

**L. N. MISHRA INSTITUTE OF ECONOMIC
DEVELOPMENT AND SOCIAL CHANGE,
PATNA**



**SYLLABUS
for
MASTER OF BUSINESS ADMINISTRATION
(MBA – LSCM) PROGRAMME
PROGRAMME**

Based on

**Choice Based Credit System (CBCS)
(2025-2027 onwards)**

www.lnmipat.ac.in

Teaching Pedagogy:

Lectures, Presentation, Case Study, Video, Simulation, and Group Activities.

Introduction to Choice Based Credit System (CBCS):

The CBCS provides an opportunity to the students for choosing the courses from the prescribed list of courses comprising the core, elective/minor or skill-based courses. The courses can be evaluated on the basis of grading system, which is considered to be better than the conventional marking or evaluation system. Grading system provides uniformity in the evaluation and computation of the **Cumulative Grade Point Average (CGPA)** based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in the evaluation system also enables the potential employers to assess the performance of the candidates.

Basic connotation of various terms commonly used in Choice Based Credit System CBCS:

Academic Program - means an entire course of study comprising its program structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/Centre.

Course - means a segment of a subject that is part of an Academic Program.

Program Structure - means a list of courses (Core, Elective, Practical, Project, etc.) that makes up an Academic Program, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes.

Core Course - means a course that a student admitted to a particular program must successfully complete to receive the degree and which cannot be substituted by any other course.

Elective Course - means an optional course to be chosen or selected by a student out of such courses offered in the same or any other Department/Centre.

Credit - means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical class could be proposed as part of a course or as a separate practical course.

SGPA - means **Semester Grade Points Average** calculated for the courses of a particular semester.

CGPA - is **Cumulative Grade Points Average** calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

Grand CGPA - is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters.

Conversion of Marks into Grades

In each course, numeric scores will be awarded to both the evaluation components: Internal Assessment and End-semester Examination. Internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, class participation, discipline, etc. The total score in a paper is obtained by adding the internal assessment marks and the End-semester Examination marks. The total score obtained in a paper is converted to a letter grade on the basis of the grading scale given below:

Marks	Grade	Grade Points
90+	A+	10
80+	A	9
70+	B	8
60+	C	7
50+	D	6
40+	P	5
	F	0

Grade Points: To be considered on the basis of the grading scale table given above.

CWP (Credit Weightage Point) = Grade Point x Credit Point

SGP (Semester Grade Point) = $\sum \text{CWP}$

SGPA (Semester Grade Point Average) = $\frac{\sum \text{CWP}}{\sum \text{Credit Points}}$

CGPA (Cumulative Grade Point Average) = $\frac{\sum \text{SGP}}{\sum \text{Credit Points}}$

MBA-LSCM (Two-Year Full-Time) Program Details:

Program Structure:

The Master of Business Administration in Logistics and Supply Chain Management (MBA-LSCM) is a full time Program of two years and each year consists of two semesters which are given in the table below.

Years	Semester - Odd	Semester- Even
First Year	Semester - I	Semester - II
Second Year	Semester - III	Semester - IV

Course Credit Scheme:

Semester	Core Courses			Elective Course			Total Credits of the Program
	No. of papers	Credits of each paper	Total Credits	No. of papers	Credits	Total Credits	
I	7	4	28	0	NA	NA	28
II	7	4	28	0	NA	NA	28
III	6	4	24	1	4	4	28
IV	6	4	24	1	4	4	28
Total Credits for the Course	26		104	02		08	112

Note: 10 Hours = 1 Credit

- For each Core and Elective Course, there will be four (4) lecture hours of teaching per week.
- Duration of examination of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

Semester-wise Course Credit System:

Semester I					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – I.	Credits in each core course			
		Theory	Practical	Tutorial	Credits
1	MB-LSC - 25/I/01	4	NA	NA	4
2	MB-LSC - 25/I/02	4	NA	NA	4
3	MB-LSC - 25/I/03	4	NA	NA	4
4	MB-LSC - 25/I/04	4	NA	NA	4
5	MB-LSC - 25/I/05	4	NA	NA	4
6	MB-LSC - 25/I/06	4	NA	NA	4
7	MB-LSC - 25/I/07	4	NA	NA	4
Total credits in core courses		28			28
Semester II					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – II.	Credits in each core course			
		Theory	Practical	Tutorial	Credits
1	MB-LSC - 25/II/01	4	NA	NA	4
2	MB-LSC - 25/II/02	4	NA	NA	4
3	MB-LSC - 25/II/03	4	NA	NA	4
4	MB-LSC - 25/II/04	4	NA	NA	4
5	MB-LSC - 25/II/05	4	NA	NA	4
6	MB-LSC - 25/II/06	4	NA	NA	4
7	MB-LSC - 25/II/07	4	NA	NA	4
Total credits in core courses		28			28
Semester III					
	Number of Core Courses	Credits in each core course			

Sl. No.	with code to be offered in SEMESTER – III.	Theory	Practical	Tutorial	Credits
1	MB-LSC - 25/III/01	4	NA	NA	4
2	MB-LSC - 25/III/02	4	NA	NA	4
3	MB-LSC - 25/III/03	4	NA	NA	4
4	MB-LSC-25/III/04	4	NA	NA	4
5	MB-LSC-25/III/05	4	NA	NA	4
6	MB-LSC-25/III/06	4	NA	NA	4
Total credits in core courses		24			24
Sl. No.	Number of Elective Courses with code to be offered in SEMESTER – III.	Credits in each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
2	Elective course 2	4	NA	NA	4
3	Elective course 3	4	NA	NA	4
Total credits in elective courses		04			04
Semester IV					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – IV.	Credits in each core course			
		Theory	Practical	Tutorial	Credits
1	MB-LSC - 25/IV/01	4	NA	NA	4
2	MB-LSC - 25/IV/02	4	NA	NA	4
3	MB-LSC - 25/IV/03	4	NA	NA	4
4	MB-LSC-25/IV/04	4	NA	NA	4
5	MB-LSC-25/IV/05	4	NA	NA	4
6	MB-LSC-25/IV/06	4	NA	NA	4
Total credits in core courses		24			24
Sl. No.	Number of Elective Courses with code to be offered in SEMESTER – IV.	Credits in each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
2	Elective course 2	4	NA	NA	4
3	Elective course 3	4	NA	NA	4
Total credits in elective courses		04			04

Program Objectives (POs):

MB-LSC—the two-year full-time program is a holistic management program designed to train eligible candidates to become future managers in the field of industrial supply chain management. The program' curriculum is tailored to match the modern skillset requirements of businesses dealing with goods carrier, inventory and transportation services. MBA in Logistics and Supply Chain Management opens numerous doors of opportunities to students looking for a career in the operation, supply, and e-commerce industry. To reach out to professionals in other industries who wish to build careers in Logistics & Supply chain.

The curriculum of the continuously evolving MB-LSC - two-year full-time program rests on two pillars: one, providing a strong analytical foundation in key functional areas and the other, enabling a high degree of academic flexibility, thereby allowing students to customize their corporate experience.

The program focuses on building skills in students for delivering customized logistic solutions. The course explores subject areas such as product distribution, supply chain, inventory control, transportation management and customer services.

Program Learning Outcomes (PLOs):

The faculty strives to achieve the following learning outcomes from MBA-Logistics and Supply Chain (Full-Time) program:

PLO1: The students will be able to streamline the whole shipping process across E-commerce, Manufacturing, Retail, FMCG, Hospitality, Aviation and Shipping domains.

PLO2: An MBA in Logistics and Supply Chain would enable successful postgraduates find lucrative employment opportunities in product- based industries.

PLO3: Students will be trained to tackle challenges such as business value scope and scale, customer requirements and supply side innovation, service level and quality management etc.

PLO4: Helps students create synergies amongst the most diverse set of variables and their ability to continuously learn, improvise, adapt, energize, excel and grow.

PLO5: Encourages students on their professional development plans by reflecting on their first year's learning and Summer Internship experiences.

PLO6: Provides a strong analytical foundation in key functional areas as well as a high degree of academic flexibility, thereby enabling them to take up leadership roles in future.

PLO7: Inculcate respect for diversity, sensitivity towards societal needs and ethical attitude

Semester-wise Course Credit Scheme with ESE & IA:

SEMESTER - I						
Course Code	Course Name	ESE (Marks)	IA (Marks)	Full (Marks)	L/T/P	Credit
CORE COURSES (THEORY)						
MB-LSC - 25/I/01	Management Concepts and Organizational Behaviour	70	30	100	4/-/-	4
MB-LSC - 25/I/02	Managerial Economics	70	30	100	4/-/-	4
MB-LSC - 25/I/03	Logistics Management	70	30	100	4/-/-	4
MB-LSC - 25/I/04	Marketing Management	70	30	100	4/-/-	4
MB-LSC - 25/I/05	Statistical Techniques	70	30	100	4/-/-	4

MB-LSC - 25/I/06	Accounting and Finance	70	30	100	4/-/-	4
MB-LSC - 25/I/07	Warehouse Management	70	30	100	4/-/-	4
**TOTAL				700	28/-/-	28

*** All courses are compulsory.

SEMESTER - II						
Course Code	Course Name	ESE (Marks)	IA (Marks)	Full (Marks)	L/T/P	Credit
CORE COURSES (THEORY)						
MB-LSC - 25/II/01	Production and Operation Management	70	30	100	4/-/-	4
MB-LSC - 25/II/02	Basics of Logistics and Supply Chain Management	70	30	100	4/-/-	4
MB_LSC - 25/II/03	Global Human Resource Management	70	30	100	4/-/-	4
MB-LSC - 25/II/04	Research Methods for Business	70	30	100	4/-/-	4
MB-LSC - 25/II/05	Global Business Environment	70	30	100	4/-/-	4
MB-LSC - 25/II/06	Port and Dock Management for Logistics	70	30	100	4/-/-	4
MB-LSC - 25/II/07	Management Information System	70	30	100	4/-/-	4
**TOTAL				700	28/-/-	28

*** All courses are compulsory

SEMESTER - III						
Course Code	Course Name	ESE (Marks)	IA (Marks)	Full (Marks)	L/T/P	Credit
CORE COURSES (THEORY)						
MB-LSC - 25/III/01	Applied GIS and Spatial data Analytics	70	30	100	4/-/-	4
MB-LSC - 25/III/02	Business Law	70	30	100	4/-/-	4
MB-LSC- 25/III/03	Retail Management	70	30	100	4/-/-	4
MB-LSC- 25/III/04	Managerial Communication and soft skills	70	30	100	4/-/-	4
MB-LSC- 25/III/05	Project Management	70	30	100	4/-/-	4
PROJECTS AND VIVA-VOCE		Viva- Voce	Project Report			

		(Marks)	(Marks)			
MB-LSC - 25/III/06	Summer Internship Program	50	50	100	-/-/-	4
ELECTIVE COURSES (THEORY)						
Elective Course 1 (Course Code & Name as chosen from the list of electives of any area)		70	30	100	4/-/-	4
Elective Course 2 (Course Code & Name as chosen from the list of electives of any area)		70	30	100	4/-/-	4
Elective Course 3 (Course Code & Name as chosen from the list of electives of any area)		70	30	100	4/-/-	4
**TOTAL				700	24/-/-	28

*** All Theory, Project & Viva-Voce, and Elective courses are compulsory. In Semester – III, *three* elective courses will be offered out of which students may select *one*.

SEMESTER - IV						
Course Code	Course Name	ESE (Marks)	IA (Marks)	Full (Marks)	L/T/P	Credit
CORE COURSES (THEORY)						
MB-LSC - 25/IV/01	Supply Chain and Risk Management	70	30	100	4/-/-	4
MB-LSC - 25/IV/02	Sales and Distribution Management	70	30	100	4/-/-	4
MB-LSC - 25/IV/03	Marketing Strategy and Control	70	30	100	4/-/-	4
MB-LSC- 25/III/04	Global Strategic Management	70	30	100	4/-/-	4
MB-LSC- 25/III/05	International Trade and Commerce	70	30	100	4/-/-	4
MB-LSC- 25/III/06	Multi -Modal Transport	70	30	100	4/-/-	4
ELECTIVE COURSES (THEORY)						
Elective Course 1 (Course Code & Name as chosen from the list of electives of any area)		70	30	100	4/-/-	4
Elective Course 2 (Course Code & Name as chosen from the list of electives of any area)		70	30	100	4/-/-	4
Elective Course 3 (Course Code & Name as chosen from the list of electives of any area)		70	30	100	4/-/-	4
**TOTAL				700	28/-/-	28

*** All Theory, and Elective courses are compulsory. In Semester – IV, *three* elective courses will be offered out of which students may select any *one*.

Semester wise Details of MBA-Logistics and Supply Chain Management (Full Time) Courses

FIRST YEAR:

The schedule of First Year shall comprise of two semesters: Semester I and Semester II. All the courses in both Semesters – I & II are Core/Compulsory. The schedule of courses during the first year of the program shall be as follows:

SEMESTER – I: MB-LSC - 25/I/01 to MB-LSC - 25/I/07

MB-LSC - 25/I/01: MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

MB-LSC - 25/I/02: MANAGERIAL ECONOMICS

MB-LSC - 25/I/03: LOGISTICS MANAGEMENT

MB-LSC - 25/I/04: MARKETING MANAGEMENT

MB-LSC - 25/I/05: STATISTICAL TECHNIQUES

MB-LSC - 25/I/06: ACCOUNTING AND FINANCE

MB-LSC - 25/I/07: WAREHOUSE MANAGEMENT

SEMESTER – II: MB-LSC - 25/II/01 to MB-LSC - 25/II/07

MB-LSC - 25/II/01: PRODUCTION AND OPERATION MANAGEMENT

MB-LSC - 25/II/02: BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

MB-LSC - 25/II/03: GLOBAL HUMAN RESOURCE MANAGEMENT

MB-LSC - 25/II/04: RESEARCH METHODS FOR BUSINESS

MB-LSC - 25/II/05: GLOBAL BUSINESS ENVIRONMENT

MB-LSC - 25/II/06: PORT AND DOCK MANAGEMENT FOR LOGISTICS

MB-LSC - 25/II/07: MANAGEMENT INFORMATION SYSTEM

Summer Internship Project:

On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to undergo summer training for *eight weeks* in an organization. A project report based on the summer internship shall be submitted within *four weeks* from the commencement of the third semester.

SECOND YEAR:

The schedule of Second Year shall comprise of two semesters: Semester III and Semester IV. The schedule of papers during the second year of the program shall be as follows:

SEMESTER – III: MB-LSC - 25/III/01 to MB-LSC - 25/III/06 & 1-elective paper to be chosen by the students from the list of optional papers.

During Semester III of the program, in addition to the six compulsory papers, a student shall have to choose one elective courses from the list of optional papers announced at the beginning of Semester III. Compulsory papers are listed here; elective papers are listed thereafter.

SEMESTER – III: MBA - 20/III/01 to MBA - 20/III/06

MB-LSC - 25/III/01: APPLIED GIS AND SPATIAL DATA ANALYTICS

MB-LSC - 25/III/02: BUSINESS LAW

MB-LSC - 25/III/03: RETAIL MANAGEMENT SUMMER INTERNSHIP PROGRAM

MB-LSC-25/III/04: MANAGERIAL COMMUNICATION AND SOFT SKILLS

MB-LSC-25/III/05: PROJECT MANAGEMENT

MB-LSC-25/III/06: SUMMER INTERNSHIP PROGRAM

List of Elective Courses for Semester III (Choose any one)

MB-LSC-25/III/07: EXPORT-IMPORT PROCEDURE & DOCUMENTATION (EIP&D)

MB-LSC-25/III/08: INTERTNATIONAL ADVERTISING AND BRAND MAMAGEMENT

MB-LSC-25/III/09: E-COMMERCE

SEMESTER – IV: MB-LSC - 25/IV/01 to MB-LSC - 25/IV/06 & 1-elective paper to be chosen by the students from the list of optional papers.

During Semester IV of the program, in addition to the six compulsory papers, a student shall have to choose one elective courses from the list of optional papers announced at the beginning of Semester IV. Compulsory papers are listed here; elective papers are listed thereafter.

SEMESTER – IV: MB-LSC - 25/IV/01 to MB-LSC - 25/IV/06

MB-LSC - 25/IV/01: SUPPLY CHAIN AND RISK MANAGEMENT

MB-LSC - 25/IV/02: DISTRIBUTION MANAGEMENT FOR GLOBAL SUPPLY CHAIN

MB-LSC - 25/IV/03: MARKETING STRATEGY AND CONTROL

MB-LSC-25/IV/04: GLOBAL STRATEGIC MANAGEMENT

MB-LSC-25/IV/05: INTERNATIONAL TRADE AND COMMERCE

MB-LSC-25/IV/06: MULTI -MODAL TRANSPORT

List of Elective Courses for Semester IV (Choose any one)

MB-LSC-25/IV/07: INDIA'S FOREIGN TRADE AND INVESTMENT

MB-LSC-25/IV/08: PUBLIC PRIVATE PARTNERSHIP AND PORT DEVELOPMENT

MB-LSC-25/IV/09: SUPPLY CHAIN RISK MODELING AND MANAGEMENT

Course Wise Contents

CORE / COMPULSORY COURSES

SEMESTER – I MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

MB-LSC- 25/I/01:

Course Objectives:

The objective of the course is to help participants develop an understanding of the basic management concepts and behavioral processes in organizations which are essential for them to adapt to the changing corporate culture.

Course Learning Outcomes:

1. Understanding the concept of organizational behavior and management.
2. Developing an understanding of managerial functions, skills and roles
3. Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions
4. Understanding the basic process of interpersonal relationship
5. Understanding how managers can use the models to enhance motivational levels of employees
6. Understand the concept of stress and learn to manage it in international organization.
7. Understanding the behavioral approach to Managerial decision-making

Course Contents:

Unit-01:

Overview of management: Nature, scope and objectives of management-Functions of management and its practice in new business environment, management as profession, managerial opportunities and challenges.

Unit-02:

International management: Concept of international management-factors affecting international management-model of comparative management, management practices in USA, China, Japan and European Union.

Unit-03:

Global management strategy: Concept of global strategy-global integration versus national differentiation-managing global competitive dynamics-entering foreign markets.

Unit-04:

Current trends in strategic management: The rise of e-commerce-artificial intelligence and strategic management.

Unit-05:

Organizational Behavior: Meaning-Elements-Need And Importance-Approaches-Models Levels- Socio Culture, Political and Economic Differences and Their Influence On Organization Behavior Foundations of Individual Behavior: Individual Differences-Personality; Personality Factors - Learning: Components Of Learning Process- Learning Theories – Values, Significance And Types- Attitudes-Perception- Motivation: Types-Importance- Stress: MeaningTypes-Sources-Impact and Consequences of Stress Management.

Unit 06 :

Motivation-Importance-Theories: Maslow, Herzberg, McGregor (X&Y), Ouchi (Z), Vroom, Porter-Lawyer, Mc Clelland And Adam-Communication: Types – Process - Barriers; Leadership; Significance, Types Styles And Leadership Grid.

Text Books:

1. Vasistha Neeru: Principles of Management, Taxman, New Delhi.
2. Dr. C.B.Gupta “ Management Concept and Practices”, S. Chand & Sons
3. Fred Luthans: Organizational Behavior, McGraw Hill Education.
4. S. S. Khanka: Organizational Behavior, (Text and Cases), S. Chand.

Suggested Readings:

1. Luthans, F. (2015). *Organizational Behavior: An Evidence Based Approach* (13th ed.). McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2nd ed.). Cengage Learning India Pvt. Ltd.
3. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). *Organizational Behavior* (16th ed.). New Delhi: Pearson Education.
4. Singh, K. (2015). *Organizational Behavior: Text and Cases* (3rd ed.). New Delhi: Vikas Publication.

MB-LSC - 25/I/02: MANAGERIAL ECONOMICS**Course Objectives:**

The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision-making in a variety of different business situations and market conditions. Managerial

Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. This course provides the foundation for a variety of other courses, like finance, marketing, and strategy.

Course Learning Outcomes:

1. Strengthening the foundations of the analytical approach to Managerial decision-making.
2. Understanding consumer behavior.
3. Understanding the production problem and how managers make input purchase decisions.
4. Understanding the various market structures and how supply is determined in each.
5. Understanding the external environment, common information problems faced/created by managers.

Course Contents:

Unit-01:

Introduction- Nature and scope of managerial economics-Significance of economics in management-role and responsibilities of the managerial economists.

Unit-02:

Demand analysis-Law of demand –determinants of demand-elasticity of demand-price elasticity-income elasticity and cross elasticity-demand forecasting-managerial applications.

Unit-03:

Production and cost analysis: Production function-law of variable proportion-law of returns to scale-economies of scale, cost analysis-types of costs-cost-output relationship in short run and long run, break-even analysis.

Unit-04: Market structure: Determination of price under perfect completion –monopoly-duopoly-oligopoly market-monopolistic competition –pricing methods and game theory.

UNIT-05: Macroeconomic environment: Concept of national income-national income measurement in India –uses of national income, business cycle-theories of business cycle.

Text Books:

1. Satya P. Das: Microeconomics for Business, Sage Publication.
2. Robert Pindyck & Daniel Rubinfeld: Microeconomics, Pearson, New Delhi.
3. H. L. Ahuja: Principles of Microeconomics, S. Chand, New Delhi.
4. Bharti Singh: Managerial Economics, Excel Books India.

Suggested Readings:

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). *Managerial Economics: Theory, Applications and Cases* (7th ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. (2008). *Microeconomics*. McGraw Hill Education.
3. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). *Managerial Economics* (3rd ed.). McGraw Hill Education.
4. Hirschey, M. (2009). *Managerial Economics: An Integrative Approach*. Cengage Learning.

Course objective:

This course enables the students to familiarize with the Logistics Industry from the very basic concepts role of Logistic Industry in Indian Economy and advantages & How distribution cycle works with the help of logistics.

Course Learning outcomes:

The successful completion of this course shall enable the student:

to understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.

Course Content:**Unit-01:**

Concept of Logistics : Introduction , Concept of Logistics ,Objectives of Logistics , Importance of Logistics , Types of Logistics , Concept of Logistics Management , Evolution of Logistics , Role of Logistics in an Economy

Unit-02:

Advantages of Logistics ,Difference between Logistics and Supply Chain Management , Logistics and Competitive Advantage , Logistics Mix , Logistics in Organized Sector.

Unit-03:

Integrated Logistics :Concept of Integrated Logistics , Inventory flow, Information flow , Operational Objectives of Integrated Logistics , Barriers to Integration , Organization structure , Measurement system , Inventory ownership , Knowledge transfer capability , Logistical Performance Cycle , Logistics Performance Cycle , Manufacturing support Performance Cycle , Procurement Performance

Unit-04:

Demand Forecasting : Introduction , Objectives , Concept of Demand Forecasting , Impact of Forecasts on Logistics and Supply Chain Management , Forecasting Process , Forecasting Techniques , Selecting the Appropriate Forecasting Technique , Operating Principles of Forecasting

Unit-05:

Customer Service : Customer Service , Key Element of Logistics , Concept of Customer Service , Attributes of Customer Service , Different phases of Customer Services , Customer Service for Competitiveness , Value-added Logistical Service

Text Books:

1. Logistics Management : Reji Ismail (Excel Books)

Suggested Readings:1. Maritime Logistics : Dong-Wook Song & Photis M Panayides (The Chartered Institute of Logistics and Transport – UK)

2. Logistics : David J. Bloomberg, Stephen Lemay, Joe B. Hanna (Eastern Economy Edition)

MB-LSC– 25/I/04: MARKETING MANAGEMENT

Course Objective:

The course aims to develop among the students the underlying concepts, strategies and issues involved in the marketing of products and services and also trends emerging in marketing.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

1. To become familiar with the fundamentals of marketing to enable them to take better marketing decisions.
2. To observe and understand the nuances and complexities involved in various product and pricing decisions.
3. To develop the skills needed to take better distribution decisions and also to critically analyze the Promotion-Mix and design advertising campaigns.
4. To understand the role of service marketing and adapt the customer relationship management system for taking better marketing decisions.
5. To explore the emerging trends in marketing for enabling those to take proactive measures while taking marketing decisions.

Course Contents:**Unit-01:**

Introduction to marketing-nature and scope of marketing-evolution of marketing-marketing philosophies-customer value-holistic marketing.

Unit-02:

Consumer buying behavior-organizational buying behavior, market segmentation-targeting and positioning, marketing research and decision support system.

Unit-03:

Product mix-product management decisions-product planning and development-product life cycle-new product development, branding and packaging.

Unit-04:

Pricing strategies and policies- pricing setting methods-factors influencing price determination.

Unit-05:

Distribution channels and physical distribution-designing distribution channels-logistics-warehousing & retailing-channel management and physical distribution management in international marketing.

Unit-06:

Marketing communication-promotion mix, integrated marketing communication-advertising-publicity-sales promotion- public relations.

Text Books:

1. Ramaswamy and Namakumari: Marketing Management – Indian Context Global Perspective, Sage Publications.
2. Rajan Saxena: Marketing Management, McGraw Hill.
3. Philip Kotler and Kevin Lane Keller: Marketing Management, Pearson Education.

Suggested Readings:

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17th ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective*(14thed.). New Delhi: Pearson.
4. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *Basic Marketing*. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. (2010). *Marketing Management: Global perspective Indian context* (4thed). New Delhi: Macmillan.
6. Saxena, R. (2009). *Marketing Management* (4th ed.). New Delhi: Tata McGraw Hill.

MB-LSC-25/I/05: STATISTICAL TECHNIQUES

Course Objectives: To enable the students to develop analytical skills and decision making skills with the help of facts which can be measured.

Course learning Outcomes:

1. To learn the importance and scope of Statistics.
2. To draw conclusion from relevant collected data.
3. To understand the significance of central tendency and other statistical tests.

Course Contents:**Unit-01:**

Statistics-an overview-importance for learning statistics for managers-types of statistical methods-importance and scope of statistics (specially in business management)

Unit-02:

Measurement of central tendency-objectives of averaging-requisites of measure of central tendency-mathematical averages-arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position- mean and mode- relationship between mean, median and mode- comparison between measures of central tendency.

Unit-03:

Probability distributions-probability distribution function-cumulative probability distribution function, expected value and variance of a random variable, discrete probability distributions-binomial- poisson and normal distribution-determinate of confidence interval.

Unit-04:

Hypothesis testing-errors in testing-one tail and two tail testing-one sample t test and two sample t test-paired t test- F test-ANOVA: one way and two way Pearson

Unit-05:

Correlation and regression analysis-basics of multivariate analysis-factor analysis- cluster analysis-Discriminate analysis- multiple regression-Multiple analysis of variance.

Text Books:

1. Alan Bryman & Emma Bell: Business Research Methods, Oxford University Press
2. Donald R. Cooper & Pamela S. Schindler: Business Research Methods. Tata McGraw Hill Education
3. Mark Saunders, Philip Lewis, & Adrian Thornhill: Research Methods for Business Students, Pearson Education, India.
4. Levin R. I. & Rubin D. S.: Statistics for Management, PHI, New Delhi.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.
6. Sharma J. K.: Business Statistics, Pearson, New Delhi.
7. Beri: Statistics for Management, TMH, New Delhi.
8. Gupta S. P. & Gupta M. P.: Business Statistics, S. Chand & Sons, New Delhi.

Suggested Readings:

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). *Complete Business Statistics* (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision Making* (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12th ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (13th ed.). India: Cengage Learning.

MBA-LSC – 25/I/06: ACCOUNTING AND FINANCE

Course Objective:

To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

1. To understand the fundamental concepts and principles of financial accounting and apply in

business activities using accounting software.

2. To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.
3. To understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.
4. To understand the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc.
5. To make various types of budgets at organizational level for cost control and efficiency.

Course Contents:

Unit-01:

Book-keeping and accounting-Theory-scope and objectives of financial accounting, accounting conventions-journal-ledger-trial-balance, preparation of trading, profit and loss account and balance-sheet, capital and revenue expenditure-deferred revenue expenditure-capital and revenue receipts.

Unit-02:

Depreciation accounting and inventory valuation: Meaning and techniques of depreciation, courses and need for depreciation-different methods of calculating depreciation.

Unit-03:

Financial statements analysis: Techniques of financial analysis-comparative statements-common size statements, ratio analysis-profitability ratios-coverage ratio-turnover ratios-application and limitations of ratio analysis.

Unit-04:

Fund flow analysis: Meaning, applications & limitations, cash flow analysis-meaning, applications & limitations, difference between funds flow and cash flow analysis.

Unit-05:

Concept-nature & scope of finance-changing role of finance manager, objectives of finance-profit maximization vs wealth maximization, sources of short- term & long-term finance.

Suggested Readings (Unit wise)

1. Atkinson, Anthony A., Banker, Rajiv D., Kaplan, Robert & Young, S. Mark (2001). *Management Accounting*. Prentice Hall. Unit(s) – IV
2. Colin, Drury (2001). *Management and Cost Accounting*. Thomas Learning. Unit(s) – III
3. Garison, R.H. & Noreeb, E W. (2000). *Managerial Accounting*. McGraw Hill Education. Unit(s) – IV
4. Goldwin, Alderman & Sanyal (2016). *Financial Accounting*. Cengage Learning. Unit(s) – I
5. Horngren, Charles T. (1998). *Introduction to Management Accounting*. Prentice Hall of India. Unit(s) – V

MB-LSC-25/I/07: WAREHOUSE MANAGEMENT

Course Objectives

1. To understand the basic concepts and various functions of Warehouse.
2. To impart knowledge on various types of warehouses and their advantages

Course Learning Outcomes:

1. The student should be able to understand the various functions of Warehouse and also about its various types and their advantages.
2. The student should be able to measure the metrics of warehouse operations.

Course Contents:

Unit-01:

Meaning and Need for warehousing management, Evolution of warehousing, Role and responsibilities of a warehouse manager, Functions of Warehouses and Types, Cost and Strategies of Warehouses, , Significance of Warehousing in Logistics, Warehousing Management Systems (WMS), Role of government in warehousing and Characteristics of an ideal warehouse

Unit-02:

Principles And Objectives of Procurement System, History of procurement Function, Procurement Cycle, Procurement Planning, Purchasing Mix: Six Rights, Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability and Bidding process

Unit-03:

Storing products in a warehouse, Warehousing and Supply Chain, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID), Warehouse Operations, Receiving inventory, Picking inventory, Locating inventory and Organizing inventory,

Unit-04:

Storage and Warehousing Information system, Storage Equipment, Storage option , shuttle technology , very high bay warehouse , Warehouse handling equipment , vertical and horizontal movement , Automated Storage/ Retrieval System (AS/RS)-specialized 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 Performance management and Outsourcing Decisions.

Unit-05:

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.

Suggested Readings

1. David J. Piasecki.(2003). Inventory Accuracy: People, Processes, & Technology:
2. Ops. Pub., Jeroen P. Van Den Berg. (2009). Integral Warehouse Management:
3. Outlook. Max Muller. (2009). Essentials of Inventory Management:
4. AMACOM. Napolitana M. (2003). The Time, Space & Cost Guide to Better Warehouse Distribution Group
5. Steven M. Bragg. (2011). Inventory Best Practices: Wiley

SEMESTER II

MB-LSC-25/II/01: PRODUCTION AND OPERATION MANAGEMENT

Course Objective:

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them

appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

Course Learning Outcomes:

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Understand the elemental processes involved in designing a product and a service.
5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.
6. Understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product and nature of demand and also an appropriate volume of input materials to be procured at a particular point of time depending on the production schedule and available inventory.

Course Contents:

Unit 01:

Introduction to Operation Management

Understand the importance of the OM function and its strategic importance, various types of manufacturing and service systems, The systems approach to OM. Introduction to Operations Management, operations strategy and competitiveness, product design and process selection for manufacturing and services. Facility location and layout.

Unit 02:

Vendor and Inventory Management

Vendor management - new vendor selection, vendor performance monitoring, Lean Manufacturing basics mainly 5S, Kaizen Understand the basis of inventory management decisions, LIFO & FIFO Method. The hierarchical approach to planning and various methods of inventory management. Forecasting, inventory systems for independent demand, inventory management under uncertain demand, inventory systems for dependent demand, aggregate planning.

Unit 03:

Policy location:

factors influencing plant location- facility layout-production process design- service design, product layout and group technology layout, advantages & limitations. Material management & inventory control-components of material management-purchase model with instantaneous replenishment and without shortage, manufacturing model without shortage, material handling system-unit load concept- material handling principle-classification of material handling equipment.

Unit-04:

Aggregate sales and operation planning- introduction-overview production planning environment- material requirement planning(MRP) Product structure/bill of material(BOM)-Production planning & control-planning phase-action phase & control phase.

Unit-05:

Project management-CPM-PERT-GANTT Chart/time chart-work study-time study-method study-motion study. Quality control-introduction & need to control quality- quality system-quality control techniques- control charts for variables & attribute-acceptance sampling-operating characteristics curve- single sampling plan.

Unit-06:

Maintenance-planning & control- maintenance-types & objectives modern management tools-JIT manufacturing, Six sigma concepts, TQM, Lean operations & Toyota production system.

Text Books:

1. Shailendra Kale: Production and Operations Management, McGraw Hill.
2. Scott T. Young: Essentials of Operations Management, Sage Publishing.
3. S. N. Chary: Production and Operations Management, McGraw Hill.
4. Ajay Garg: Production & Operations Management, McGraw Hill.

Suggested Readings:

1. Bedi, K. (2014). *Production and Operations Management* (3rd ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3rd edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15th ed.) Mc Graw Hill, Chennai
4. Gaither, N. and Frazier G. (2011). *Operations Management* (9th ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12th ed.). Pearson Education, Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11th ed.), Pearson Education, Delhi.
7. Mahadevan, B. (2015). *Operations Management* (3rd ed.). Pearson Education, Delhi.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7th ed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9th ed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12th ed.). McGraw Hill, Chennai

MB-LSC-25/II/02: BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objectives:

This course enables the students to familiarize with the Logistics Industry from the very basic concepts. Role of Logistic Industry in Indian Economy and advantages. How distribution cycle works with the help of logistics. This course enables the students to familiarize with the Supply Chain from the very basic concepts.

Course Learning Outcomes:

1. Able to understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
2. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization globally.

Course Contents:

Unit 01:

Basic framework-Concept-evolution & importance of supply chain management-key drivers of supply chain management and logistics relationships.

Unit-02:

Transportation: Importance of effective transportation system-transportation functionality and principles-multimodal transport: modal characteristics- international air cargo transport: characteristics of shipping transport-types of ships.

Unit-03:

Supply chain and information management systems: Purchasing process-types of purchases-purchasing cycle, supplier selection and evaluation-vendor development-importance of information management, distribution and sharing of information, information technology as a platform for effective and efficient supply chain management, functional application of ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID and GPS.

Unit-04:

Logistic system: concept, objectives and scope of logistics; system element; inbound and outbound logistics; reverse logistics; value added role of logistics; third party logistics outsourcing-challenges and future directions, warehousing decision.

Unit-05:

Packing and packaging: meaning, functions and essentials of packing and packaging, packing for storage-overseas shipment-Inland-Transportation-packaging types: primary, secondary and tertiary-requirements of consumer packaging, channel member packaging and transport packaging-shrink packaging-identification codes, bar codes, and electronic data interchange(EDI)-Universal product code-GSI standards-package levels-symbols used on packages and labels.

Text Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, "International Logistics", Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India

MB-LSC-25/II/03: GLOBAL HUMAN RESOURCE MANAGEMENT**Course Objective:**

1. To Understand the HRM Principle and Practices in the Domestic Context.
2. To Study the Global HRM Practices with Multicultural Nature compounded by Geographical Dispersion.
3. To Adopt the best Practices of Global HRM and its application to the Domestic and MNCs operating in India.

Course learning Outcome:

1. Helps the students to gain knowledge on HRM practices at various context.
2. Will help in adopting best practices of Global HRM.

Course Contents:**Unit-01:**

Human resource management: Evolution-objectives-significance, domestic HRM v/S IHRM, Contemporary issues and challenges in managing IHRM, HR Planning-Recruitment and selection-Training and development-performance appraisal

Unit-02:

IHRM Functions: planning-international recruitment and selection-training and development of expatriates-international compensation: components, objectives and methods of compensation-taxation decisions.

Unit-03:

IHRM Strategies and developments –total quality in HRM-Scope of TQM-Comparison of traditional and TQ HRM approaches-Barriers to TQHRM-HR Project planning-Importance of computerized information system-HRM experiences of USA, UK, Japan and China.

Unit-04:

IHRM Employer-Employee relation in MNCs- Contemporary issues and new directions of Industrial relation-changing dynamics of employees union in MNCs management-conflict management- relevance and returns of Labour laws- grievances handling in MNCs-managing diversity-learning organization-adopting and managing changes.

Unit-05:

IHRM Opportunities and Challenges: Domestic and MNCs perspectives-Managing expatriation-entry level (campus) recruitment woman expatriates-risk factors associated with expatriation-special provisions pertaining to expatriate labour recruitment-employment of overseas recruitment agencies e-Migrate-role of Indian embassy-staff recruitment regions Middle East, Africa and Asia Pacific.

Text Books:

1. Peter J. Dowling & Denice E. Welch (2009) IHR M, Cengage
2. Aswathappa k; SadhnaDash(2009) IHRM; Tata McGraw Hill,

Suggested Readings:

1. Bhatia S.K. 2005. IHR M: A Global Perspective: Practices and Strategies for Competitive Success, Deep and Deep Book Publishers, New Delhi,
2. Dessler, G. (2005) Human Resource Management (10th Ed.), Prentice Hall Publishing
3. Tony Edwards, Chrisrees: International Human Resource Management, Pearson,
4. Indrani Mutsuddi: Managing Human Resources in the Global Context, New Age Publishers,

MB-LSC-25/II/04: RESEARCH METHODS FOR BUSINESS**Course Objective:**

1. To familiarize students with the techniques and tools of Business Research.
2. To develop research report writing skills among students.
3. To introduce them to software packages widely used in research analysis.

Course Learning Outcomes:

1. The course will help in getting a better understanding of the research and research procedures.
2. It also gives hands on experience on software used for data analysis.

Course Contents:

Unit-01:

Introduction: Nature and scope of research methodology, types of research: Exploratory, Analytical, Descriptive, Experimental.

Unit-02:

Data collection methods: Problem definition, selection and formulation- Review of literature- Qualitative research tools: Depth Interviews, focus groups and projective techniques, observation method, survey and questionnaire design: form and layout, pilot testing. Delimitation of the scope of the study- setting objectives-Definitions of the concepts- formulation of hypothesis-preparation of research design- field work and data collection.

Unit-03:

Report writing: Types of report, contents of report, styles and conventions in report writing-steps in writing a report: cover page, introduction, Text, bibliography and appendix

Unit-04:

Marketing research applications and ethical considerations: consumer research, attitude measurement and scaling techniques; product research. Advertising research, marketing and sales forecasting, sales analysis, ethical issues in marketing research.

Unit-05:

Data analysis using computers: software packages- Parametric and non parametric hypothesis testing- correlation and regression analysis- time series-Basic multivariate analysis.

Text Books

1. Krishnaswamy O R and Ranganatham M. (2014) METHODOLOGY OF RESEARCH IN SOCIAL SCIENCES, Himalaya Publication, India.
2. Kothari C R (2014), "RESEARCH METHODOLOGY: METHODS AND TECHNIQUES", New Age India.
3. Sekaran Uma and Bougie Roger (2010) RESEARCH METHODS FOR BUSINESS: A SKILL BUILDING APPROACH John Wiley & Sons, 2010

Suggested Readings:

1. Kerlinger Fred and Lee B Howard (1999), FOUNDATIONS OF BEHAVIORAL RESEARCH, S.Chand
2. Hatt K Paul and Goode J William, (2016), METHODS IN SOCIAL RESEARCH, Asia Law House.
3. Cooper R Donald and Schindler (1998) Pamela BUSINESS RESEARCH METHODS Irwin Professional Publishing

MB-LSC-25/II/05: GLOBAL BUSINESS ENVIRONMENT

Course Objective:

1. To understand about various factors that are having impact on the functioning of business
2. To study the impact of International factors that influences the business
3. To know about the important bilateral and multi-lateral economic cooperation agreements

Course Learning Outcomes:

1. Students gain the knowledge of various factors that have an impact on the functions of the business.
2. Helps to know the important bilateral and multi-lateral economic cooperation

Course Contents:

Unit-01:

Introduction to business environment-meaning-characteristics and scope of business environment-components of business environment-micro and macro environment.

Unit-02:

Introduction to international business-multinational corporations and their involvement in international business-conceptual framework of MNCs-MNCs and host and home country relations, modes of entry into international business-institutional support to international business-UNO,IMF, World bank, UNCTAD, WTO.

Unit-03:

International business environment-Economic, political, cultural, legal, technological and competitive environments in international business framework for analyzing international business environment.

Unit-04:

Managing exposure: meaning and significance of exposure-transaction exposure and translation exposure-technique for managing economic exposure-transaction and translation exposure.

Text Books:

1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
2. Black and Sundaram: International Business Environment, PHI New Delhi.
3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi

Suggested Readings:

1. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler
2. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi

3. Letiche, John M: International Economics Policies and Theoretical Foundations, Academic Press, New York
4. Tayeb, Monis H: The Global Business Environment – An Introduction, S

MB-LSC-25/II/06: PORT AND DOCK MANAGEMENT FOR LOGISTICS

Course Objectives:

1. To learn Port structure, functions and operations.
2. To understand the Dock management for logistics.

Course Learning Outcomes:

1. Students gain the knowledge of Port and Dock Management for Logistics.

Course Contents:

Unit-01:

Introduction: concept, functions and features of ports, types and layout of ports-organizational structure, infrastructure and connectivity administrative functions-operational structures. Main services-services and facilities for cargo-added value “service-port and their stakeholders like PHO, Immigration, ship agents, Stevedores, CHA.

Unit-02:

Air transport: Introduction to air transport-Air freight-IATA-Cargo handling at goods at airport-Information management of air cargo- system and modules- distribution of goods.

Unit-03:

Port management: Port ownership structure-types of port ownership and administration-organizations concerning ports-board governing the ports-rise and fall of port-information technology in ports. Port ownership in Indian context: acts governing in 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.

Unit-04:

Port operations: Berth 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.

Text Books:

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

Suggested Readings:

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.

MB-LSC-25/II/07: MANAGEMENT INFORMATION SYSTEM**Course Objectives:**

This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage in respective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations.

Course Learning Outcomes:

1. Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.
2. Discuss various types of Computer Based Information Systems and their relevance for organizations.
3. Develop an understanding of role of IT for competitive advantage.
4. Discuss the importance of system development and system life cycle.
5. Understand the role of IT Architecture in making IT investments.

Course Contents :

Unit I: Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS. Cost and Value of Information.

Unit II: Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems. End User Computing.

Unit III: Discussion on using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Seamless organizations; Virtual corporations; Web enabled computing as a strategic tool; Outsourcing as a strategic alternative. International Information Systems. Inter-organizational Information Systems.

Unit IV: Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM.

Unit V: Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure. IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application. Cases on strategic use of IT in different industries.

Text Books:

1. Kenneth C. Laudon, Jane P. Laudon: Management Information Systems: Managing the Digital Firm, Pearson Education, New Delhi.
2. Jaytilak Biswas: Management Information Systems, Sage Publishing.
3. Waman S Jawadekar, Sanjiva Shankar Dubey: Management Information System, McGraw Hill.
4. Ramesh Behl, James A. O'Brien, George Marakas: Management Information Systems, McGraw Hill.

Suggested Readings:

1. Davis, G., & Margrethe, O. (2017). *Management Information System: Conceptual Foundations - Structure and Development* (2nd ed.). McGraw Hill Education.
2. Effy, OZ. (2013). *Management information systems* (6thed.). USA: Cengage Learning.
3. Efraim, T., & Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7thed.). NY: John Wiley & Sons.
4. Kelley, G. (2008). *Selected readings on information technology management*: Science Reference
5. Rainer, R.K., & Prince, B. (2015). *Management Information Systems: Moving Business Forward*. John Wiley & Sons.
6. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2nded.). New Delhi: Prentice Hall of India.
7. Laudon, K. C., & Laudon, J. P. (2018). *Management information systems: managing the Digital Firm* (15thed.). New Delhi: Pearson Education.
8. O'Brien, J. A., & Marakas, G. (2017). *Management information systems* (10thed.). McGraw Hill Education.

SEMESTER- III

During Semester III of the program, in addition to the **six** compulsory papers, a student shall have to choose **one** elective courses from the list of optional papers announced at the beginning of Semester III. Compulsory papers and elective papers are listed below.

Contents of Core Courses of Semester - III

MB-LSC-25/III/01: APPLIED GIS AND SPATIAL DATA ANALAYTICS

Course Objectives:

To understand trends and patterns of trade and also to manage business information effectively. To map manufacturing, clients, processing units, supplier locations, distribution centers, and routing of vehicles.

Course Learning Outcomes:

Students understands to manage business information effectively at the end of the course

Unit-01:

GIS -Definition – Principles – Concepts –Components of GIS, Functions of GIS , Uses of GIS ; Important GIS Vendors – ESRI – ArcGIS, MAPINFO, GEOMEDIA - Open source GIS-QGIS

Unit-02:

Data sources (Open Source for Vector data - glcf, Google Earth, Bing Maps, Bhuvan for Raster data) Data acquisition from data sources – (Topographic, Cartographic, Remotely sensed, Census, other records and Surveys). Data input -Scanning , Registration, Digitizing, Editing .

Unit-03:

GIS data– Spatial and Attribute data.Data types- spatial, attribute, topology - Spatial data models – Raster and vector – advantages and disadvantages Data conversion. R2V, V2R. shp, dxf etc., Attribute data models – Hierarchical , relational and network .Database Management Systems: types -merits and demerits

Unit-04:

GIS data analysis – Query(onscreen query, attribute query, spatial query) Classification, reclass, Overlay, Buffer, interpolation Advanced analysis – Network analysis , Terrain analysis, Morphometric analysis, creation of TIN and DEM and multi criteria evaluation (MCE).

Unit-05:

GIS Application: GIS as a Decision Support System, GIS for Business solutions, application of GIS in Land Information System and site suitability analysis, probability analysis, Location and Network analysis Application of mapping in Retail business and international trade. Tracking. Environmental Management, coastal management, Emergency Response System

Suggested Readings:

- 1.Burrough P.A. Principles of Geographic information Systems for Land Resource Assessment Oxford University Press, New York, 1986
2. Aronoff S. Geographic Information Systems: A Management Perspective, DDL Publication Ottawa, 1989. 3. Chang, & K.-T. (2008). Introduction to geographic information systems. Boston: McGraw-Hill.
4. Davis, B. E. (2001). GIS: A visual approach. Albany, NY: Delmar Thomson Learning.

5. Fraser Taylor D.R. Geographic information Systems. Pergamon Press, Oxford, 1991.
6. Maquire D.J.M.F. Goodchild and D.W. Rhind (eds.). Geographic information Systems: Principles and Application. Taylor & Francis, Washington, 1991.
7. Mark S Monmonier. Computer-assisted Cartography. Prentice-Hall, Englewood Cliff, New Jersey

MB-LSC-25/III/02: BUSINESS LAW

Course Objective

To develop understanding, acumen and critical thinking for decisions based on laws relating to business.

Course Learning outcomes:

The successful completion of this course shall enable the student to:

- 1: Create premise and clear understanding for legal aspects of contracts which is foremost for understanding the agreements, contracts and subsequently enter valid business propositions.
- 2: Understand the legitimate rights and obligations under The Right to Information Act and address the concerns raised under the act from the perspective of Government undertakings.
- 3: Imbibe skills to initiate entrepreneurial ventures as LLP or other new form of organization which are widely used across the globe.
- 4: Provide insights into various company proceedings through Companies act, 2013 and gather inferences thereon.
- 5: Understand the fundamentals of arbitrations under international trade laws as the premise to initiate or hold international arbitrations.

Course Contents:

Unit-01: Business and its environment: Legal environment of business- Meaning and nature of Law, types Of Law, Sources of Indian Law, Mercantile/Business Law, Basic Legal Concepts, and Essentials of Law

Unit-02: Law of Contract: Meaning and Essentials of a valid Contract, Proposal/ Offer And acceptance Capacity to Contract, Consent and free Consent Consideration, Unlawful consideration and object Agreements Declared Void Contingent Contracts, Quasi Contract Performance of Contracts, Different Modes of Discharge of Contracts, Remedies for Breach of Contracts Freedom to Contract and Sample Contracts.

Unit-03: Law of Torts: Meaning and Scope of Torts, Different Classes of Torts, Torts Founded on contract, General defenses in an action for Tort

Unit-03: Purpose and Meaning of the Contract of Guarantee, Kind of Guarantees, Rights and Obligations of the Creditor Rights, Liabilities and Discharge of Surety and Contract of Indemnity.

Unit-04: Contract of Bailment and Pledge: Concept of Bailment and its kinds Duties and Rights of Bailor and Bailee, Termination of Bailment, Finder of Lost Goods Definition of Pledge or Pawn Pledge by Non-owners, Rights and duties of a Pledge or and a Pledge.

Unit-05: Contract of Agency: Definition of agent and Agency Different Kind of Agencies, Classification of Agents, Duties and rights of Agent, Principal's Duties to the Agent and his Liability to Third parties, Personal Liability of Agent and Termination of Agency Power of Attorney.

Unit-06: Law of Sale goods: Definition and Essentials of a Contract of Sale, Goods & their Classification Meaning of Price Conditions and Warranties, Passing of Property in Goods Transfer of Title by Non-Owners Performance of a Contract of Sale of Goods, Unpaid Seller and his Rights Remedies for Breach of a Contract Sale by Auction.

Suggested Readings:

1. Bare Act on *Right to Information Act*. Unit(s) - III
2. Bhandari, Munish (2003). *Professional Approach to Corporate Laws and Practice*. Bharat Law. House, New Delhi Unit(s) - V
3. Lee, Reach (2014). *Business Laws*. Oxford University Press, UK (3rd edition, 2014). Unit(s) - I
4. Sharma, J. P. (2018). *Corporate Laws*. Ane Books Pvt Ltd, New Delhi. Unit(s) - V
5. Sharma, J. P. & Kanojia, S. (2016). *Business Laws*. Bharat Law House. Ltd, New Delhi. Unit(s) - I and II.
6. Singh, Avtar (2008). *The Principles of Mercantile Law*. Eastern Book Company, Lucknow. Unit(s) - I
7. UNCITRAL Model Law on International Commercial Arbitration 1985 with amendments as adopted in 2006.

MB-LSC-25/III/03: RETAIL MANAGEMENT

Course Objectives:

To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Course Learning Outcomes:

1. Understanding the nature and importance of retail management
2. Understanding various kinds of retail formats
3. Learning the role of marketing, finance, IT, supply chain in formulation of retail strategies

4. Develop an understanding of merchandise management
5. Learning about retail store operation, design and management
6. Developing marketing competencies in retailing and retail consulting

Course Contents:

Unit-01:

Overview of retail Management, Functions of a Retailer, significance of retailing, retail mix, Global Retail Market: Issues & Challenges, Evolution of Retail in India, Drivers of Retail Change in India, Foreign Direct Investment (FDI) in Retail, and Challenges to retail development.

Unit-02:

Theories of Retail Development & Business Models in Retail and Internationalization of Retail, Theories of Retail Development, Concept of Life Cycle in Retail, Business Models in Retail, Services Retail, Retail Formats and the Concept of the Lifecycle, Traditional Business Models in Indian Retail and India Specific Retail Model.

Unit-03:

Understanding the Retail Consumer- Retail Strategy, Store Site Selection and Retail Franchising, Need for studying Consumer Behavior, Factors Influencing the Retail Shopper, The Customer Decision-Making Process, Market Research - A Tool for Understanding Retail Markets and Consumer.

Unit-04:

Retail strategy: The Concept of the Business Model and Strategy - The Retail Perspective, International Expansion - A Growth Strategy, Retail value chain, Ethics in Retailing, Types of Retail Locations, Steps Involved in Choosing a Retail Location, Methods of Evaluating a Trading Area, Trends in Retail Property Development in India, Concept of Franchising, Evolution of Franchising Types of Franchising, Advantages & Disadvantages of Franchising, Franchising in India, Legal Issues in Franchising in India,

Unit-04:

Basics of Retail Merchandising: Concept of merchandising, Process of Merchandise Planning, The Methods of Merchandise & Retail Pricing and Evaluating Merchandise Performance, The Evolution of Merchandising, Factors Affecting the Buying Functions, Role and Responsibilities of merchandiser, Concept of Lifestyle Merchandising, Merchandise Planning, and Implications of Merchandise Planning

Unit-05:

Law of Carriage of Goods: Definition of a Contract of Carriage, Classification of Carriers, Rights, Liabilities & Duties of Shipper & Carrier Under- Indian Carriage of Goods by Sea Act, Carriage of Goods by Rail, Carriage of Goods by Road, Carriage of Goods by Air Multimodal transportation, Bill of Lading Act, Charter Party Contracts-Voyage Charter and Time Charter.

Unit-06:

The Consumer Protection Act, Object and Scope of the Act Definition of Terms and Concepts Rights of Consumers, Nature and Scope of Remedies available to Consumers, Model form of complaint Requirements of petition to be filed.

Unit-07:

Concept of Bill of lading- Contents in Bill of lading, Types of bills of lading, Date on bill of lading, Clean bill of lading – reservations by carrier, Letter of indemnity, Charter parties, Bare Boat (Demise) Charter, Voyage Charter, Lay time, Demurrage, Time charter, International Conventions relating to sea, The Brussels convention (Hague Rules) Responsibilities and liabilities of the carrier.

Text Book :

1. Barry Berman, Joel R Evans, Patrali Chatterjee Ritu Srivastava: Retail Management - A Strategic Approach, Pearson Education, New Delhi.
2. Dhruv Grewal: Retail Marketing Management - The 5 Es of Retailing, Sage Publishing.
3. Prashant Chaudhary: Retail Marketing in the Modern Age, Sage Publishing.
4. Sudarshan Seshanna, N. Raghu Prasad: Retail Management, McGraw Hill.
5. Retailing Management: Text and Cases by Swapna Pradhan

Suggested Reading:

1. Bajaj, C., Tuli, R. & Srivastava, N. (2016). *Retail Management (3rd ed)* New Delhi: Oxford University Publication.
2. Berman, B., & Evans, Jr. (2013). *Retail Management- A Strategic Approach* (10th ed.). New Delhi: Pearson Education.
3. Dunne, P., Lusch, R. & Carver, J. (2014). *Retailing* (8th ed.). Cengage.
4. Michael, L. M., Weitz, B. W. & Grewal, D. (2013). *Retailing Management*. New Delhi: McGraw Hill.
5. Newman, A. J. & Cullen, P. (2002). *Retailing Environment & Operations*. London: Cengage Learning.
6. Pradhan, S. (2017). *Retailing Management: Text and Cases*. New Delhi: McGraw-Hill.

MB-LSC-25/III/04: MANAGERIAL COMMUNICATION AND SOFT SKILLS**Course Objective:**

The aim of the course is to develop skills and competencies of students to become able to communicate effectively through written, oral and social medium. This course will make participants conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. The pedagogical focus of the course will be lecture cum workshop-based format with emphasis on practice and skills development.

Course Learning Outcomes:

1. Understanding the role of communication in the organizational and Global Context
2. Understanding the basics of effective written and verbal communication
3. Understanding the theoretical models of communication and development in communication research
4. Analyzing one's own communication style in different contexts and mediums
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Course Contents:**Unit-01:**

Overview of Communication & Business Ethics, Importance of Communication, Types of Communication, corporate communication, listening skills, verbal and non-verbal skills and presentation skills, legal issues in communication, Managers and Communication Inter personal Communication, Ethical Practices in Organization,

Unit-02:

Writing Office Memos, Orders & Circulars-Meetings & Reports: Planning for writing Select format and draft Drafting office memos, routine letters and circulars Structure of Report writing Checklist for report Presentation of final report in meeting.

Unit-03:

Dress for Success and Stress Management: Learn selection of proper attire as per the situation, How to carry one's self, How to project one's self in the right frame and spirit, To learn kinds of stress To identify the right reason/s of stress, How to handle the pressure and perform efficiently in such situations, Techniques to cope with stressful situation at workplace, Professional antiques and working Style.

Unit-04:

Time Management and Multi-Tasking: Goal setting and the importance of time, How to prepare the time line and allocate time to complete various tasks, How to successfully follow the prepared time-schedule. How to prioritize the work Importance of multi-tasking and concerns related to multi-tasking to identify what to multi-task.

Unit-05:

Speech, Presentation and Group Discussion Skills- Types of presentation, Organizing & delivering speech Organizing structure of presentation, Planning visual aids and handouts, Finding information Processing information, Evaluation of information Reading skills Listening skills and Writing skills.

Text Books:

1. P. D. Chaturvedi and Mukesh Chaturvedi: Fundamentals of Business Communication, Pearson Education.
2. Neera Jain and Shoma Mukherji: Effective Business Communication, McGraw Hill.

3. Kelly M. Quintanilla and Shawn T. Wahl: Business and Professional Communication - KEYS for Workplace Excellence, Sage Publications.

Suggested Readings:

1. Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2nd ed.). New Delhi: Cengage Learning.
2. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. (1997). *Effective Business Communication* (7th Revised ed.). Boston: McGraw-Hill Companies.
3. Bovee, C., & Thill, J.V., & Raina, R.L. (2016). *Business Communication Today* (11th ed.). Pearson
4. Mukerjee, H. S. (2012). *Business Communication* (2nd ed.). New-Delhi: Oxford University Press
5. Post Emily. (2005). *The Etiquette Advantage in Business* (2nd ed.). New York: Collins.
6. Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

MB-LSC-25/III/05: PROJECT MANAGEMENT

Course Objectives:

The aim is to provide a suitable framework for gaining insight into the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

Course Learning Outcomes:

1. Strengthening the foundations of the analytical approach to Project Planning & Management
2. Understanding project preparation
3. Understanding the history, approaches, framework and processes of projects
4. Understanding the project appraisal techniques
5. Understanding the project financing and implementation

Course Contents:

Unit-01:

Meaning and definitions of project management and research methodology, Consequences of poor Project Management, Factors affecting success or failure of a Project. Triple constraints, VED Analysis, Project Life Cycle & Phases

Unit-02:

Planning and Analysis of Project as Capital Budgeting decision, Phases of Capital Budgeting, Overview of capital budgeting, Capital allocation strategy-Concepts, models and considerations for forming strategy, Generation of project ideas and screening, Gathering and analyzing project information, Market and demand analysis, Technical analysis, Financial Estimations and projections.

Unit-03:

Role & Responsibilities of a Project Manager, Principles of compounding and discounting, Various investment appraisal criteria's, Defining project cash flows, Concept & measurement of cost of capital, Project risk analysis, HR & Motivation & Transparency in MIS, Tips for Successful Project Management, Contract Management- Legal & Consequential Precautions, Information Technology Enabled Services (ITES) in Project Management.

Unit-04:

Financing Implementation, monitoring and Review Various sources of finance, Infrastructure financing, Concepts of Venture Capital and Private Equity, Forms of project organizations(line, staff, matrix etc) Use of network techniques for project planning scheduling and control (Bar Charts / Gantt Charts/ CPM / PERT Concepts □ Work Break-down Structure, Project lifecycle, Variance analysis, Project implementation, monitoring, review and reporting.

Unit-05:

Research Methodology: An Introduction to research methodology, Types of research-exploratory, analytical, descriptive and experimental. Defining the Research Problem, Research Design Interpretation and Report Writing.

Text Books:

1. Clifford F. Gray, Erik W. Larson, Gautam V. Desai: Project Management: The Managerial Process, McGraw Hill.

Suggested Readings:

1. Shenhar, A. J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Publishing
2. Chandra, P. (2014). *Projects: Planning analysis, selection, financing, implementation and review* (8 ed.). McGraw Hill.
3. Clifford, F. G., & Larson, E. W. (2018). *Project management the managerial process*. (7th ed.). McGraw-Hill.
4. Clifford, F. G., & Larson, E. W. *Project management the managerial process with MS Project* (6th ed.). McGraw-Hill.
5. Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). *Project management* (4th ed.). John Wiley & Sons.

MB-LSC - 25/III/06: SUMMER INTERNSHIP PROGRAM

On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to **undergo summer training for eight weeks (8 weeks)** in an organization. A project report based on the

summer internship shall be **submitted within four weeks (4 weeks)** from the commencement of the third semester.

The written part of the Project Study shall account for **50 marks** and the viva-voce to be conducted by a duly constituted examination board for **50 marks**.

Contents of Elective Courses of Semester – III

MB-LSC-25/III/08: EXPORT-IMPORT PROCEDURE & DOCUMENTATION (EIP&D)

Course Objective:

To provide comprehensive understanding on export and import procedures and documentation process (both national & International) thus enabling students to complete comprehension and ability to manage & redefine the commercial processes in the context of total logistics scenario.

Course Learning Outcomes:

1. Appreciation of difference and similarities between non-digital and digital marketing
2. Understanding consumer behavior on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

Course Contents:

Unit-01:

International Finance : Export and Import Finance , Foreign exchange Management , Exchange Control Regulation , Trade Payment Methods , Uniform customs and practices for Documentary Credits , Finance for Short Term and Long Term Trade from Exim bank

Unit-02:

International Marketing : Changing Global Market Place and Trends in Foreign Trade , How to get Useful Information and to do Desk Research , International Marketing , Opportunities and Challenges, Element of Global Marketing Success , Market approach and Strategies , International Marketing and Indian Context

Unit-03:

Export Incentives– Procedure and Documentation , Advance Authorization , Duty Free Import Authorization , DEPB-Duty Draw Back , EEFC Account – Packaging Credit , Summary of Pre and Post Export Incentives , Participating Government Agencies

Unit-04:

Foreign Trade Policy and Customs- An Overview , Structure of Foreign Trade Policy ,Who can Import, What can be Imported , Modes of Import of Capital Goods , Modes of Import of Raw materials and Components , Custom Concepts , Classification and Valuation, Adjudication

Unit-05:

Shipping, Logistics and Marine Insurance : Elements of Export Import Contracts , Bill of Lading, Letter of Indemnity, Delivery Order, Mate Receipt, Airway Bill , Conference Line Vessel , Charter Party Vessel , Type of Containers , Container Dimension , Incidence of Rates and Mode of Computation , Role of Planning of Logistic in Import and Export Business

Text Books:

1. Puneet Bhatia: Fundamentals of Digital Marketing, Pearson Education, New Delhi.
2. Dave Chaffey: Internet Marketing - Strategy, Implementation and Practice, Pearson Education, New Delhi.
3. Annmarie Hanlon: Digital Marketing - Strategic Planning & Integration, Sage Publishing.
4. Seema Gupta: Digital Marketing, McGraw Hill.

Suggested Readings:

1. Aslam K (2017). *The 7 Critical Principles of Effective Digital Marketing*. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). *The Digital Marketing Handbook*. Entrepreneur Press.
3. Giovannoni, E (2018). *The Digital Marketing Planning*. Brisbane: Chasefive.com.
4. Maity, M (2017). *Internet Marketing*. New Delhi: Oxford University Press
5. Rayan D and Russ, H (2017). *Digital Marketing for Dummies*. NJ: John Wiley.

MB-LSC-25/III/09: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

Course Objective:

The purpose of the course is to expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.

Course Learning Outcomes:

On successful completion of this course, student should be able to:

- 1: Understand the nature and importance of International Advertising and to know how international advertising decisions are undertaken by considering various advertising international objectives, factors, complexities and issues.
- 2: Understand how to develop international advertising campaign.
- 3: Know how advertising effectiveness can be evaluated and to comprehend ethical issues in international advertising.
- 4: Apply basic branding concepts resulting into major branding decisions.
- 5: Learn ways of brand creation and development.
- 6: Understand how international brands are developed, its pre-requisites and process.

Course Contents:

Section A: International Advertising

Unit I-International Advertising: Its importance and nature; International communication model; Integrated international marketing communications; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

Unit II-Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet.

Unit III- Organization and Evaluation of International Advertising Efforts: In-house arrangements; Using advertising agencies– selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness- Before and after advertising tests and techniques; Complexities and issues; Ethical issues in international advertising.

Section B: International Brand Management

Unit IV-Basics of Branding: Importance of branding; Basic branding concepts- Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.

Unit V-Brand Creation and Development: Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet.

Brand Building in Different Sectors- Customers, industrial, retail and service brands.

Unit VI-Developing International Brands: Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Suggested Readings (Unit Wise)

1. Aakar, D. A., & Biel, A. L. (1993). *Brand Equity and Advertising: Advertising's Role in Building Strong Brands*. University of Michigan: L. Erlbaum Associates. Unit(s) – I, IV and V

2. Alon, I., Jaffe, E., Prange, C., & Vianelli, D. (2017). *Global Marketing: Contemporary Theory, Practice and Cases*. New York: Routledge. Unit(s) – I, III, V and VI
3. Mackay, A. R. (2005). *The Practice of Advertising*. New Delhi, India: Elsevier Ltd. Unit(s) – I, III and IV
4. Mooij, M. D. (2010). *Global Marketing and Advertising: Understanding Cultural Paradoxes*. Sage Publications. Unit(s) – I, II, III, IV, V and VI
5. Moorthi, Y. L. (2009). *Brand Management: The Indian Context*. Vikas Publishing House Pvt Limited. Unit(s) – IV, V and VI

Additional Readings

1. Aakar, D. A. (1991). *Managing Brand Equity: Capitalizing on the Value of a Brand Name*. The Free Press New York.
2. Aakar, D. A., Batra, R., & Mayers, J. G. (1992). *Advertising Management*. Prentice-Hall International.
3. Audio Library. (n.d.). Retrieved from Sheth Leadership Academy: <https://www.shethleadershipacademy.com/audio/>
4. Belch, G., & Blech, M. (2003). *Advertising and Promotion: An Integrated Marketing Communication Perspective*. <http://lib.dtc.ac.th/ebook/BusinessAdministration/5183.pdf>: The McGraw-Hill.
5. Bergh, B. G., & Katz, H. E. (1998). *Advertising Principles: Choice, Challenge and Change*. NTC Publishing Group, U.S.
6. Jones, J. P. (2000). *International Advertising: Realities and Myths*. London: Sage Publications Inc.
7. Kapferer, J.-N. (1994). *Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity*. New York: The Free Press.
8. Kumar, R. S. (2009). *Managing Indian Brands*. Delhi: Vikas Publishing House Pvt Limited.

MB-LSC-25/III/09: E-COMMERCE

Course Objective:

To discuss the increasing significance of E-Commerce and its applications in Business and Various Sectors. To deliver an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business.

Course learning Outcomes:

1. Analyze the impact of E-commerce on business models and strategy.
2. Describe the major types of E-commerce.
3. Explain the process that should be followed in building an E-commerce presence.
4. Identify the key security threats in the E-commerce environment.
5. Describe how procurement and supply chains relate to B2B E-commerce.

Course Contents:

Unit – I

IT and business, various applications of IT in business field. History of e-commerce, definition, classification- B2B, B2C, C2C, G2C, B2G sites, e-commerce in education, financial, auction, news, entertainment sectors, Doing ecommerce., EDI and its components

Unit – II

Electronic payment systems – credit cards, debit cards, smart cards, e-credit accounts, e-money, EFT, security concerns in e commerce, authenticity, privacy, S-HTTP, Secure e-mail protocols, integrity, non-repudiation, encryption, secret key cryptography, public key cryptography, SET, SSL, digital signatures, firewalls.

Unit – III

Internet Marketing Phase, Marketing on the web, marketing strategies, creating web presence, advertising, customer service and support, web branding strategies, web selling models.

Unit – IV

E-commerce; case study of two internationally successful e-commerce web sites and two Kerala-based e-commerce web sites; IT act (India) and e-commerce.

Reference Books

1. C. S. V. Murthy, E-Commerce, Himalaya Publishing House.
2. NIIT, Basics of E-Commerce, PHI.
3. Erfan Turban et. al., Electronic Commerce–A Managerial Perspective, Pearson Education.
4. R Kalokota, Andrew V. Winston, Electronic Commerce – A Manager's Guide, Pearson E

SEMESTER IV

During Semester IV of the program, in addition to the **six** compulsory papers, a student shall have to choose **one** elective courses from the list of optional papers announced at the beginning of Semester IV. Compulsory papers and elective papers are listed below.

MB-LSC-25/IV/01: SUPPLY CHAIN AND RISK MANAGEMENT

Course Objective:

As the nature of supply chains evolves with increasing globalization, consolidation and just in time inventories, the amount of risk continues to increase. This course enables the students to get an insight on valuable perspectives on supply chain vulnerabilities. With emphasis on data, models and modeling systems the students can analyze supply chain planning problems.

Course Learning Outcomes:

1. Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage.
2. Formulate and implement Warehouse Best Practices and Strategies.

Course Contents:

Unit-01:

Overview of risk management, Growth of risk management, Risk in supply chains, Feature of risk, Decisions and risk, structure of decision, Decision with certainty & uncertainty, Decision with risk, Decision with ignorance, Managing Risk, Development of risk management, Supply chain risk management, Principles of SCRM, Aims of SCRM, Steps in Risk Management.

Unit-02:

Identifying & Analysing risks, Types of Risks, World Economic Forum, Identifying Risk, Tools for analyzing past events, Tools to collect opinions, Tools to analyse operations, Problems with risk identification, Measuring risk, likelihood of a risky event occurring, Consequences when a risk occurs, Evaluation consequences, Tools for risk analysis

Unit-03:

Response to risks and A network view of risk: Responses to risk, Alternative responses, Mnemonics for Risk Management, Defining options, Choosing the best response, Implementation and activation,

Unit-04:

Shared risks, achieving an integrated approach, Identifying risks, Analysing and responding to risks, Problems with integrating SCRM, Levels of SCRM integration.

Unit-05:

Creating resilient supply chains and BCM- Design of a resilient chain, Principles of designing a resilient supply chain, Physical features of a resilient supply chain, Relationship within resilient supply chain, Risk compensation and business continuity, Features of a resilient supply chain, Emergencies and crises, Use of BCM, Steps in business continuity management, Deliverables and Services.

Text Books:

1. Gregory L. Schlegel , Robert J. Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov 2014.
2. Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics & Transport, U.K
3. Jeremy F.Shapiro, Modelling the Supply Chain, Duxbury

MB-LSC-25/IV/02: SALES AND DISTRIBUTION MANAGEMENT

Course Objective:

The objective of this course is to help students understand the Sales and Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid

changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods.

Course learning Outcome:

1. Understanding the issues related to organizing, selecting and developing of sales and distribution channels.
2. Understanding about designing and implementation of various aspects related to operating sales and distribution of market structure and how supply is determined in each.
3. Understanding the techniques of controlling and evaluating sales efforts.

Course Contents:**Unit-01:**

Meaning, Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership.

Unit-02:

Personal Selling process, Sales Territories & Quotas, Selling process and salesmanship, relationship selling, Designing Sales Territories, sales quotas and sales organization structures.

Unit-03:

Sales Force Management- Recruitment and selection of sales force, Training, motivating and compensating the sales force, planning, executing and evaluating and controlling the sales training programs.

Unit-04:

Distribution Management- Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management.

Unit-05:

Market logistics and supply chain management- Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in international markets.

Text Books:

1. Krishna K. Havaladar, Vasant M. Cavale, Sales and Distribution Management, Tata McGrawHill, Latest Edition

2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management: Decisions, Strategies & Cases, Pearson, Latest Edition

3. Johnson F.M., Kurtz D.L., Scheuing E.E., Sales Management: Concepts, Practice, and Cases, Tata McGrawHill, Latest Edition **Reference Books:** 1. David Jobber, Geoffrey Lancaster, Selling & Sales Management, Pearson, Latest Edition

2. Tanner, Honeycutt, Erffmeyer, Sales Management, Pearson, Latest Edition

MB-LSC-25/IV/03: MARKETING STRATEGY AND CONTROL MANAGEMENT

Course Objective:

To provide tools for investigating the role and function of marketing within the context of changing markets and increasing international competition.

To provide specific inputs for:

- Critically evaluation the information needs of the marketing function in terms of its contribution to the strategic processes and tactical decision-making.
- Integration of marketing decision-making with organizational strategy
- Establishment of a broad base of marketing knowledge and the strategic implications.
- Develop and implement marketing plans for a product or service in the context of Supply chain
- Appreciating an international perspective in the global context of decisionmaking in marketing plan

Course Learning Outcomes:

Course Contents:

Unit-01:

Marketing concepts & practices, Developing marketing strategies & plans, Scanning the marketing environment, Marketing Information system including Marketing Research & demand forecasting and estimation.

Unit-02:

Analyzing Buying Behavior and Strategic Marketing- Analyzing Consumer markets and Consumer Buying Behavior, Analyzing Business Markets and Business Buying Behavior, Market Segmentation &targeting, Differentiation & positioning strategies, Product life-cycle marketing strategies, dealing with market competition.

Unit-03: Product Strategies, Designing Services, Branding and Pricing-Setting Product strategy, Creating brands and brand equity, Developing Pricing strategies and programs.

Unit-04: Designing Integrated Marketing Channels and Integrated Marketing Communications- Designing and managing Services, Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling and Logistics, Designing and Managing IMC.

Unit-05: Creating Long- term Growth and Contemporary Marketing Practices- Managing Mass Communications, Managing Personal Communications, Tapping Global markets, Managing a Holistic Marketing Organization and Rural Marketing

Text Books:

1. 'Marketing Management: A South Asian Perspective', Kotler, Keller, Koshy and Jha, 13th Edition (Latest Ed.), Pearson Education, New Delhi.
2. **Reference Books:**
3. 1. 'Marketing' – Paul Baines, Chris Fill and Kelly Page, Indian edition, Oxford University Press, New Delhi. 2. 'Marketing Management – Planning, Implementation and context,' - Ramaswamy and Namakumari, 3rd Ed., Macmillan India Ltd., New Delhi. 3. 'Marketing' – Michael J. Etzel, Bruce J. Walker William J. Stanton, Tata McGrawHill, 13th Edi.

MB-LSC-25/IV/04:GLOBAL STRATEGIC MANAGEMENT

Course Objectives:

The course aims at developing a global vision towards business operations and enables students to respond to rapid changing global environment and to help students to implement strategies effectively in a global market.

Course Learning Outcome:

1. Learn how to set creative and realistic strategic and operational objectives and goals
2. Understand the latest skills, models, and techniques employed in global operational management
3. Learn how to build effective change processes that meet stakeholder expectations
4. Understand how to maximize operational core competencies while executing organizational strategies
5. Understand how to bridge the gap between operational and organizational objectives
6. Foster a creative workplace culture for overcoming strategic challenge.

Unit-01:

An Introduction Stakeholders in Business-The I/O Model and Resource-based Model, Average Return, Vision, Mission and Purpose, Strategic Intent, Emergent Strategy, Business Model.

Unit-02:

Environmental Analysis: Analysis of global environment-External and Industry Environmental Analysis using PEST and Michael Porter's Five-Force Model, diamond framework; managing country selection, country differences, analysis of operating environment-strategy group analysis,

analysis of internal environment-resource audit, resource based view (RBV), diversity of labor pool around the globe, global value chain systems, core and distinctive competencies, sustainable vs transient competitive advantage.

Unit-03:

Strategy Formulation-Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures, Cooperative Strategies, Acquisitions and Restructuring, Global Strategy, International Corporate-level and Business level Strategies. Porter's Generic Strategies.

Unit-04:

Strategic implementation and control: Issues in global strategy implementation-planning and allocating resources, organization structure and design, budgets and support system commitment, culture and leadership, strategy evaluation and control, ethical and social considerations in global strategic management, triple bottom line (TBL) approach, strategic leadership and balanced scorecard.

Unit-05:

Contemporary Topics in Strategy- Practical Application with reference to strategic perspective, Management of Change through VUCA , Strategic and Corporate Entrepreneurship, Blue Ocean Strategy, Blue Ocean Shift, Innovation: Grassroots, Jugaad, A project report on Industry and Company comprehensive analysis based on General, Industry, Competitor and Internal Environment, SWOT summary and Implementation.

Text Books:

1. 'Marketing Management: A South Asian Perspective', Kotler, Keller, Koshy and Jha, 13th Edition (Latest Ed.), Pearson Education, New Delhi.

Reference Books:

1. 'Marketing' – Paul Baines, Chris Fill and Kelly Page, Indian edition, Oxford University Press, New Delhi.
2. 'Marketing Management – Planning, Implementation and context,' - Ramaswamy and Namakumari, 3rd Ed., Macmillan India Ltd., New Delhi.
3. 'Marketing' – Michael J. Etzel, Bruce J. Walker William J. Stanton, Tata McGrawHill, 13th Ed.

MB-LSC-25/IV/05:INTERNATIONAL TRADE & COMMERCE

Course Objectives:

To grow and stay competitive in the global economy, business professionals in organizations of all sizes-from entrepreneurial companies to large corporations must have a thorough understanding of the dynamics of international business. The International 2020-21 Onwards unit is designed to provide this broad & comprehensive curriculum which shall expose the students to the business, economic, and political forces dominating the rapidly increasing international marketplace which shall finally make them confident to pursue careers in international organizations, logistics and allied sectors dealing with trade and international markets.

Course Learning Outcome:

Assess the legal framework governing international trade
Evaluate the incorporation of various clauses in drafting of a contract
Apply the concepts learned in terms of delivery and international trade pricing to actual Transactions
Appreciate the role and importance of export-import documentation framework
Know the features and regulations of export financing
Analyze the nuances of import and export clearance procedures

Unit-01:

International Business: Concept, nature, approaches and theories of International business
International economic environment, Economic and political environment, Theories of Adam Smith Model/ Ricardo / H-O Model / specific Factor Model / Neo-Ricardian Theory / Sraffa trade theory etc. International trade policy, Tariffs, Subsidies, Restraints and administrative Policies.

Unit-02:

Modes of International Business: Export-Import Policy, Licensing, Franchising, Contracting, Turnkey Projects, Mergers & Acquisitions, Joint Ventures and International Marketing Channels.

Unit-03:

World Trade Organization and Trade Blocks: Economic Integrations – free trade area, custom unions, common markers □ Economic unions, EEC, ASEAN, SAARC, SAFTA, EFTA, OAU, NAFTA, OECD, LAPTA, CIS, GATT and WTO.

Unit-04:

International Finance: Concept of Foreign Exchange, Types of foreign exchange rates, Convertibility of Rupees and its implications, Direct Foreign Investment- Reason of Direct foreign investment, Strategies of Direct Foreign Investment, International Institutions and their role in Capital Market.

Unit-05:

The Global Pattern of Maritime Trade: Introduction of the West Line Theory, TFA, WCO, UNCTAD, ICC, IATA, FIATA, IPA, IPPA, CSLA, FFAI, CAI, CFSAJ, NACFS and Free Trade Agreement.

Text Books:

1. Roger Bennett International Business
2. Justin Paul International Business

Reference Books:

1. Ajamiet.al International Business: Theory and Practice
2. P. Subba Rao, International Business – Text and cases
3. Francis Cherunilam, International Business

MB-LSC-25/IV/06: MULTI-MODAL TRANSPORT**Course Objectives:**

To acquaint the participants with the basics of Multi Model Transport and to provide the participants practical understanding about functional and Managerial aspects of Multi Model Transport System.

Unit-01:

Unit Load and Containerization, New Dimensions of Containerization – Handling - Economics of Scale - Evolution of Containerization, The Container Load Centre - through Transport - The Computer - Inland Operations – Competition, Transport System - Segmented Transport - Transport Logistics – Implications, what is Multimodal Transport? - Unimodal Transport - Intermodal Transport - Combined Transport, Aim of Multi Modal Transport, How to Organize Multimodal Transport, Terms of Reference for a National Multimodal Transport Committee (NMTC), Multimodal Transport in Practice today, Geography and Inter modally, Rail inter modally, Performance Measures for SCM, A brief history of transportation and Geography, Network measures and Indices, Networks and Connectivity, Multi-modal Network Analyst, Transportation and Environment, External Cost of Transport, Transportation Policy and Planning, Regulation of Transport.

Unit-02:

Transportation, Logistics and Supply Chain Management

Trade and Transportation: Objective, Introduction, Classification of Trade, Distribution Channels in Trade, The Role of Transportation in Trade, Organizational Arrangements Affecting Trade, Transportation Infrastructure, Design Areas for Transporters, Problems in Trade Transportation linkage

Unit-03:

Modes of Transport and Planning: Objective, Introduction, Components of Service - Cost of Service - Quality of Service. Container Carriage by different modes of Inland Transport - Characteristics of Rail Transport - Inland Waterways Transport - Road Transport , Transport Cost - Railways V/s Roadways - Railways V/s Inland Waterways - Inland Waterways V/s Roadways, Carriage of a 20ft Container by Road Vehicle - Quality of Service for Container Movement – Speed - Door-to Door Capability - Reliability and Security – Safety - Availability and Flexibility - Energy Efficiency

Unit-04:

Container Carriage by Rail: Objective, Introduction, planning for the Railway Sector - Infrastructure Requirement for Container Carriage by Rail - Review of the Existing Infrastructure - Track Requirement, Investment in Rolling Stock - Container Stock - Special Container Cars - Problem of Tare Weight - Types of Container Wagons in use in India - New Stock of Low platform Container flat Wagons - Preparing for higher speed - Piggy Back Transport, Future Plan by Railway Authorities

Unit-05:

Container Carriage by Road: Objective, Introduction, Planning for the Road Sector - The Policy issues - Road Planning Procedures - Forecasting of future Transport, Standards - Number of lanes and width - Road Bridge - The lateral and Vertical clearance for overpasses and tunnels - Gradients and Horizontal Curvature - The Relationship of axle load and Payload capacity - Vehicle requirement for container carriage

Unit-06:

Inland Waterways and Containerization: Objective, Introduction, planning for the Inland Waterways Sector, Infrastructure, Requirements - Waterway Requirement - Minimum depth of Waterways - Minimum width of Waterways - Minimum vertical Clearance - Minimum width of turning area, Minimum equipment with Navigational aids, Vessel requirement, Terminal

requirements, Inland Waterways in India - Progress under IWAI Act - Inland water Transport Policy - Interlinking waterways and ports.

Text Books:

1. Dr. K. V. Hariharan Containerization, Multimodal Transport and Infrastructure Development in India, Shroff Publishers and Distributors Pvt. Ltd, 5 edition (August 21, 2007)

Reference Books:

1. Dr. K. V. Hariharan, A Textbook on Container & Multimodal Transport Management, Shroff Publishers and Distributors Pvt. Ltd, Latest Edition

2. Dr. K. V. Hariharan, Laws of Carriage of Goods by Sea & Multimodal Transport in India, Shroff Publishers and Distributors Pvt. Ltd, Latest Edition

Contents of Elective Courses of Semester – IV

MB-LSC-25/IV/07: INDIA'S FOREIGN TRADE AND INVESTMENT

Course Objective:

The objective of this course is to acquaint the students with the nature and scope of international business operations and to make them understand the theoretical foundations of international trade and investment along with the realities and rationale of trade and investment policies.

Course Learning Outcomes:

The successful completion of this course shall enable the students to:

- 1:** Understand the importance and scope of international business and identify the main drivers of globalization that have led to the expansion of international business.
- 2:** Identify the basic decisions regarding entry of a firm into international business and evaluate the different modes of entry into international business.
- 3:** Analyze the changing dimensions of international trade and appreciate the role of trade theories in explaining trade patterns in different industries.
- 4:** Understand the political realities of world trade and measures taken by governments to intervene in international trade.
- 5:** Critically examine theories of international investment and bring out their relevance in global investment scenario.
- 6:** Appreciate the role international organizations like WTO in regulating global trade and investment.
- 7:** Understand the evolution and working of the International Monetary System and the role of international economic institutions such as IMF and World Bank in regulating international economic environment. Appreciate the rationale and implications of regional economic integration and understand the levels of economic integration.

Course Contents:

Unit-01:

Introduction to India's Foreign Trade and Investment: History and introduction to foreign trade, Pattern and structure of India's foreign trade, Promotional measures in foreign trade by Indian government, India's trade in service, Terms of trade, India on the world trading map, Analysis of thrust export products and markets; Regulatory bodies in India dealing with foreign trade; India's foreign investment policy and flows: External Debts; International liquidity management; India as an investment destination; India's investments abroad—pattern and structure; Indian Joint ventures in foreign countries and their operations; recent trends in India's Foreign Trade.

Unit 02:

Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAAs(Double Taxation Avoidance Agreements) ; Future of India's Trade Policy; LERMS, Convertibility of rupee -partial and full convertibility; Second Generation Reforms.

Unit03-

Export Promotion Measures and Institutional Arrangements :The import and export control orders ; The Import export licensing system; Export promotion measures and schemes; Export Incentives; EXIM Bank of India; EXIM policy; Export and trading houses, import facilities for exports; Export processing / special economic zones (EPZs/SEZs) and 100% EOUs— Policy framework and operational aspect. Export promotion councils, DIPP; Commodity boards/ export development authorities; Infrastructure Support—Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance; Export Development Authorities—Agricultural and Processed Food Products Export Development Authority (APEDA); Marine Products Export Development Authority (MPEDA) ; Federation of Indian Export Organizations (FIEO); H S Classification.

Unit04-

Foreign Exchange facilities and Regulations: Foreign exchange facilities and exchange rate mechanism; Regulatory framework—FEMA audits objectives and provisions; Other acts and regulations.

Suggested Readings (Unit Wise)

1. Ball, D. A., Wendall, H. M., Geringer, J. M., Minor, M. S. & McNett, J. M. (2009). *International Business: The Challenge of Global Competition*. Tata McGraw Hill Education Pvt. Ltd.: New Delhi. *Unit(s) - I, II, III, V*
2. Daniels, J. D., Radebaugh, L. H., Sullivan, D. P. & Salwan, P. (2016). *International*

- Business: Environment and Operations*. Pearson. Unit(s) - I, II, III, IV
3. Griffin, R. W. & Pustay, M. W. (2015). *International Business: A Managerial Perspective*. Pearson. Unit(s) - I, II, III, IV, V
 4. Hill, Charles, W. L. & Jain, W. L. (2014). *International Business: Competing in the Global Marketplace*. McGraw Education (India) Pvt. Ltd.: New Delhi. Unit(s) - I, II, III, IV, VI
 5. Salvatore, D. (2013). *International Economics*. John Wiley & Sons. Unit(s) - II, V, VII
 6. Sodersten, B. & Reed, G. (1994). *International Economics*. Palgrave Macmillan. Unit(s) - IV, V, VII

MB-LSC-25/IV/08: PUBLIC PRIVATE PARTNERSHIP AND PORT DEVELOPMENT

Course Objective:

To introduce the unique characteristics, models, financial approach, institutional and legal framework and lessons learned from the PPP projects.

Course Learning outcome:

Students understand the roles, models and benefits of PPP projects.

Course Contents:

Unit 01:

Introduction to Public Private Partnership: Definition - History - Roles - Benefits - Output-based approach - PPP and Privatization PPP Models - Indian Scenario - Stumbling Blocks - Government initiative – Policy framework - Partnership architecture - Procedural network - Institutional structure.

Unit 02:

Risk Identification and Financial Approach: Risk: Identification - Mitigation - Allocation. Financial Approach: General Factors Deciding determinants - Financial involvements - Sources and tools – Cost components and financing sequence.

Unit 03:

Contractual, Legal and Regulatory Framework: Contractual Framework: Concession contract's Features - Concession contract and a Commercial contract - Concession arrangement - Critical issues – Unsolicited proposals - Contractual Structure. Legal Framework: Existing legal framework Infirmities. Regulatory Framework: Regulatory body - Functions Contracting out regulatory functions - Regulation by contract - Indian Scenario – Independent regulators.

Unit 04:

Infrastructure: Salient Features - Importance - Types - Commercialisation of Infrastructure- Infrastructure and Environment - Infrastructure and the poor- Policy framework Indian Scenario - Phases of project development - Slow progress.

Unit 05:

Indian Port Sector and PPP projects: Indian Ports: Major ports - Corporate ports - Non-major ports - Changing Trends Port Management Models. Indian Ports and PPP: Nhava Sheva International Container Terminal - Kakinada Deep Water Port - Gangavaram Port.

Text Books:

1. JOSHI, R. N. (2013) Public Private Partnership in Infrastructure: Perspectives, Principles and Practices. Vision Books: New Delhi.
2. ASIAN DEVELOPMENT BANK (2008) Public-Private Partnership Handbook. ADB: Manila.

Suggested Readings:

Operational Plan 2012 - 2020. ADB: Manila

2. WORLD BANK (2007) Port Reform Tool Kit. World Bank: Washington.
3. INFRASTRUCTURE DEVELOPMENT FINANCE COMPANY LIMITED (2012) Evolving Perspectives in the Development of Indian Infrastructure Vol. I&II. Orient Blackswan Private Limited, Hyderabad, INDIA

MB-LSC-25/IV/09: SUPPLY CHAIN RISK MODELING AND MANAGEMENT

Course Objective:

As the nature of supply chains evolves with increasing globalization, consolidation and just in time inventories, the amount of risk continues to increase. This course enables the students to get an insight on valuable perspectives on supply chain vulnerabilities. With emphasis on data, models and modeling systems the students can analyze supply chain planning problems.

Learning Outcomes: 1. Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage. 2. Formulate and implement Warehouse Best Practices and Strategies

Course Contents:

Unit 01 :

Supply Chain Management - Integrated Planning and Models - Supply Chain Models & modeling Systems – Supply Chain Decision Databases – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves,

Unit 02 :

Fundamentals of Optimization Models – Linear programming Modelling – Resource Allocation Model, Infeasible & Unbounded Models, Multiperiod Resource Allocation Model, Network Models., Properties of Linear Programming Models, Dual Linear Programming Model, Parametric Sensitivity Analysis., Spread sheet and Multiple Objective, unified Optimization, Stochastic Programming. Mixed Integer Programming Modelling, Distribution Centre Location Models, Supply Chain Network Optimization Models, Optimization Software.

Unit 03:

Optimization Models for Competitive Analysis, Scenario Planning, Decision trees & Stochastic Programming, Supply Chain Strategies for managing Product Variety. Simulation Models & Systems – Deterministic Simulation, Monte Carlo Simulation, Simulation Software, Simulation Vs Optimization, Inventory Theory Models –Deterministic Models, Probabilistic Models, ABC Classification.

Unit 04:

Risk and Management - Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk, Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management

Unit 05:

Identifying Risks – Types of Risks, Tools for analyzing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, Responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, Achieving an Integrated approach, Analyzing & responding to risks.

Text Books:

1. Gregory Mankiw, Economics: Principles & Applications, Cengage, Latest Edition
2. Dr D. M. Mithani, Managerial Economics: Theory & Applications, Himalaya, 2010, Latest

Suggested Readings:

1. Gregory L. Schlegel , Robert J. Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov 2014.
2. Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics & Transport, U.K
3. Jeremy F. Shapiro, Modelling the Supply Chain, Duxbury