. W., (1985) Quantitative Methods for Business Decisions. McGraw Hill
4. HILLIER, S. F., & GERALD, J. L., (2005) Introduction to Operations Research. Tata McGraw-Hill

#### Websites

1. [www.orsi.in](http://www.orsi.in)
2. [www.statstutor.ac.uk](http://www.statstutor.ac.uk)
3. [www.statistics-help-for-students.com](http://www.statistics-help-for-students.com)
4. [www.purplemath.com](http://www.purplemath.com)
5. <http://www.excel-easy.com/introduction/formulas-functions.html>
6. <http://www.spss-tutorials.com/basics/>



## PG22T2202 -COST AND MANAGEMENT ACCOUNTING

Objective: 72 Hrs

This paper provides awareness to management students about techniques to be adopted to make strategic decisions on optimum use of resources and cost control

Unit I: Introduction 12 Hrs

Introduction: Cost Accounting - Concept of Cost Centres - Cost Units - Classification of Cost – Overheads- Simple Cost Sheet – historical and estimated cost sheets. - Tenders and quotations - Contract costing- Activity based costing (ABC).

Management Accounting: Meaning and Definition - Nature and Scope - Objectives of Management Accounting - Importance and Limitations - Management Accounting vs Cost Accounting.

Unit II: Marginal Costing and Break even analysis: 12 Hrs

Marginal Costing and Cost-Volume-Profit (CVP) analysis: meaning, concept - assumptions and practical applications of Break-even analysis – decisions regarding sales mix - make or buy - limiting factor - export decision - plant merger - shut down of a product line- Du Pont Analysis.

Unit III: Budgeting and Budgetary control 15 hrs

Budget and Budgetary Control: Meaning, - establishing a system of Budgetary Control - Preparation of Sales - Production - Cash Budget - Fixed and Flexible budgets, Master budget - Zero based budgeting (ZBB)-Performance budgeting

#### Unit IV: Analysis of Financial Statements

18 Hrs

Analysis and Interpretation of Financial Statements: Objects-importance-Types of financial analysis - Comparative statements - Common size statements, Ratio analysis - Preparation of Balance sheet using ratios

Fund flow analysis: Fund flow statement-Preparation-Cash flow statement-cash flow analysis - Analysis of income statements of ports/shipping companies.

#### Unit V: Standard Costing and Variance Analysis

15 Hrs

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 – Variance reporting- Responsibility Accounting – Meaning and Objects – types of Responsibility Centres- Management Reporting.

#### Text Books

1. MAHESHWARI, S. N., (2013) Cost and Management Accounting. 14<sup>th</sup> edition
2. JAIN, S. P. & NARANG, K. L. (2014) Cost and Management Accounting. 14<sup>th</sup> Edition, Kalyani publishers: New Delhi.
3. TULSIAN, P.C. (2000) Practical Costing. Vikas Publications: New Delhi.
4. SAXENA, V.L. & VASHISHT (2014) Advanced Cost & Management Accounting- Problems & Solutions. Prentice Hall of India.

## Reference Books

1. MAHESHWARI, S. N. (2014) Principles of Management Accounting. Sultan Chand & Sons.
2. MURTHY & GURUSAMY (2009) Management Accounting. Tata McGraw Hill: New Delhi.
3. REDDY T. S & HARI PRASAD REDDY (2014) Cost & Management Accounting. Margham Publications.
4. RAVI, M. K. (2011) Cost Accounting and Management Accounting: Text and Cases. 5<sup>th</sup> Edition, Taxmann.
5. ARORA, N., (2012) Cost Accounting. Vikas Publications: New Delhi.

## Website

1. <http://www.icsi.edu/Webmodules/Publications/Company%20Accounts,%20Cost%20and%20Management%20Accounting.pdf>
2. <https://www.cengagebrain.co.nz/content/9781408049044.pdf>

## PG22T2203 - MANAGEMENT INFORMATION SYSTEM

Objective: 72 Hrs

To acquaint management students with various tools of information technology to support data management in a business unit.

Unit I: Introduction to Information Technology 12 Hrs

Introduction- IT and management opportunities and challenges- IT agility- Consumerisation- Competitive advantage-Strategic planning and models- Information management & IT Architecture – IT Architecture & infrastructure, cloud computing and services, Virtualization and Virtual Machines.

Unit II: Database Management 15 Hrs

Database Technology- Data warehouse- Data Mart Technologies- Data and Text mining- Business Intelligence & Analytics, Digital and physical document management. Networks, collaboration & sustainability: Business IT networks & components, wireless network applications, communication technologies – Sustainability and Ethical issues. Cyber security: cybercrimes, vulnerabilities and threats- Fraud- Internal control- Business Control and Auditing.

Unit III: Digital, Mobile & Social Commerce 15 Hrs

E-Business & E-Commerce Models and Strategies – challenges and types- E-Procurement- E-Government & public sector- Support services- Ethics and legal issues. Mobile Computing Technology and Mobile Commerce- Transactions and Financial services- Mobile Enterprise Application. Social Media: Virtual communities and social networking services- social media- social networking services- social media metrics.

#### Unit IV: Enterprise Systems & Analytics

15 Hrs

Functional Area & Compliance systems: Management levels and functional systems- Enterprise Systems and applications: Enterprise systems, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Collaborative Planning, Forecasting, and Replenishment system (CPFR), Customer Relationship Management (CRM). Performance Management: Data visualization, Mashups, and Mobile intelligence, Fleet Management Information System.

#### UNIT V: Business Process and Project Management

15 Hrs

Business Process and Project Management: - Architecture & IT design, System development, Software & Applications for management (Business software tools), Support system. IT Ethics & Responsible conduct: - Responsible conduct, overload, culture of distraction and New Tech revolution.

#### Text Book

1. EFRAIM TURBAN, LINDA VOLONINO & GREGORY. R. WOOD, Information Technology for Management- Advancing Sustainable, Profitable Business Growth. 9<sup>th</sup> Edition, Wiley.
2. JAMES A O' BRAIN, (1999) Management Information Systems. Tata Mc Graw Hill: New Delhi.

## References Books

1. KENNETH C. L., JANE P. L., & RAJANISH DASS (2001) Management Information System - Managing the Digital Firm. Pearson Education: New Delhi.
2. RAVI, K., & ANDREW, B. W. Frontiers of Electronic Commerce. Pearson Education: New Delhi.
3. KENNETH, C. L., & JANEP, L. (2001) Essentials of MIS. Prentice Hall India: New Delhi.
4. SADAGOPAN, S. (2003) Management Information System. Prentice Hall India: New Delhi.
5. EFF, O.Z. (2003) Management Information Systems. Vikas Publishing House Pvt. Ltd.: New Delhi.

## Websites

1. [www.tutorialspoint.com/management-information-system](http://www.tutorialspoint.com/management-information-system)
2. [https://en.wikipedia.org/wiki/Management\\_information\\_system](https://en.wikipedia.org/wiki/Management_information_system)
3. [www.studytonight.com/dbms/overview-of-dbms.php](http://www.studytonight.com/dbms/overview-of-dbms.php)
4. [www.mbaexamnotes.com/e-commerce-notes.html](http://www.mbaexamnotes.com/e-commerce-notes.html)

## PG22T2204 - MARITIME BUSINESS ENVIRONMENT

Objective: 72 Hrs

This paper brings out the interrelationship between the socio economic environment and legal premises in which the maritime business exists and governance of the same through international conventions

Unit I: Maritime Environment 14 Hrs

Environment: Environmental system and economic system - Marine and Coastal environment, Elements of conventions- Athens Convention- IMO conventions - SOLAS – MARPOL-STCW- MMC- safety construction – fire protection & prevention – safety equipment – radio communication – safety of navigation – ISM code - IMDG code–prevention of operational pollution – oil cargo pollution – limitation of pollution following an incident- Port State Control - Director General of Shipping regulations and The Merchant Shipping (Amendment) Act, 2014.

Unit II: Law of Contract 13 Hrs

Law of Contract: nature of the contract- offer and acceptance, consideration, capacity of contract, free consent, legality of object, agreements not declared void, contingent contracts, Performance and discharge of contract, remedies for breach of contract- quasi contract.

Unit III: Law of Agency and Bailment 15 Hrs

Law of Agency: definition of agent and principal, classification of agents – relationship of Principal and Agent- duties and liabilities of principal –delegation of authority, relations of principal with third parties and termination of agency.

Bailment: Definition, essential requisites of bailment, classification of bailment, rights and duties of bailor and bailee, termination of bailment. Contract of indemnity and guarantee- kinds of guarantee – rights of surety, discharge of surety.

Unit IV: Sale of Goods and Taxation 20 Hrs

Sale of goods: Formation of Contract – essentials, classification of goods , conditions and warranties- express and implied conditions and warranties, transfer of property – property, possession and risk, performance of contract- delivery of goods – rights and duties of the buyer, rights of an unpaid seller- remedies for breach of contract of sale – auction sales.

Tax on goods and Services: Central Excise – Customs Law – Basic concepts – types of customs duties, Anti-Dumping duty, safeguard duty, Service Tax – nature of service tax – service provider and service receiver, Central Sales Tax act and VAT act.

Unit V: Carriage of Goods by Land, Sea and Air 10 Hrs

Carriage of goods by land: classification of carriers – types of goods, Carriage by rail: responsibility of railway administration as carriers. Carriage by Sea: Contract of affreightment - Charter Parties – kinds and form of charter parties –bill of lading – kinds of bill of lading , Mate' receipt- delivery of goods- ship owner's lien.



## Text Books

1. KAPOOR, N. D. Elements of Mercantile Law. Sultan Chand & Sons
2. INSTITUTE OF CHARTERED SHIPBROKERS (2014) Legal Principles in Shipping Business.
3. SUSAN HODGES & CHRIS HILL, Principles of Maritime Law. LLOYDS.

## Reference Books

1. PRABHAKARAN PALERI (2009) Marine Environment: Management and People's Participation. KW Publishers Pvt. Ltd., and National Maritime Foundation: New Delhi.
2. SANKAR, U. (2000) Environmental Economics. Oxford University Press: New Delhi.
3. ANTHONY W. GALLAGHER. (2014) Maritime Environmental Management: Principles and Practice. Routledge: London.
4. HANLEY, NICK, J. F. SHOGREN, & BEN WHITE (2013) Introduction to Environmental Economics. Second Edition, Oxford University Press: London.
5. KARPAGAM, M. (1998) Environmental Economics. Sterling Publishers: New Delhi.

## Websites

1. <http://www.lloydsmaritimeacademy.com>
2. <http://www.maritimeindustries.org/Improving-the-Business-Environment>
3. <http://www.maritimeuk.org/2013/09/uk-developing-most-attractive-environment-for-business-mcloughlin/>

## PG22T2205 - INTERNATIONAL BUSINESS

Objective: 72 Hrs

This paper familiarises the students with international trade practices and institutions; and the recent developments in international trade and policy.

Unit I: International Business 15 Hrs

World Business: a brief overview- Globalisation and Strategic Management. Multinational Enterprises (MNEs) - Nature of MNEs- Strategic management and MNEs- Framework for global strategies. Triad and International Business- Reasons for Foreign Direct Investment (FDI) - FDI and trade by triad members- Regional business strategy of multinationals.

Unit II: Environment of International Business 15 Hrs

International Politics-Political ideologies and economics- Economic integration and strategic management- Importance of culture in different business contexts- Theories of international trade- Theory of absolute advantage- Theory of comparative advantage- Factor endowment theory- International product life cycle theory- Barriers to trade- Non Tariff barriers to trade- Determination of the exchange rate- Foreign money and capital markets- Regional money and capital markets.

Unit III: International Business Strategies 15 Hrs

Introduction to multinational strategy- Strategic orientations- strategy formulation- strategy implementation- Strategic management and organizing strategy- Production strategy- Generation of goods and services- international logistics- global production

systems- International market assessment and Marketing strategy. International Human Resource Management and Labour relations- International Operations Management- International Financial Management- International Accounting and Taxation.

Unit IV: Economic Integration, Cooperation and International Economic Organisations 15 Hrs

Economic Integration and Regional Integration Agreements (RIA): European Union (EU)- North American Free Trade Agreement (NAFTA)- Economic integration of developing countries- Association of South East Asian Countries (ASEAN)- Asean Free Trade Area (AFTA)- Evaluation of RIAs- Role of WTO. South-South Cooperation: Problems Facing the South- Economic Cooperation among Developing Countries (ECDC)- Global System of Trade Preferences (GSTP)- South Asian Association for Regional Cooperation (SAARC)- South Asian Preferential Trade Agreement (SAPTA)- Indo-Lanka Free Trade Agreement- Indo-Singapore Comprehensive Economic Cooperation among Developing Countries (CECA)- IMF- World Bank- International Development Association (IDA)- International Finance Cooperation (IFC)- Asian Development Bank (ADB)- United Nations Conference on Trade and Development (UNCTAD)- United Nations Industrial Organisation (UNIDO)- WTO- GATT- Uruguay Round- WTO Agreements- Salient Features of UR Agreements- Intellectual Property Rights (IPRs) and Developing countries.

Unit V: Trade Policy and Performance of India 12 Hrs

Trade Regulation and Promotion: External Sector Reforms- Regulation and Promotion of Foreign Trade- Foreign Trade Policy- Export Promotion- Import Substitution. Trade

and Balance of Payment (BoP) of India: An overview of merchandise trade- Foreign trade through plans- Determinants of Exports and Imports- Major problems of India's export sector.

#### Text Books

1. RUGMAN, ALAN, M. & SIMON COLLINSON, International Business. 5th Edition, Prentice Hall
2. MAHONEY, TRIGG, GRIFFIN & PUSTAY, International Business: A Managerial Perspective. 2<sup>nd</sup> Edition, Prentice hall
3. CHERUNILAM, FRANCIS, International Business: Text and Cases. PHI Learning: New Delhi

#### Reference Books

1. KRUGMAN PAUL R., MAURICE OBSTFELD, & MARC MELITZ (2011) International Economics: Theory & Policy. 9<sup>th</sup> Edition, Addison-Wesley: New York.
2. RICHARD D. WAYS, CHRISTOPHER M. KORTH & MANUCHAR ROUDIANI, International Business. Prentice Hall: New Delhi.
3. ROBERT, J. CARBAUGH, International Economics. 11<sup>th</sup> Edition, Cengage Learning Publishers.
4. SALVATORE, DOMINICK, International Economics. 10<sup>th</sup> edition, Wiley

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1. [www.wto.org](http://www.wto.org)
2. [www.imf.org](http://www.imf.org)
3. [www.worldbank.org](http://www.worldbank.org)
4. [www.unctad.org](http://www.unctad.org)

## PG22T2206 - EXPORT AND IMPORT DOCUMENTATION

Objective: 72 Hrs

To provide the students with an adequate knowledge on formalities for export trade, and the documentation process required for import and export.

Unit I: Introduction to Export and Import 12 Hrs

Basics of Exports - Classification of goods - Preparation for Exports - Methods of Exporting - Export Marketing Organizations - Functions - Registration formalities - IEC Number - Procedure of obtaining IEC Number - RCMC (Registration Cum Membership Certificate) –Export Credit Guarantee Council (ECGC) - Application for import and export of restricted items.

Unit II: Documentation Framework and Contracts 15 Hrs

Aligned Documentation System: Commercial Documents - Auxiliary Commercial Documents - Regulatory Documents - Documents related to goods - Documents related to Shipment - Documents related to Payments - Documents related to Inspection - Documents related to Excisable Goods - Types of Contracts - Export Contracts.

Unit III: Payments and Finance 15 Hrs

Factors - Methods of receiving Payment - Instruments of Payments-Letter of Credit-Pre-shipment Finance - Post-shipment Finance - Post-shipment Credit in Foreign Currency - Negotiation of documents with bank - CENVAT - Duty Draw back

Unit IV: Quality Control and Clearance of Cargo 15Hrs

Objective of Quality Control - Methods - Procedure for Pre-shipment Inspection - Role of Clearing and Forwarding Agents – Role of Inspection Agents-Clearance of Cargo -

Central Excise Clearance Procedure - Central Excise Clearance Option - Shipment of Export Cargo.

Unit V: Customs Clearance, Risk and Insurance Policy 15 Hrs

Customs Clearance of Export Cargo - Customs Clearance of Import Cargo - Risk: Types - Types of cover issued by ECGC - Cargo Insurance. Processing of an export order - Major laws governing export contract.

#### Text Books

1. RAMA, GOPAL C. (2008) Export Import Procedures Documentation and Logistics. New Age International Publishers: New Delhi.
2. KHUSHPAT, S. J. (2013) Export Import Procedures and Documentation. Himalaya Publishing House: New Delhi.

#### Reference Books

1. JOHNSON, THOMAS. E. (1994) Export Import Procedures and Documentation. Amacom.
2. PAWAN, KUMAR (2001) Export of India's Major Products Problems and Prospects. New Century Publications: New Delhi.
3. KAPOOR, D. C. (2002) Export Management. Vikas Publications: New Delhi.
4. CHERUNILAM, F. (2004) International Trade and Export Management. Himalaya Publications: New Delhi.

## Websites

1. [www.cbec.gov.in/customs/cs-act/cs-act-idx.htm](http://www.cbec.gov.in/customs/cs-act/cs-act-idx.htm) (Central Board of Excise and Customs - Customs Act, 1962, Customs Tariff Act – 1975, Other Acts)
2. [www.epckeny.org/](http://www.epckeny.org/) (Export Promotion Council)  
[commerce.nic.in/MOC/index.asp](http://commerce.nic.in/MOC/index.asp) (Ministry of Commerce and Industry)
3. [www.dgft.gov.in/](http://www.dgft.gov.in/) (Directorate General of Foreign Trade - Foreign Trade Policy)
4. [www.traffic.org/](http://www.traffic.org/) ( Wild Life Trade Monitoring Network)

## SEMESTER – III

1. Logistics and Supply Chain Management
2. Elements of Port Management
3. Elements of Shipping Management
4. Containerisation and Multimodal Transport
5. Shipping Economics
6. Seaborne Trade & Merchant Fleet





## PG22T2301 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objective: 72 Hrs

To introduce students to vital logistics functions comprising distribution, transportation, material handling and storage system and to give them an understanding of basic logistics principles to ensure competitive advantage in the industry.

Unit I: Introduction 10 Hrs

Introduction to Logistics-Logistics and Competitive Strategy-Competitive advantage-Gaining competitive advantage through logistics-The mission of logistics management-The Supply chain and competitive performance-The changing logistics environment.

Unit II: Customer Service and Measuring performance 16 Hrs

The marketing and logistics interface-Customer service-Customer service and customer retention-Service-driven logistics system-Setting customer service priorities-Setting service standards-The concept of total cost analysis-Principles of logistics costing-logistics and the bottom line-Logistics and shareholder value-Customer profitability analysis-Direct product profitability-Cost drivers and activity based costing.

Unit III: Benchmarking and Managing the Supply chain 16 Hrs

Meaning of benchmarking-Benchmarking the logistics process-Mapping supply chain process-Supplier and distributor benchmarking-Setting benchmarking priorities-Identifying logistics performance indicators-Managing the Global Pipeline-The trend towards globalization in the supply chain-The challenge of global logistics-Organization for Global logistics-The future.

#### Unit IV: Strategic Lead-Time and JIT Management

15 Hrs

Time based competition-The concept of lead time-Logistics pipeline management-  
logistics value engineering-The lead time gap-Just In Time (JIT) and quicker response  
logistics-The Japanese philosophy-Implications for logistics-Quick response logistics-  
vendor managed inventory-Logistics information system-Logistics system dynamics-  
Production strategies for quick response.

#### Unit V: Managing the Supply Chain

15 Hrs

Creating the logistics vision-The problems with conventional organizations-  
Developing the logistics organization-Logistics as the vehicle for change-The need for  
integration-Managing the supply chain as a network-Process integration and ECR-Co-  
makership and logistics partnerships-supplier development-Leading edge logistics.

#### Text Books

1. MARTIN, CHRISTOPHER, Logistics and Supply Chain Management. 2<sup>nd</sup> edition.  
Pearson: New Delhi.
2. AGRAWAL, D. K. (2003) Textbook of Logistics and Supply Chain Management.  
MacMillan: New Delhi.

#### Reference Books

1. LAMBERT, D.M., STOCK J.R. & LISA M. ELLRAM (1998) Fundamentals of  
Logistics Management. Irwin-McGraw-Hill: UK.

2. ALAN RUSHTON, PHIL CROUCHER & PETER BAKER. (2012) The Handbook of Logistics and Distribution Management. Kogan Page Limited: UK.
3. KHALID BICHOU, MICHAEL GH BELL & ANDREW EVANS (2007) Risk Management in Port Operations. Logistics and Supply Chain Management. Informa: London.

#### Websites

1. [www.inboundlogistics.com/cms/digital/](http://www.inboundlogistics.com/cms/digital/)
2. [www.cargotalk.in/](http://www.cargotalk.in/)
3. <http://fiata.com/> ( Federation of Freight Forwarders Association)
4. [www.fonasba.com/](http://www.fonasba.com/) (Federation of National Association of Ship Broking and Chartering)
5. [www.iata.org/](http://www.iata.org/) (International Air Transport Association)

## PG22T2302 -ELEMENTS OF PORT MANAGEMENT

Objective:	72 Hrs
To familiarize the fundamental functions, operations, ownership and management structure of the ports and terminals.	
Unit - I: Port Structure and Functions	15 Hrs
Definition - Types and Layout of the Ports – Organisational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity - Administrative functions - Operational functions. Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA.	
Unit - II: Port Operations	15 Hrs
Berths and Terminals - Berth Facilities and Equipment - ship Operation - Pre-shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.	
Unit - III: Port Development	10 Hrs
Phases of port development - Growth in world trade - Changes in growth - Development in terminal operation. Shipping technology and port: Ship knowledge - Ship development and port development - Port time and ship speed - Other technical development affecting port.	

Unit - IV: Regulatory Framework for Ports

15 Hrs

Global regulatory organisations: Conventions and Reports. Environment regulation: Port environmental pollution - Environmental Management System - HAZMAT (Hazardous Materials) - BWM (Ballast Water Management). Port Security: ISM, ISPS, Occupation Safety and Health Administration - ISO1400.

Unit - V: Port Administration Ownership and Management

17 Hrs

Port ownership structure- Types of port ownership and administration - Organizations concerning ports - Boards governing the ports - Port management development - Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world - Alternative Port Management Structure and Ownership Models.

Text Book

1. PATRICK M.ALDERTON. 2008, Port Management and Operations. Informa Law Category, U.K.

Reference Books

1. WORLD BANK. 2007, Port Reform Tool Kit. World Bank, Washington.
2. MARIA G.BURNS. 2014., Port Management and Operations. CRS Press, U.K.
3. ALAN E.BRANCH. 2008, Elements of Shipping. Chapman and Hall, Fairplay Publications, U.K.

4. DE MONIE. 1989., Measuring and Evaluating Port Performance and Productivity. UNCTAD, New York.
5. UNCTAD. 1985., Port Development: A Hand Book for Planners in Developing Countries. UNCTAD, Geneva.
6. ICS .2011/12.Port and Terminal Management. London, UK.

#### Websites

1. <http://shipping.nic.in/> (Ministry of Shipping, Govt. of India)
2. <http://ipa.nic.in/> (Indian Port Association)
3. [www.ippta.org.in](http://www.ippta.org.in) (Indian Private Ports and Terminals Association)
4. [http://www.porttechnology.org/technical\\_papers/list](http://www.porttechnology.org/technical_papers/list) (Port Technology)
5. <https://www.scctportsaid.com> (Suez Canal Container Terminal)
6. <https://www.singaporepsa.com> (PSA Singapore Terminals)
7. [unctad.org/en/PublicationsLibrary/dtlktcd2013d1\\_en.pdf](http://unctad.org/en/PublicationsLibrary/dtlktcd2013d1_en.pdf) (Port Management Case Studies - UNCTAD)

## PG22T2303 - ELEMENTS OF SHIPPING MANAGEMENT

Objectives: 72 Hrs

To make the students understand the commercial, operational and technical components of ship management.

Unit - I: Functions of Shipping 10 Hrs

Ship: Types of ships - Principal dimensions - Ship's tonnages (GT, NT, DWT) - Cargo carrying capacity. Ship owners, operators and managers: Ship manager - Structure of ship owning and management organizations - Ship's personal - Agents.

Unit - II: Ship Registration, Classification and Insurance 17 Hrs

Registration - Types of registries - Flag - Classification - Port State Control - Inspections - Surveys - Conditions of survey and inspections - Other surveys. Insurance: Hull and machinery insurance - General average - Salvage - Third party recoveries - Claims and handling - Protection and indemnity.

Unit - III: Operations and Voyage Estimation 15Hrs

Cost and accounting: Ship management cost function - Budget preparation - Account processing and reporting. Operations: Voyage planning - Hires and freight - Commissions - Commercial operations. Voyage Estimation: Length of the voyage - Commencing the voyage estimates - tankers - Time charter - Practical calculations - Voyage estimates. Bunkering.

Unit - IV: Cargo and Geographic Factors 15 Hrs

Dry cargoes - Non-bulk dry cargoes - Stowage factors - Dangerous cargo and IMDG Code - Bills of lading and cargo claims - Liquid cargoes - Tank cleaning - Petroleum



products - Chemicals - Liquid gas carriers - Ullage, deadfreight and slack tanks - Geography and metrology - Routing services - Load lines.

Unit - V: Crew Management and Ship Manager's Legal Relations 15 Hrs

Crew management: Recruitment, training and placement of officers and crew on board - Marine crew travel - Compliance of ISPS code - Knowledge management on board and on shore. Ship manager's legal relations: Management contracts - Legal problems - Arrest in Rem - Freezing orders - Freight and hire payments - Dealing with Port Agents and Chartering Brokers.

#### Text Book

1. ICS .2011/12, Ship Operations and Management. London, UK.

#### Reference Books

1. JOHN. W. DICKE. (2014), Reeds 21st Century Ship Management. Bloomsbury Publishing, U.K.
2. LUNY.H.V., LAI K.-H., CHENG T.C.E. CHENG. (2010), Shipping and Logistics Management. Springer, U.K.
3. PROSHANTO K.MUKHERJEE, MARK BROWNRIGG (2013), Farthing on International Shipping.4<sup>th</sup> edition, Springer.

## Websites

1. [www.consulting.xerox.com/case-studies/...shipping-co/enus.html](http://www.consulting.xerox.com/case-studies/...shipping-co/enus.html)
2. [www.sugarcrm.com/industry/shipping-and-transport/case-study\(CRM Shipping and Transport Case Studies\)](http://www.sugarcrm.com/industry/shipping-and-transport/case-study(CRM Shipping and Transport Case Studies))
3. <http://businesscasestudies.co.uk> (Shipping Sector - Case Studies)
4. <http://www.sbaglobal.com>
5. [www.ellenmacarthurfoundation.org/case\\_studies/maersk](http://www.ellenmacarthurfoundation.org/case_studies/maersk) (Maersk Line - Case Studies)
6. <http://www.imo.org/en/KnowledgeCentre/Pages/Default.aspx>(Maritime Knowledge Centre - International Maritime University)

## PG22T2304 -CONTAINERISATION AND MULTIMODAL TRANSPORT

Objective: 72 Hrs

This subject is tailored to deliver theoretical and practical knowledge in handling methods, transportation modes and various conventions pertaining to carriage of cargo. Containerisation is taught in the perspective of growing importance of transportation in world trade.

Unit I: Basic Concepts of Containerisation 12 Hrs

Meaning - Major Container Trades - Container Operators - Container Ships - Terminal - Consideration of Container Terminal Planning - Container Distribution - Container types - ISO Container Dimension by types - Non- Containerisable cargo - Features of Containerization - Equipment for non-containerisable cargo.

Unit II: Cargoes 15 Hrs

International Trade Distribution - Stowage: Meaning - Stowage of cargo - Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code – Classes.

Unit III: Multi-Modalism 15 Hrs

Multi-modal Trade Routes - Evolution - Basic Intermodal System - Modal Interface - Factors outline why shipper favour Multi-modalism - Factors in Development - Features -Multi-Modalism Strategy – Components.

Unit IV: Physical Multimodal Operations 15 Hrs

Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle - Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment - Air

Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD - CFS- Free Trade Area - SEZ - Factors affecting mode and route choice.

Unit V: Conventions Relating to Multimodal Transport 15 Hrs

Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to Through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers 1972 (CSC).

#### Text Books

1. ALAN E BRANCH & MICHAEL ROBARTS (2014) Branch's Elements of Shipping. 9<sup>th</sup> Edition, Routledge Publication.
2. CLAUDIUS, HYLDAGER (2013) Logistics and Multi-modal Transport. 2013 Edition, Institute of Chartered Shipbrokers.

#### Reference Books

1. HARIHARAN, K. V. (2002) A Text Book on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi.
2. HARIHARAN, K. V. (2002) Containerisation, Multimodal Transport and Infrastructure Development in India. 5th edition, Shroff Publishers and Distributors Pvt. Ltd.

## Websites

1. [www.eximin.net/](http://www.eximin.net/) (Export Import News)
2. [www.traffic.org/](http://www.traffic.org/) (Wild Life Trade Monitoring Network)
3. [www.agrofair.nl/site/](http://www.agrofair.nl/site/)
4. <http://careers.alliance.co.nz/Home.jasc>
5. [www.hawkesbayfruit2u.co.nz/Products.php](http://www.hawkesbayfruit2u.co.nz/Products.php)
6. [www.maersklinerefer.com/customer-stories/](http://www.maersklinerefer.com/customer-stories/)

## PG22T2305 -WAREHOUSE AND INVENTORY MANAGEMENT

Objective: 72 Hrs

The paper provides know-how required to operate an efficient and cost effective warehouse as also the role of inventory in warehouse management. It provides guidance on using the latest technology, reducing inventory, people management, location and design.

Unit I: Introduction 12 Hrs

Introduction to Warehousing Concepts -Role of warehouse-types of warehouse-warehouse location- Need for warehousing- Supply chain trends affecting warehouse –Warehouse functions- Role of warehouse manager.

Unit II: Warehouse process 15 hrs

Warehouse process: e-commerce warehouse- Receiving and put away- Warehouse process – pick up preparation-Receiving - Pre-receipt - In- handling - Preparation - offloading - Checking - Cross-docking - Quality control - Put-away - Pick preparation - Pick area layout - Picking strategies and equipment -order picking methods - Warehouse processes- Replenishment to dispatch- - Value adding services - Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts - Security - Returns processing – Dispatch.

Unit III: Inventory Management and Warehouse Management System

15 Hrs

Inventory Management –Functions of Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system-

Warehouse Management Systems (WMS) - choosing a WMS-the process-implementation-cloud computing- Warehouse layout-Data collection-space calculation-aisle width- finding additional space.

Unit IV: Storage and Warehousing Information system 15 Hrs

Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement - Automated Storage/ Retrieval System (AS/RS)-specialised equipment-Technical advancements-Resourcing a warehouse- warehouse costs- Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing Information System (WIS)- Performance management- outsourcing decisions.

Unit V: Material Handling and Warehouse safety 15 Hrs

Material handling- Product movement- concept- costs-product load activity—dispatch activity-unload activity-control device-impact of the computer technology- automatic identification-issues and trends in product transport--Packaging - Pallet - Stretch wraps - Cartons – Labeling- Health and safety- Risk assessment - Layout and design - Fire safety- Slips and trips - Manual handling - Working at height - Vehicles - Forklift trucks - Warehouse equipment legislation. Warehouse safety check list- Warehouse Environment- Energy production - - Product waste - waste disposal - Hazardous waste- Sustainable warehouse Management.

## Text Books

1. GWYNNE RICHARDS (2014) Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse. The Chartered Institute of Logistics and Transport, Kegan page limited.
2. EDWARD FRAZZLE (2002) World Class Warehousing and Material Handling. Tata McGraw-Hill Publication: New Delhi.

## Reference Books

1. JAMES A THOMPCKINS & JERRY D SMITH (1998) The Warehouse Management Handbook. Tompkins press.
2. DAVID E. MULCHY & JOACHIM SIDON (2008) A Supply Chain Logistics Program for Warehouse Management. Auerbachian Publications.

## Websites

1. [www.fciweb.nic.in/](http://www.fciweb.nic.in/) (Food Corporation of India)
2. <http://cewacor.nic.in/index.php> (Central Warehouse Corporation)
3. [www.zintro.com/area/warehouse](http://www.zintro.com/area/warehouse) (Connect with warehouse experts)
4. [http://www.theseus.fi/bitstream/handle/10024/52246/Addy-Tayie\\_Nicholas%20Ewiene.pdf?sequence=1](http://www.theseus.fi/bitstream/handle/10024/52246/Addy-Tayie_Nicholas%20Ewiene.pdf?sequence=1)
5. [http://www.lanhamassoc.com/downloads/Copy%20of%20EIM1-The First Steps to Achieving Effective Inventory Control.pdf](http://www.lanhamassoc.com/downloads/Copy%20of%20EIM1-The%20First%20Steps%20to%20Achieving%20Effective%20Inventory%20Control.pdf)
6. <http://www.pcginc.com/docs/WarehouseManagementSystem.pdf>



## PG22T2306 -GEOGRAPHY OF TRANSPORT SYSTEMS

Objective: 72 Hrs

This paper is framed to impart awareness about contemporary transport geography related to transport modes and terminals. It also focusses transportation information that is used by transport operators to allocate their resources (investments, vehicles) and how it influences public policy.

Unit I: Transportation Geography and Spatial Structure 12 Hrs

Transport Geography: Meaning –Scope-Transportation and Space -Transportation and Commercial Geography -The Geography of Transportation Networks- Geography of strategic maritime passages-Historical geography of Transportation: Emergence of Mechanized Systems - Setting of Global Systems- Transport and Spatial Organization-Transport and Location-Future Transportation -Gateways and Transport Corridors.

Unit II: Transportation Modes and Transport Terminals 15 Hrs

Transportation Modes: An Overview- Road Transportation- Rail Transportation- Maritime Transport - Air Transport- Intermodal Transportation and Containerization- High Speed Rail Systems - Containerization of Commodities- Maersk Shipping Line- Transcontinental Bridges - The Function of Transport Terminals-Transport Terminals and Hinterlands-Port Terminals- Rail Terminals-Airport Terminals- Transport Terminal Governance-Mega Airport Projects- Logistics Cluster-Inland Ports / Dry Ports.

### Unit III: International Trade, Freight Distribution & Urban Transportation

15 Hrs

International Trade and Transport: Trans-border / Cross-border Transportation-Transportation, Globalization and International Trade-Freight Transportation and Value Chains-Logistics and Freight Distribution-UPS: Logistical management of a distribution network-Relocation of empty containers-Commodity Chain Analysis-Cold Chain and its Logistics- Freight Distribution Clusters (Logistics Zones)-Transportation and Urban Form- Urban land use and transportation-Urban mobility-Urban transport challenges-Information technologies and Mobility-City logistics-Transportation and Mega urban regions.

### Unit IV: Transport Economics, Transport Environment & Energy 15 Hrs

Transportation and Economic Development: Transportation and Society-Transport Costs-Transport Supply and Demand -Financing of Transportation Infrastructure-International Tourism and Transport-The Cruise Industry-The economic impacts of Port Investments.

Environmental impacts of Transportation- Pollutants Emitted by Transport Systems - Air, Water and Noise-Transportation and Energy- Land Use and the Environment-Transport and Sustainability- International Oil Transportation- Climate change and the Adaptation of Transport Infrastructure-Green Logistics.

### Unit V: Transport Policy and Planning

15 Hrs

Nature of Transport Policy: Transport Planning- Transport safety and security-Transportation and Disasters- Rail Deregulation -Cost / Benefit Analysis in Practice-

Transportation and Pandemics-Methods in Transport Geography-Geographic Information Systems for Transportation (GIS-T)- Symbolization of Transport Features in a GIS-Transportation and Accessibility-Transport-Related Methods-Graph Theory: Definitions and Properties-Graph Theory: Measures and Indices-Network Data Models-The Route Selection Process-Traffic Assignment- Linear Programming-Transport Technical and Economic Performance Indicators-Traffic Counts and Traffic Surveys-Transportation / Land Use Modeling- The Lowry Model.

Text book:

1. JEAN- PAUL- RODRIGUEZ, CLAUDE COMTOIS, BRIAN SLACK (2013) Geography of Transport Systems. 3<sup>rd</sup> edition, Routledge.

Reference Books:

1. DOUGLAS LONG, International Logistics Global Supply Chain Management. Kluwer academic publishers.
2. LAMBERT, D., ET AL. Strategic Logistic Management. Tata McGraw Hill: New Delhi.
3. UNCTAD, Shipping Documents and Reports.

Websites:

1. <http://michaelminn.net/tgsg/>
2. <http://www.abdn.ac.uk/tgrg/>
3. <http://www.emeraldinsight.com/journal/ijlm>
4. <http://www.tandfonline.com/toc/ujst20/current>

## SEMESTER – IV

1. Transport Economics and Optimisation
2. International Logistics
3. Purchasing & Supply Chain Management
4. Liner Trade and Chartering



## PG22T2401 -TRANSPORT ECONOMICS AND OPTIMISATION

Objective: 72 Hrs

This paper provides an analytical approach to transport economics and transport policy, showing how economic principles can be applied to Transport problems. It also examines the wider role of transport in the economy as a whole and issues of location, regional development, and economic growth.

Unit I: Transport Market Dynamics 12 Hrs

Market demand-Transport as a derived demand-elasticity of demand- price elasticity measurement-income and service elasticity- Supply of Transport-elasticity of supply- Case studies on Road, Rail, Air transport.

Unit II: Pricing policy 15 Hrs

Introduction-Price discrimination- Case studies on Railways-Airline pricing- Low cost airline market- Solutions to low profitability and loss of market share-Coach pricing- Bus pricing- Price vs Quality.

Unit III: Cost Structure and Forecasting Transport Demand 15 Hrs

Bus operating costs-privatised railways-costing the integrated railway (case studies) Airlines- cost levels- Forecasting Transport demand- revenue & expenditure- economic forecasting- case studies on forecasting costs& revenues- Macroeconomic forecasts- Forecast for an Integrated Transport Policy- Air traffic demand.

Unit IV: Location and Inventory Reorder Models 15 Hrs

Centre of Gravity method for Warehouse or Plant location- Equipment Replacement Analysis-The EOQ model for Inventory- Fixed reorder time and fixed reorder level

type inventory models- Problem structure and solution methods for Knapsack problem and Bin packing Problems.

Unit V: Optimisation of Transport

15 Hrs

Using Linear Programming (LP) for product mix determination.-Use of LP for transport and logistics related problems-Assignment Problem in Logistics-Transportation problem- Travelling salesman problem- Vehicle routing problem-Optimization of Milk run routes- Introduction to use of graphs for solving transportation related problems.

Text Book:

1. STUART COLE (2015) Applied Transport Economics- Policy, Management and Decision Making. 3<sup>rd</sup> edition, The Chartered Institute of Logistics & Transport: UK.

Reference Book:

1. EMILE QUINET & R. W. VICKERMAN (2005) Principles of Transport Economics Paperback – Import.

Websites

1. <http://www.kuleuven.be/traffic/dwn/H111part4.pdf>
2. <http://ocw.mit.edu/courses/civil-and-environmental-engineering/1-201j-transportation-systems-analysis-demand-and-economics-fall-2008/lecture-notes/>
3. <http://www.tcd.ie/civileng/Staff/Brian.Caulfield/4A8/Lecture%201%20-%20Transport%20Economics.pdf>

## PG22T2402 - INTERNATIONAL LOGISTICS

Objective: 72 Hrs

To understand the significance of International logistics which is a primary facilitator for the growth in trade and business. The paper focusses on all the drivers of international supply chain of goods- namely economic, environment, Infrastructure, Risk management and competition.

Unit I: International Trade and Supply Chain Management 12 Hrs

International Trade-Basic concepts of International trade Growth-International Trade Milestones-Largest Exporting and importing countries-International Trade Drivers-International Trade Theories-The International business environment-International Supply Chain Management-Historical Development-Logistics and supply chain Management-Elements of International Logistics-The Economics Importance of Logistics-International Reverse Logistics

Unit II: International Infrastructure and Methods of Entry 15 Hrs

International Infrastructure-Definition-Transportation Infrastructure-Communication Infrastructure-Utilities Infrastructure-Service Infrastructure-Legal and Regulatory Infrastructure-International Methods of Entry-Entry strategy factors-Indirect Exporting-Active Exporting-Production Abroad-Parallel Imports-Counterfeit Goods-Other Issues in Methods of Entry

Unit III: Terms of Payment 15 Hrs

Terms of Payment-International payment characteristics-Alternative Terms of payment-Risks in international Trade-Cash in Advance-Open Account-Letter of Credit-Additional types of letter of credit-Documentary collection-Forfaiting-



Purchasing cards-Trade Cards-Bank Guarantees-Terms of payment as a marketing tool

Unit IV: Managing Transaction Risks and Packaging for exports 15 Hrs

Managing Transaction Risks-Currency used in the sales contract-The system of currency Exchange rates-Theories of Exchange rate Determinations-Exchange Rate forecasting-Managing Transaction Exposure-International Banking Institutions-Currency of payment as a Marketing Tool -Packaging for export-Packaging Functions-Packaging objectives-Ocean Cargo-Air Transport-Road and Rail Transport-Security-Hazardous cargo-Refrigerated Goods-Domestic Retail Packaging Issues

Unit V: International Logistic Security and Developing Competitive

Advantage 15 Hrs

International Logistics Security-The Impact of a significant Disruption in International Logistics-International Organizations-The US approach-The EU programs-Other countries Approach-Corporate efforts -Developing a Competitive Advantage-Communication Challenges-International English-Special English-Metric system-Cultural sensitivity-Specific advice

Text Book

1. PIERRE A. DAVID. International Logistics: the Management of International Trade Operations.

Reference Books

1. JOHN J COYLE, Transportation: A Supply Chain Perspective.
2. DONALD J. CLOSS, Supply Chain Management.
3. THOMAS A.COOK , Mastering Import & Export Management.

4. PAUL R. MURPHY JR, Contemporary Logistics, 11<sup>th</sup> Edition.
5. MARTIN CHRISTOPHER. Logistics and Supply chain Management. 4<sup>th</sup> Edition.

#### Websites

1. <http://export.gov/logistics/>
2. <http://www.intl-logistics.com/>
3. <http://www.joc.com/international-logistics>

## PG22T2403 – PURCHASING AND SUPPLY CHAIN MANAGEMENT

Objective: 72 Hrs

The paper provides a managerial perspective on the critical role of 'Purchasing' and strategic 'Supply Chain management' in business and examines concepts of strategic sourcing, cost and value management in the light of ongoing business uncertainty.

Unit I: Introduction 12 Hrs

Introduction to Purchase and Supply Chain Management - supply chain and value chain- the supply chain umbrella- the four enablers of SCM – Human resource-organisational design-real time collaborative technology-right measures & right measurement systems- Purchasing objectives-strategic supply management-Roles and responsibilities.

Unit II: Purchasing Operations and Structure 15 Hrs

Purchasing process-procure to pay process-stock checks-approval of contract & purchase order preparation-types of purchases- capital equipment-transportation and third party purchasing- online requisitioning systems from users to purchasing-electronic purchasing- purchase policy and procedures- Purchasing/ Supply Management Organizational – structure - drivers for centralised/centrally led / decentralized structure- Trends in organizational design.

Unit III: Strategic Sourcing 15 Hrs

Strategic sourcing: Supply management and commodity strategy development- Integrative strategy- conducting a spend analysis- category strategy development- types of strategies- insourcing/outsourcing- supply base optimization-supply risk management-global sourcing-total cost of ownership-evolving sourcing strategies-supplier evaluation and selection-identify potential supply sources- Exhibitions and

Trade fairs- evaluation of supply performances- supplier management and development- quality management- creating a world class supply base- world- wide sourcing.

#### Unit IV: Strategic Sourcing Process

15Hrs

Strategic sourcing process: Strategic cost management-cost analysis techniques- purchasing and supply chain analysis- tools and techniques- negotiations and conflict management- contract management-purchasing law and ethics-legal authority and personal liability-Patents & Intellectual property-Purchasing ethics-Corporate social responsibility- Environment and sustainability.

#### Unit V: Critical Supply Chain Elements and Future Direction

15 Hrs

Supply chain elements: Lean supply chain management- supply chain information systems-electronic sourcing- electronic data interchange (EDI)-e- sourcing basics- internal and external systems integration- social networking software in SCM- information visibility in SCM – performance measurement & evaluation of purchasing & supply chain-developing an evaluation system- benchmarking-future of SCM- Purchase and supply strategy trends- Case studies in Sourcing, Negotiation and Purchasing ethics.

#### Text Book:

1. JAMES PATTERSON, ROBERT MONCZKA, ROBERT HANDFIELD & LARRY GIUNIPERO (2015) Purchasing and Supply Chain Management. 6<sup>th</sup> edition, Cengage Learning.

#### Reference Books:

1. MICHAEL H. HUGOS, Essentials of Supply Chain Management. 3<sup>rd</sup> edition, John Wiley & Sons.

2. ARJAN VAN WEELE, (2014) Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice, 6<sup>th</sup> Edition.

#### Websites

1. <http://facultad.bayamon.inter.edu/jcotto/BADM%204820/Introduction%20WC%20Supply%20Management%20Chapter%2001.pdf>
2. [http://www.rand.org/content/dam/rand/pubs/monographs/2006/RAND\\_MG473.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2006/RAND_MG473.pdf)
3. <http://library.ku.ac.ke/wp-content/downloads/2011/08/Bookboon/Magement%20andOrganisation/fundamentals-of-supply-chain-management.pdf>

## PG22T2404 - LINER TRADE AND CHARTERING

Objective: 72 Hrs

To provide an in depth understanding of activities relating to Ocean transportation, Chartering and the financials of Voyage estimation.

Unit I: Principles of Chartering and Liner Trades 12 Hrs

Introduction to Chartering: Chartering-Voyage Charter-Time Charter-Chartering Negotiations-Chartering and the internet-Charter Parties-Construction of voyage charter parties-Loading place and cargo-Loading rates-Lay days and cancelling date-Cost of loading and discharge- Time charter-The agents influence upon the charter-The port agents' role in charter party negotiations-Overview of Liner trades and its development.

Unit II: Dry Cargo Chartering 15 Hrs

Dry Cargo Trades & Ships- Dry Cargo ship tonnages, Load line, Dimensions and cargoes-Propulsion-Cargo—Ship Documents and Classification-Classification-Freight Markets and Market Practice-The Baltic Exchange-Methods of ship employment-Chartering negotiations-Offering and countering- Charter parties-Subjects-Freight Derivatives for Dry cargo.

Unit III: Tanker Chartering 15 Hrs

Tanker Chartering Trade & Ships-Geography for tanker chartering-The Market structure-Origin and use of world scale-Average freight rate Assessment-Factors influencing the Freight Markets-Oil Demand-New building Activity-Tanker Scrapping-Chartering Market Practice-Cargo description-World scale hours terms and conditions-Production of charter party-Demurrage-Contract of Affreightment-Tenders.

Unit IV: Liner Cargo 15 Hrs

Liner Cargo-Dangerous Goods-IMO International Maritime Dangerous Goods Code (IMDG)-Special Goods-LCL and Break Bulk Cargo-Cargo Handling-Port Handling Equipment- Port Terminals-The Delivery and Collection of Cargo-Cargo Storage-Stowage of Cargo- Port Management and Organization.

Unit V: Liner Shipping Operations 15 Hrs

Liner operating companies' structure-Management and Policy-Ship Management and Operating Services-Insurance-Container and Logistics Departments-Trade and commercial Departments-Accounting and Budgeting-Agency representation-The liner Agents Duties-Principal's Duties-Remuneration-Duration.

#### Text Books

1. ICS (2014) Dry Cargo Chartering. 2014 edition
2. ICS (2014) Tanker Chartering. 2014 edition
3. ICS (2011/12) Liner Trades. Centenary Edition

#### Reference Books:

1. METAXAS, B. N. The Economics of Tramp Shipping. Athlone Press
2. LARS GORTON, Shipbroking and Chartering Practice. Seventh Edition, Llyods
3. GORTON, IHRE, SANDERVARN & HILLENIOUS, Shipbroking and Chartering Practice, 6th Edition
4. PHILIP WOOD, Tanker Chartering, (Witherby& Co Ltd)

5. CYRIL FREDERICK HARDY CUFLEY, Ocean Freights and Chartering. Adlard Coles Nautical

#### Websites

1. <http://linershipping24.blogspot.in/p/liner-shipping.html>
2. <http://www.americanshipping.com/liner.html>