

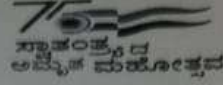


KARNATAK UNIVERSITY, DHARWAD  
ACADEMIC (S&T) SECTION

ಕರ್ನಾಟಕ ವಿಶ್ವವಿದ್ಯಾಲಯ, ಧಾರವಾಡ  
ವಿದ್ಯಾಮಂಡಲ (ಎಸ್&ಟಿ) ವಿಭಾಗ

NAAC Accredited  
A Grade 2014

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No. KU/Aca(S&T)/JS-218/BOS/Mngt (PG) /2025-26/ 185

Date: 08/10/2025

**NOTIFICATION**

Sub: Regarding the revised of Syllabus of MBA-Logistics Management-1 to 4<sup>th</sup> Semester w.e.f. 2025-26 onwards.

- Ref: 1. BOS Res. No. 01, dt. 17.07.2025.  
2. Faculty Res. No. 01, dt. 05.08.2025.  
3. Academic Council Res. No. 03, dt. 22.09.2025.  
4. Vice-Chancellor's order dated : 04/10/2025

With reference to subject cited above, it is hereby notified to the Chairman, Dept. of KIMS, K.U.Dharwad that the revised of Syllabus of MBA-Logistics Management-1 to 4<sup>th</sup> Semester w.e.f. 2025-26 onwards.

Hence, the contents of this notification may please be brought to the notice of the students and all the concerned. The prescribed syllabus may also be obtained through K.U.website ([www.kud.ac.in](http://www.kud.ac.in)).

  
REGISTRAR

To,

1. The Chairman, BoS in MBA, Dept. of KIMS, K.U.Dharwad.
2. The Chairman, Dept. of MBA, K.U.Dharwad.
3. The Registrar (Evaluation), K.U.Dharwad.

**Copy fwcs to:**

1. Dr. N.Ramanjaneyalu, Dean, Faculty of Mangement, Dept. of KIMS, K.U.Dharwad.
2. The Nodel Officer, UUCMS Cell, K.U.Dharwad.
3. The Director, IT Section, Examination Section, K.U.Dharwad for information and to upload on K.U.Website ([www.kud.ac.in](http://www.kud.ac.in)).

**Copy to:**

1. PS to Vice-Chancellor, K.U.Dharwad.
2. S.A. to Registrar, K.U.Dharwad.
3. O.S., Exam PG / Confl / QP / GAD Section, K.U.Dharwad.
4. The System Analyst, Computer Unit Exam Section, K.U.Dharwad.

**KARNATAK UNIVERSITY  
DHARWAD**

**Kousali Institute of Management Studies**



**Regulations**

**And**

**SYLLABUS**

**MASTER OF BUSSINESS ADMINITRATION  
(LOGISTICS MANAGEMENT)**

**I to IV Semester**

**With effect from Academic Year 2025-26**

**Kousali Institute of Management Studies**

**KARNATAK UNIVERSITY  
DHARWAD**



## **Regulations**

**MASTER OF BUSSINESS ADMINITRATION  
(LOGISTICS MANAGEMENT)**

**With effect from Academic Year 2025-26**

Academic Regulations Governing the Post-Graduate Programs

(MBA in Logistics Management) offered by KIMS, Karnatak University  
under Choice-Based Credit System (KU-CBCS)  
(framed under Section 44(1)(C) of K.S.U. Act, 2000)

## **MBA (Logistics Management) - REGULATIONS (w.e.f. Year 2025-26 onwards)**

### **I. TITLE:**

These Regulations shall be cited as Karnatak University's Regulation governing the MBA (Logistics Management) (Choice Based Credit System) Post Graduate Programs under Faculty of Management.

### **II. EXTENT OF APPLICATION:**

These Regulations will apply to Post Graduate Programs in Management approved by the AICTE/UGC and being run in the Post Graduate Department of Management Studies of Karnatak University (Kousali Institute of Management Studies-KIMS) and all its affiliated colleges having approval of the AICTE for the following courses, namely:

Master of Business Administration (Logistics Management) (MBA-LM)

These Regulations come into force from the date on which they are approved by the Chancellor or on such other date as directed by the Chancellor.

### **III. Definitions:**

In these Regulations, unless otherwise mentioned:

- a. "University", "University Area", "Department", "College", "Teachers" and "Principal" shall bear the same meaning as assigned to them under Sec.2 of the Karnataka State Universities Act-2000. However in case of affiliated colleges/Institutes the word "Principal" means the "Director" and "Teachers" means only Karnatak University approved faculty members. University approved Teachers are those who have been selected by a Selection Committee constituted as per the AICTE/UGC approved guidelines (Committee to consist of two representatives from the University Management Department) and those who have been appointed following all the norms for selection of these teachers and placed on a regular scale.
- b. "Post-Graduate Programs" means Master's Degree Courses including P.G. Diploma. Post Graduate International Diploma but excluding M. Phil and Ph.D. Programs;
- c. "Student" means the student admitted to Post-Graduate Programme and Post Graduate Diploma
- d. "Degree" means Post-Graduate Degree i.e., Master of Business Administration (MBA) in Logistics Management.
- e. "Board of Studies" means P.G. Board of Studies of the University, Steering Committees of Diploma Programs in the discipline/subjects concerned;
- f. "Academic Council" means Academic Council of Karnatak University established according to the KSU Act, 2000;
- g. "Fee" means the Admission/Registration fee including Tuition fee prescribed by the University for the Post-Graduate Programs from time to time;
- h. "Compulsory Courses" means a fundamental paper which the student admitted to a particular Post-Graduate Programme should successfully complete to receive the Post Graduate Degree in Logistics Management i.e., MBA (Logistics Management).
- i. "Specialization Papers" means advanced papers and departmental choices that student can opt as a special paper under a particular Department only- especially for students wanting to receive Degrees in those specialization areas.
- j. "Credit" means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester

is of 16 weeks duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks and 4 credits is equal to 100 marks as used in conventional system. 1 credit is equal to one module in syllabus.

- k. "Grade" is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject by the candidate after completing his/her Internal Assessment and Semester end Examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.
- l. "Grade Point Average" or GPA refers to an indication of the performance of the student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of course a student takes and the grades awarded to him/her for each of the subjects so chosen.
- m. "Cumulative Grade Point Average" or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward. The calculations of the GPA, CGPA is shown at the end of this regulation.

#### **IV. Minimum Eligibility for Admission and Admission Procedure:**

- a. The Students who have successfully completed the three-year/ four-year Degree course or any other Degree course of this University or of any other University recognized as equivalent thereto by this University shall be eligible for admission to the Post Graduate Programs under the KU-CBCS Program provided they also satisfy the eligibility conditions like percentage of marks etc as may be prescribed by the AICTE, University, PGCET of Government of Karnataka etc.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:

##### **MBA (Logistics Management)**

- i. Admission to the MBA (Logistics Management) Programme is only through a Common Admission Test conducted by the PGCET, Government of Karnataka or Karnatak University. This process consists of Written Test conducted by the KEA or Karnatak University.
- ii. All eligible candidates seeking admission to MBA Logistics Management are required to take the PGCET conducted by the Government of Karnataka or Karnatak University.

All admissions to KIMS and affiliated colleges is made by the PGCET Cell through a state level counseling based on PGCET Rank merit and the reservations rules based on the seat matrix as announced by the Government of Karnataka from time to time.

#### **V. Duration of the Programme:**

The Programme of study for the Post-Graduate Degree shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen weeks of class work. No student shall normally be permitted to obtain Degree earlier than four semesters or to take more than ten semesters, provided that the student shall complete the course within five years from the date of admission to the first semester of Post-Graduate Programme i.e., MBA (Logistics Management).

#### **VI. Medium of Instruction:**

The medium of instruction shall be English for all subjects.

#### **VII. Minimum Credits and Maximum Credits:**

- a. There shall be three categories of courses viz., **Compulsory Course**, **Specialization Course** and **Apprenticeship** assisted by Logistics Skill Council of India.
- b. Each course shall have a definite Course objective, Scheme of Evaluation including the components of Internal Assessment (IA) marks, Projects (if any), the number of contact hours, type of practical and the prescribed Credits.

- c. The credits for each of Compulsory Course may vary from 3 to 4 credits; for Specialization Course it may vary from 3 to 4, in case of Apprenticeship 22 credits.
- d. A student shall register for minimum credits for each of the four semesters as per table I under paragraph XI below. However, to qualify for the Degree in Management – MBA (Logistics Management) under the Faculty of Management, he/she should have registered and cleared a minimum number of credits, which is indicated in the same table.

### VIII. Course Structure:

- a. The students of Post-Graduate Programme shall study the courses as may be approved and prescribed by the Academic Council of the University from time to time subject to minimum and maximum credits as outlined in (XI) below.
- b. Each course (paper) in this system is designed carefully to include lectures / tutorials / regularity / laboratory work / seminars / project work / practical training / report writing/case analysis or presentation / Viva-voce etc., to meet effective teaching and learning needs and the credits are assigned suitably.
- c. The normal calendar for the semester would be as follows:

<b>Calendar of Events [I &amp; III Semester MBA(LM)]</b>		
<b>Important dates</b>	<b>Semester I (*)</b>	<b>Semester III</b>
Orientation program	2 <sup>nd</sup> week of August (*)	--
Beginning of Classes	3 <sup>rd</sup> week of August (*)	3 <sup>rd</sup> week of July
I round of Test	Before 3 <sup>rd</sup> week of September	Before 2 <sup>nd</sup> week of August
II round of Test	Before 1 <sup>st</sup> week of October	Before 1 <sup>st</sup> week of September
Mid semester exams	2 <sup>nd</sup> week of October	Last week of September
III round of Test	Before 3 <sup>rd</sup> week of November	Before 3 <sup>rd</sup> week of October
End of semester	2 <sup>nd</sup> week of December	2 <sup>nd</sup> week of November
Internal marks announcement	Before Semester end exams/Vacation	Before Semester end exams/Vacation
Semester end exams/Vacation	3 <sup>rd</sup> week of December (*)	3 <sup>rd</sup> week of November

(\* These dates may change depending on PG CET/KUD PG entrance dates)

<b>Calendar of Events [II &amp; IV Semester MBA (LM)]</b>		
<b>Important dates</b>	<b>Semester II</b>	<b>Semester IV</b>
Commencement of Industry Based Research Project	--	1 <sup>st</sup> of December
Beginning of Classes	1 <sup>st</sup> week of January	First Report
I round of evaluation	Before last week of January	Second Report
II round of evaluation	Before 2 <sup>nd</sup> week of February	Third Report
Mid sem. Examination	1 <sup>st</sup> week of March	Fourth Report
III round of evaluation	Before 1 <sup>st</sup> week of April	Mid Review with 5 <sup>th</sup> Report
End of semester	3 <sup>rd</sup> week of April	Sixth Report
Internal marks announcement	Before semester end exams/Vacation	Seventh Report
Semester end exams/Vacation	Last week of April	Eighth Report
Submission of Apprenticeship Project	---	31 <sup>st</sup> May
Project viva-voce	---	1 <sup>st</sup> week of June

(\* These dates may change depending on PG CET/ PG entrance dates)

## IX. Credit Distribution:

The minimum numbers of credits for the Master Degree programs are as follows-

Sl. No.	Course	Minimum Credits
1	MBA (LM) (CBCS)	112

## X. Attendance:

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will have to sign and mark his attendance for every hour of teaching of each paper. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the Department during 2<sup>nd</sup> week of every month. Chairman shall certify the fulfillment of required attendance of every candidate in the Examination Form.
- c. Certain proportion of the marks in Internal Assessment shall be awarded based on attendance as an incentive to the student for regularity in attendance.
- d. A student shall be considered to have satisfied the requirement of attendance for each paper, if he/she has attended not less-than 75% of the number of classes held up to the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.
- e. However, if a student represents his/her institution, University, State or Nation in sports, NCC, NSS or Cultural or any other officially sponsored activities, he/she shall be eligible to claim the attendance for the actual number of days participated in a semester based on the specific recommendations of the Head of the Institution or Department concerned.
  - i. This facility (Marks for attendance as in X c) shall also be extended to the students who were absent due to accident /serious illness leading to actual hospitalization /NSS/NCC/Cultural or any other officially sponsored activities. Their period of absence will be treated as present for calculation of attendance marks subject to approval of the concerned teacher and the Head of the Department.
  - ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated in a semester based on the specific recommendation of the Head of the Institution or Department concerned.
  - iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper/s. All such student shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Internal Assessment marks in the concerned subject shall be cancelled and he will have to appear for his Internal Assessment Tests again for the concerned paper/s.

## XI. Duration of Theory and Practical Papers:

- a) Each theory Course covered under the Compulsory category/ Specialization category/ Each Open Elective paper shall be taught for 3 to 4 hours per week depending on the credits allotted to each course. The general duration of the Semester is 16 weeks. The actual number of classes may be 60 to 64 hours in semester for 4 credit subjects accordingly other 2 or 3 credits subjects.
- b) Practical of any declared course classified under the category of Compulsory course shall be compulsory and shall be for a period twice the number of credits. For instance if the Practical is for 2 credits, it shall carry 4 hours of Practical for a week and shall figure accordingly in the Time Table of the respective subject.
- c) Practical for the Specialization Courses shall accordingly be as above depending on the credits awarded to it.
- d) The Apprenticeship for six months work assignments shall be finalized before the end of 4<sup>th</sup> semester.

- e) The following Table tentatively showing the MBA (LM) semester wise credit distribution of theory and practical.

**Table-1: MBA(LM): Semester wise Credit Distribution**

CATEGORY	Minimum credits to be covered in				Total Credits
	Sem-I	Sem-II	Sem-III	Sem-IV	
Compulsory Subjects	30	14	14	--	<b>58</b>
Specialization Subjects **	--	12	12	--	<b>24</b>
General Open Electives (Inter Disciplinary)	--	4*	4*	--	<b>8</b>
Apprenticeship for six months	--	--	--	22	<b>22</b>
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>22</b>	<b>112</b>

(\* Open Elective offered only in II and III semesters as per Karnatak University No. circular No. KU/Aca(S&T)/(SMP-32)/CBCS/2009-10/566 dated: 08.06.2010)

(\*\* Please Note: Students are encouraged to choose specialization subjects more than the minimum credits indicated)

## **XII. Course Weightage:**

Course Weightage would be equal to the number of credits awarded to the particular course. For instance, if the Compulsory Course has a Credit award of 4, then the appropriate Weightage for the course would be 4.

## **XIII. Evaluation:**

- Each of the Course would have two components- the first being Internal Assessment Marks and the second being the Semester End Exams. The Internal Assessment (IA) marks are based on continuous internal assessment. The total marks for the Internal Assessment would be based on the total credit awarded to the Course. For instance, if a Compulsory Course has a Credit award of 4, then the total max marks would be 100 for the subject. Out of the total marks of 100 for such a course, 50 marks shall be earmarked for continuous internal Assessment (IA) and remaining 50 marks for the Semester-end examination. However, in case of subject project work, the distribution of marks for Internal Assessment and Examination shall be left to the discretion of the concerned teachers.
- The purpose of IA is to ensure that there is continuous Internal Assessment throughout the semester. Hence IA in each semester would have components distributed right across a variety of tests and assignments.
- The various components of IA for 50 marks are as follows:
  - Attendance 10 % or 5 marks for 50 marks IA
  - Tests (announced) 20 % or 10 marks for 50 marks IA
  - Tests (surprise) 10 % or 5 marks for 50 marks IA
  - Seminar/presentation 20% or 10 marks for 50 marks IA
  - Assignments/Case 20 % or 10 marks for 50 marks IA
  - Small Projects 20 % or 10 marks for 50 marks IA
- The various components of IA for 25 marks are as follows:
  - Attendance 20 % or 5 marks for 25 marks IA
  - Tests (announced) 20 % or 5 marks for 25 marks IA
  - Tests (surprise) 20 % or 5 marks for 25 marks IA
  - Assignments/case/projects/seminar 40 % or 10 marks for 25 marks IA
- The purpose of the IA marks is to ensure that there is at-least one IA activity every fortnight. For instance, the two surprise tests and two announced Tests should be held one every fortnight. This way we make sure that the student is continuously engaged in some or the



other IA activity. However, Teacher is empowered to design IA components for the development of students.

- f. Marks of all the tests/activities shall be taken into account for the compilation of grades. The marks list should be notified in the department notice board before 13<sup>th</sup> week and shall be submitted to the Registrar evaluation before 15<sup>th</sup> week of every semester.
- g. The marks shall be displayed on the Notice Board of the Department also. The tests shall be written in a separately designated book and after evaluation; the same should be shown to students.
- h. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the Internal Assessment shall not be revised. There is no improvement for internal assessment.
- i. To encourage the students for the regular participation in academic curriculum following break-up for attendance has been recommended —

Attendance	IA Marks
96 to 100 %	5
91 to 95 %	4
86 to 90 %	3
81 to 85 %	2
76 to 80 %	1
< 75 %	0

- j. There shall be one end semester examination of 3 hours duration for 50 marks/ paper and 1½ hour duration for 25 marks paper. Each answer scripts of the semester-end examination (theory and project report) shall be assessed by two examiners (one internal and another external). The marks awarded to that answer script shall be the average of these two evaluations. If the difference in marks between two evaluations exceeds 20% of the maximum marks such a script shall be assessed by a third examiner. The marks allotted by the third examiner shall be averaged with nearer mark of the two evaluations.
- k. In the fourth semester, **Apprenticeship** of six months for 22 credits (550 marks only); the CIA Component of Apprenticeship is assessed by the Manager/Supervisor under whom the students work during Apprenticeship semesters, and Logistics Skill Council (LSC) for a maximum mark of 250. The Manager/Supervisor evaluates for 150 marks based on skill and attitudinal development of students. LSC assess the practical knowledge of students for 100 marks by conducting a Test on conceptual knowledge, relevant to the process undergone during Apprenticeship, and Viva.
- l. Karnatak University will evaluate the Apprenticeship Report (comprising of work dairy) submitted by students, and conduct viva for 300 marks considered as semester end examination. The evaluation and Viva shall be conducted by panel comprising of HoD (program Coordinator), student mentor and one executive from logistics sector. The Karnatak University may modify the proportion of Marks between CIA and ESE as per its norms, standards and practices.
- m. Table showing Evaluation of Apprenticeship

Assessment	Report	Viva	Marks	Total
KU Assessment	200	100	300	300
Industry Assessment	IA		150	250
LSC Assessment	IA		100	
Total			550	550

**n. Conduct of Odd & Even Semester examinations:**

- 1) All students of MBA (Logistics Management) Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses/subject relevant to his/her program. If he/she is absent for any semester end

examination for any subject/s, marks awarded will be zero. However, if any student has filled in his examination form and not appeared for any/all the subjects, he/she shall be awarded zero marks and declared as 'fail' in those subjects. Such candidates who have failed can appear for the supplementary examinations as and when announced by the University.

- 2) University shall conduct semester end examinations. The concerned P. G. Department or affiliated college is required to send its consolidated IA marks in a final format before admission to the subsequent semester.

**o. Apprenticeship for 6 months**

All MBA (Logistics Management) students have to undertake Apprenticeship during the 4<sup>th</sup> semester for six months duration in any company/organization of repute, apprenticeship placement has to be done by LSC. The apprenticeship will have an orientation program followed by an internship work, organization and industry study, detailed project report to be prepared with daily work done reports duly signed by external guide identified by the organization.

The following rules and regulations apply to Apprenticeship and Report:

- i) The apprenticeship is mandatory for all MBA (Logistics Management) students to get MBA (LM) degree. Student has to undertake 6 months full time apprenticeship activity in the fourth semester.
- ii) An internal guide (Faculty) shall be allocated to each student by the respective institution to guide the student in apprenticeship work and one external guide from the industry. Student has to submit fortnightly (15 days) report to internal guide.
- iii) Assessment will be done by both internal and external evaluators appointed by Karnatak University, Dharwad, marks will be allotted as mentioned above.
- iv) A student has to submit the apprenticeship report at the end of the six months duly signed by internal guide and head of the institution as mark of fulfilment of requirements of MBA (Logistics Management) degree. The contents of the report shall be as under:
  1. Executive Summary
  2. Introduction: Industry/Company
  3. Conceptual framework
  4. Review of Literature
  5. Research design
  6. Research methodology
  7. Analysis
  8. Findings, Suggestions and Conclusion
  9. Work diary
  10. Bibliography
  11. Annexure
- v) Report format as below:
  1. Report shall be typed/hand-written not less than 100 pages with headlines of 14 font size, and body of the text shall be 12 font size in times new roman font.
  2. The report shall be submitted both in one hard (spiral bound) and soft copy to the university for evaluation.
  3. Authenticated Similarity (Plagiarism check) Index Certificate should be enclosed, similarity should not be more than 50%.
  4. The reports shall contain project completion certificate duly signed by internal guide and head of the institution.
- vi) Failing to complete the apprenticeship and failing to submit the report/ failing to attend viva exam, will result in repetition of apprenticeship and submit the report in the subsequent year.

- vii) If any student fails to complete the apprenticeship, he/she has to repeat in the next year. If student completes apprenticeship but fails to submit the project report is not allowed to take viva-voce examination and he/she has to submit the report and attend the viva-voce next year. If he/she submitted apprenticeship report but fails to attend the viva, he/she shall be declared as “FAIL” and shall be awarded zero in viva, he/she has to resubmit the report in next year batch and attend the viva-voce.

**p. Eligibility for Admission to Third Semester of MBA (Logistics Management) (CBCS) course:**

- i) A MBA (Logistics Management) - CBCS student is eligible to the third semester provided he/she clears minimum of 60% of total minimum credits of I and II semester put together.
- ii) There shall be university examination at the end of each semester.
- iii) The candidate shall obtain a minimum of 40% marks in the university examination including the internal assessment marks for passing in theory subject (i.e. 40 marks out of 100 marks for subjects and 40 marks out of 100 marks for project and viva)
- iv) There shall be no restriction for promotion from I to II semester, III to IV semester, provided he/she has fulfilled the attendance required as per regulation MBA (Logistics Management) mentioned above.
- v) A candidate shall not carry more than 60% subjects of passing for promotion from II semester to III semester.
- vi) It is mandatory that the student should complete the whole program by clearing minimum credit points as explained in Table 1 under section XI and apprenticeship during 4<sup>th</sup> semester and viva-voce within 5 years from the date of admission, after which, he/she is ineligible for any supplementary or main examination of the course and hence is automatically out of the programme.

**XIV. BOARD OF EXAMINERS AND VALUATION:**

- a. A panel of Examiners for MBA (Logistics Management) will be prepared by the Board of Studies. The Panel will contain both Internal and External examiners. Internal examiners will be all P.G. teachers (including KUD P.G. teachers from sister departments) and only selected teachers from the list of University approved teachers from all affiliated colleges offering MBA (LM).
- b. A Board of Examiners will be constituted by the Board of Studies which will scrutinize and approve the question paper set by the paper setters selected from a Panel of Examiners.
- c. Question Papers can be set by external/internal examiners, in exceptional cases internal examiners may set paper.
- d. In case more than 20% of the papers in respect to any subject needs to be evaluated by the third valuer, then such answer scripts shall be valued by the Board of Examiners on the date to be notified by the Chairperson of the Board of Examiners and the marks awarded by the Board shall be final and binding. There will be no challenge valuation in such cases.
- e. Generally, first valuation will be done by internal examiners and second valuation will be done by External examiners.

**XV. Challenge Evaluation:**

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with a fee as per university rules per paper or the fee prescribed by the University from time to time, to the Registrar evaluation within 15 days from the date of announcement of the result. Such candidates shall be provided with a photo copy or scanned

copy of the answer book after concealing the name of the valuers. The challenged valuation script shall be send to the external examiner. The average of the marks awarded in the challenge valuation and the marks out of earlier evaluations whichever is nearer to the challenge valuation shall be the final award.

#### **XVI. Completion of Course:**

- A candidate is expected to successfully complete MBA (Logistics Management) course within 5 years from the date of admission.
- Whenever the syllabus is revised, the candidate reappearing shall be allowed for PG degree examinations only according to the new syllabus.
- The CBCS scheme for MBA (Logistics Management) is fully carry-over system for promotion from I to II semester and for promotion from III to IV semester. However, the four-semesters, two years course should be completed by a student within 5 years.

#### **XVII. Declaration of Results:**

- Minimum for a pass in each paper shall be 40% of the total 100 marks including both the IA and the semester end examinations. However, he should obtain at-least 40 % of the marks in the Semester End Examination. There is no minimum in the IA marks.
- The candidates, seeking improvement of their results shall submit a representation along with a permissible fee to the Registrar (Evaluation) and surrender the degree certificate/provisional pass certificate/original marks cards of that semester.

#### **XVIII. Marks and Grading:**

The grading of successful candidate at the examination shall be as follows:

Percentage marks	Grade Points	Letter	Class
75.00 to 100.00 %	7.50 to 10.00	A	First class with Distinction
60.00 to 74.90 %	6.00 to 07.49	B	First Class
50.00 to 59.94 %	5.00 to 05.99	C	Second Class
40.00 to 49.94 %	4.00 to 04.99	D	Pass
less than 40.00 %	Less than 4.00	F	Fail

#### **XIX. Grading of the Courses:**

The Grade Point Average (GPA) shall be given to each candidate based on their student's performance during the semester- which includes both the IA and the semester end exams. The GPA of each semester should be carried to next semester as Cumulative Grade Point Average (CGPA) An illustration is given below:

#### **Grade Points**

Name: XYZ Course: MBA (Logistics Management) Semester: I (Aug. 2025- Dec 2026)  
Registration No: MBA (Logistics Management) -06-01-25

Course code	Subject Title	Credit Hrs	Max Marks	Marks Obtnd	Semester Grade Point	Credit Points
A01	Principles of Management	3	75	53	07.07	21.21
A02	Micro-Economics for Managers	3	75	60	08.00	24.00
A03	Quantitative Methods – I	3	75	60	08.00	24.00
A04	Financial Accounting for Managers	3	75	38	05.07	15.21
A05	Marketing Management	4	75	55	07.33	29.33
A06	Introduction to Computers	4	100	70	07.00	28.00
A07	Human Resource Management	3	75	68	09.07	27.21
A08	Written, Oral and Spoken Communication Skills	3	75	60	08.00	24.00
<b>Total</b>		<b>26</b>				<b>192.96</b>

$$\text{Semester I GPA} = 192.96/26.00 = 7.42$$

Likewise if the GPAs for various semesters is calculated and is as follows:

Semester	Max Credits	Credits Opted	Credit Points	GPA
First	26	26	192.96	7.42
Second	65	28	230.00	7.66
Third	68	28	238.00	7.93
Fourth	41	18	140.00	9.33

$$\text{Cumulative Grade Point Average} = \frac{(\text{GPA of I sem} + \text{II sem} + \text{III sem} + \text{IV sem})}{[\text{CGPA}] \quad (\text{Credits of I Sem} + \text{II sem} + \text{III sem} + \text{IV sem})}$$

$$= (192.96+230+238+140) / (26+28+28+18) = 800.96/100$$

$$= 8.00$$

#### **XX: Recounting, revaluation, challenge valuation, photo copying of answer papers:**

There shall be provision for recounting of marks, revaluation, challenge valuation, and photo copying of answer papers. The University shall invite applications for such purpose immediately after announcing the results for every semester by giving 10 days time to apply for the same online as per the existing ordinance and regulations and process the same accordingly.

#### **XXI: Rank and Gold medals.**

The University Ranks and Gold-Medals shall be awarded the students of 2-year PG Degree. The Students who complete a 2-year PG Degree programme without break / lower failure in the examination, including lateral entry from other college shall be considered for the award of medals and ranks. However, this is not applicable for the award of classes like, second/first class/ distinction to the students.

#### **XXII: PROVISION FOR IMPROVEMENT OF THE MARKS (GRADE POINT)**

**Improvement of the marks (Grade Point):** There shall be a provision for candidates to reappear for the examination for the concerned course of theory papers only (subject) in which candidate wishes for improvement of his/ her grade point of SGPA in general and CGPA in total of the programme subject to the condition that:

- The candidate shall be eligible to reappear for improvement of grade points only after successfully passing the programme.
- The candidate may opt for the examination for any number of courses (subject / paper) of the programme for improvement of grade point but not more than three times for each course (subject / paper) as per the prevailing syllabus of the examination conducted in the regular schedule of University examinations.
- All such provisions are there within 02 years from successful completion of the programme, but not exceeding the period of 05 years of the duration of completion of the programme.
- In all such cases grade points are considered if there is a progress in such improvements, otherwise original grade points shall be retained.
- No such candidates shall be eligible for the award of Rank, Gold Medal, Cash Prize, etc.

### **XXIII: REPEAL AND SAVINGS FOR MBA (LM) PROGRAMME**

All the existing Regulations governing 2 years MBA (Logistics Management) programme in the discipline of Management under semester or any ordinances or regulations or guidelines issued or adopted earlier by the University in this matter for constituent and affiliated colleges of Karnatak University are hereby repealed. However, the above Regulations shall continue to be in force for the students who have been admitted to the degree programmes concerned before the enforcement of these new regulations.

Provided that the said repeal shall not affect the previous operation of the said regulations / ordinances or anything duly done or suffered there under or affect any right, liability or obligation acquired, accrued, or incurred under the said regulations.

The modifications made by the UGC/MHRD/ State Government/ Regulatory Authorities from time to time in its Regulations shall also be applicable to these Regulations.

### **XXIV: MISCELLANEOUS:**

All MBA (Logistics Management) students are required to attend Industrial visit/tour twice in month to be organized by the Institution / College during First to Third Semesters. One national level tour in the end of third semester.

All MBA (Logistics Management) students are required to attend Executive meet twice in month to be organized by the Institution / College during First to Third semesters.

#### **Question Papers Pattern for Semester end as follows:**

**Section - A:** Answer any 4 questions out of 6 questions, each question carries 5 marks (4X5=20)

**Section - B:** Answer any 2 questions out of 3 questions, each question carries 10 marks (2X10=20)

**Section - C:** Analyze the case given below and answer the questions given at the end. 10 Marks (1X10=10)

The Directions, Orders, Notifications issued by the University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act –2000 and the ordinances, statutes, Regulations and Rules made there under.

### **XXV: REMOVAL OF DIFFICULTIES:**

If any difficulty arises in giving effect to the provisions of these regulations, the Vice-Chancellor may, by order, make such provisions not inconsistent with the Act, Statutes, Ordinances, or other Regulations, as appears to be necessary or expedient to remove the difficulty. Every order made under this rule shall be subject to ratification by the Appropriate University Authorities.

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**KARNATAK UNIVERSITY  
DHARWAD**

**Kousali Institute of Management Studies**



**SYLLABUS**

**MASTER OF BUSSINESS ADMINISTRATION  
(Logistics Management)**

**I to IV Semester**

**With effect from Academic Year 2025-26**

**MBA Logistics Management (Choice Based Credit System)  
: Semester –Wise Credit Distribution**

Category	Minimum Credits to be covered in				Total Credits
	Sem –I	Sem-II	Sem-III	Sem-IV	
Compulsory Subjects	30	14	14	--	58
Specialization Subjects	---	12	12	--	24
OEC (in-house)	---	04	04	---	08
Industry Based Research Project or Apprenticeship	---	---	---	22	22
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>22</b>	<b>112</b>

**COURSE OUTLINE FOR MBA FIRST SEMSTER**

<b>Paper Code</b>	<b>Title of the Paper</b>	<b>No of Credits</b>	<b>IA Marks</b>	<b>Sem -end Exam</b>	<b>Total Marks</b>
PG89T101	Principles of Management	4	50	50	100
PG89T102	Business Environment for Managerial Decision Making	4	50	50	100
PG89T103	Business Statistics for Managers	4	50	50	100
PG89T104	Corporate Communication	3	25	50	75
PG89T105	Information Technology for Managers	3	25	50	75
PG89T106	Fundamentals of Marketing	4	50	50	100
PG89T107	Human Resource Management	4	50	50	100
PG89T108	Accounting for Managers	4	50	50	100
<b>TOTAL</b>		<b>30</b>	<b>350</b>	<b>400</b>	<b>750</b>



### Title: Principles of Management

<b>Course Code: PG89T101</b>	<b>Work load: 4 hours per week</b>
<b>Credit Points: 04</b>	<b>Contact Hours: 60</b>
<b>Continuous Internal Assessment – 50 Marks</b>	<b>Semester End Examination – 50 Marks</b>
<b>Objectives:</b> To Introduce modern concept of management to the students. <ul style="list-style-type: none"> <li>• To enable students to apply principles and functions of management</li> <li>• To familiarise students with the functions of Management</li> <li>• To introduce the concepts of Leadership and Motivation</li> </ul>	
<b>Pedagogy:</b> Cases, Lectures, Assignments, Topic presentations, Home Assignments	

**Module 1: Introduction to Management: Management:** Definition of Management, functions of Management, Managerial skills and organizational hierarchy, productivity, efficiency, and effectiveness, Approaches to management, issues in management. **Contributions of F W Taylor, Henry Fayol, Max Weber, Peter Drucker and Hawthorne experiments and others. Planning:** Managerial planning and its importance, types of plans, steps in planning, nature and objectives of planning, hierarchy of objectives, setting objectives, MBO. **Strategies:** The strategic planning process, nature of decision-making process, evaluation of alternatives, creativity and innovation, Brainstorming, Planning process.

#### **Module 2: Organizing & Staffing**

**Organising :** Meaning and purpose of organizing, organization structure, formal and informal organization, organizational levels and the span of management, factors determining effective span, organization structure and departmentation, **Staffing :** Line and staff authority relationships and decentralization, staffing concepts, approaches to manager development, performance management and performance appraisal, team evaluation approach. **Coordination:** communication, purpose of communication, communication process, types and norms of communication, communication barriers, guidelines for improving communication, listening and its importance in effective communication, electronic media in communication.

#### **Module 3: Directing**

**Motivation:** Human factors in managing, Motivation, theories of motivation & motivational techniques –McGregor’s Theory x and Theory y, Maslow’s hierarchy of needs theory, Alderfer’s ERG theory, Herzberg’s motivation-hygiene theory, etc., **Leadership:** Ingredients of leadership, leadership theories (approaches), leadership behavior and styles, types of leadership.

**Module 4: Controlling:** Meaning, the basic control process, critical control points, real-time information and control, control of overall performance, types of control, **Methods and Techniques:** The Balance Scorecard, Requirements for effective controls, The concept of Budgeting, dangers in budgeting, zero-base budgeting, Gantt Charts, PERT (Program Evaluation Review Technique), Information Technology, Productivity problems and measurement, and tools and techniques for improving productivity. **Recent Trends in Management.**

#### **Text Book:**

1. Principles of Management by Harold Koontz, Heinz Weihrich and A Ramachandra Aryasri, Tata McGraw Hill’

#### **Reference Book:**

1. Principles and Practice of Management by L M Prasad, Sultan Chand and Sons The practice of management by P.F.Drucker
2. Principles of management- Text & cases- Deepak B, Pearsons Publication

**Title: Business Environment for Managerial Decision Making**

<b>Course Code :</b> PG89T102	<b>Credit Points :</b> 04
<b>Work load :</b> 4 hours per week	<b>Contact Hours :</b> 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
<b>Objectives:</b> To familiarize students with concepts and techniques of micro economic analysis and applications. to acquaint the students with the concepts of economic theory of consumer behaviour, economic costs and their relationship to choice of output and technology; to a comprehensive in Managerial Economics covering both the micro and macroeconomics.	
<b>Pedagogy:</b> Lectures, Assignments, Projects, Practical Exercises and Seminars	

**MODULE 1: Introduction to Micro Economics: Nature, Scope,** Integration of economics to managerial decisions, How economics contributes to managerial decisions? **Objectives of Business firms:** Different concepts of profits as business objective, Traditional theories of profit, Problems in profit measurement, Controversy on profit maximisation as business objective, Alternative objectives of business firms, Maximisation of value of the firm: Modern theory, Making a reasonable profit-A practical approach, Profit as a measure of managerial control. **Fundamental concepts and business decision rules:** Opportunity cost and decision rule, Marginality principle and decision rule, Incremental principle and decision rule, Contribution analysis, Equi-Marginal principle, Time perspective in business decision.

**MODULE 2: Theories of Micro Economics:** Theory of consumer demand and demand forecasting; Basis of consumer demand: Utility, Cardinal and ordinal concept of utility, Lw of demand; Factors behind the law of demand, Exception to the law of demand, Price and income elasticity of demand, Methods of demand forecasting, Demand forecasting over Product Life Cycle. Project on Demand Forecasting. **Theory of production and cost analysis:** basic concepts, Production function, Laws of production: an overview, short-run laws of production: Production with one variable input, laws of returns to scale. Cost concepts, Framework of the theory of cost, short-run theory of cost, Theory of long-run cost, Break even analysis. **Market Structure and Pricing Theory:** Market system and market forces, Market mechanism and market equilibrium, Shift in demand and supply curves and market equilibrium, Market structure and degree of competition, Market structure and pricing decisions under different market structures.

**MOUDLE 3: Introduction to Macroeconomics:** Scope and Application of microeconomics, **National income: Concept and measurements;** Methods of measuring national income, Choice of methods, Measurement of national income in India. **Consumption Function;** Aggregate Investment, Multiplier Concepts; **Government role in the economic and economic policies; Government role in the market economy;** Drawbacks of free-market system, Government's role in different economic systems, Government's role in mixed economy, **Monetary policy;** objective of monetary policy, scope of monetary policy, Instruments of monetary policy, Limitations of the monetary policy, Monetary policy in India, **Fiscal policy of India:** Objectives of fiscal policy, Fiscal instruments and target variables, India's fiscal policy: an overview, Growth and effects of public expenditure in India, Taxation policy of Indian, Taxation policy reforms(1991), Income taxation and private business, Corporate income taxation, Business savings and investments.

**Module-4: Impact of globalisation on business environment:** Introduction, Globalisation of the world economy, The globalisation factors, Managerial implications of globalisation. **The balance of payments: Assessment and adjustments:** Introduction, Meaning and purpose of Balance of Payment (BOP), Balance of payment accounts, Assessment of balance of payments, Implications of adverse BOP, Policy measures for BOP adjustments.

**Text Book :**

1. Managerial Economics, by D. N. Dwivedi, Vikas Publishing House Pvt, Ltd.
2. Economic Environment of Business, by Misra and Puri, HPH.

**Reference Books:**

1. Managerial Economics by Dominick Salvatore, Siddhartha K. Rastogi, Oxford university press.
2. Principles of Micro economics – N. Gregory Mankiw. 6th Edition Cengage Learning
3. Managerial Economics By Geetika, Piyali Gosh and Purba Choudhary- McGraw Hill
4. RBI Bulletin for Monetary Policy and other macro economic information like BOP, rates etc.
5. Business Line News paper for daily updates on Macro Economics

**Title: Business Statistics for Managers**

<b>Course Code: PG89T103</b>	<b>Work load: 4 hours per week</b>
<b>Credit Points: 04</b>	<b>Contact Hours: 60</b>
<b>Continuous Internal Assessment -50Marks</b>	<b>Semester End Examination – 50Marks</b>
<b>Objectives:</b> <ul style="list-style-type: none"> <li>• To expose students to applications of statistics in business management.</li> <li>• To Introduce concepts of data collection, compilation and analysis of Business data.</li> <li>• To enable students to apply Statistical analysis</li> </ul>	
<b>Pedagogy:</b> Lectures, Home Assignments, class assignments, Topic presentations	

**Module 1: Descriptive statistics:** Application of statistics to managerial decision making. Data Processing: Classification & tabulation, Summarization of Data, Frequency Distribution. **Graphical Representation of data and their use in statistics:** Line graphs, Pie charts, Bar graph, Scatter plot, Stem and plot, Histogram, Frequency polygon, Frequency curve, Candle stick. Drawing graphs using MS Excel.

**Module 2: Measures of Central Tendency:** computation of Mean, Median, Mode, limitations of averages, Measures of Dispersion, objectives and significance- Range, Quartile Deviation, mean deviations, Standard Deviation, variance, Coefficient of variation, Skewness & kurtosis **Regression and Correlation:** Correlation, Simple & Multiple Regression.

**Module 3: Index Numbers:** Index Numbers: construction of an Index Number – and applications. Layspers', Paasches, Marshel Edworth and Fisher Index No. Time reversal and factor reversal tests, Time series analysis, methods, graphical, semi average, moving average, least square methods.

**Probability Theory-** Sample space, Events, Definitions of Probability, types of events, laws of Probability Bayes' formula & applications,

**Probability Distributions:** commonly used probability distributions, Binomial, Poisson, Normal and Exponential and their characteristics. ( applications only)

**Module 4: Testing of Hypothesis:** Basic concepts; Hypothesis testing for means (one and two) tailed test for small and large samples(t and Z test); Hypothesis testing for one and two populations, z-test, t-test; Chi-square test for independence of attributes, one way and two way ANOVA.

**Cases :** Self check exercises & Case lets given at the end of the chapters from the book Statistics for Management by Richard I Levin , David S.Rubin, Masood H Siddiqui,Snajay Rastogi .

**Text Books:**

1. Statistics for Management **By** Richard I Levin , David S.Rubin, Masood H Siddiqui,Snajay Rastogi
2. Business Statistics by G.C. Beri, ThirdEdition, Mc-Graw Hill publications.

**Title: Corporate Communication**

<b>Course Code: PG89T104</b>	<b>Work load: 3 hours per week</b>
<b>Credit Points: 03</b>	<b>Contact Hours: 45</b>
<b>Continuous Internal Assessment -25Marks</b>	<b>Semester End Examination – 50Marks</b>
<b>Objective:</b> To Develop effective verbal and nonverbal communication skills, to Master written communication skills, Understand the dynamics of employment communication	
<b>Pedagogy:</b> Lecture, Seminars, Case Studies, simulations, team exercises etc.	

**Module 1: Role of communication** – defining and classifying communication – Nature and scope of managerial communication, purpose of communication – process of communication; Communication model. –characteristics of successful communication – importance of communication in management – Principles of effective communication, communication structure in organization – communication in crisis barriers to communication. distinguishing between Business Communication and General Communication; Modes and Medias of communication, Listening skill. **Verbal communication:** Oral Communication – principles of successful oral communication –conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Language as a tool for Communication., Nonverbal communication, importance of nonverbal communication in corporate, body language, Kinesics communication, Proxemics, Haptic, Chromatic, Chronomantic communication, paralanguage, Cultural difference in nonverbal communication, Cross cultural communication; **Presentation skills:** – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid. guidelines for effective presentation, planning and delivering business presentation, Conversation skills-skills required. Business meeting – types, making preparation, conducting a meeting.

**Module 2: Written communication:** Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features – coherence – electronic writing process. types of written communication in organization; **Business letters and reports:** Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. types of business letters, e-mail writing, writing reports, business proposals and business plans.**Employment communication:** Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. **Group communication:**

Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. **Media management** – Press release, Press conference – Media interviews, Seminars – Workshop – Conferences. Business etiquette.

**Module 3: Communication Lab:** Technology enabled communication – different forms of technology used in corporate communication Business etiquettes (give the exposure to students) Netiquettes; E-mail writing and analysis, Writing of business plans / business proposals, Writing business reports, Conducting mock press conference, Preparation of CV and Video Resume, Mock interview – Telephonic, Skype Interview, Video Conference, Netiquettes, English language exercises-grammar, sentence framing, Exercise on understanding Nonverbal cues & cross cultural communication barriers(analysis or preparation of video) Preparation of PowerPoint presentation (guidelines for PPT Preparation, insertion of table, graphs, pictures, hyperlink etc) Presentations (using technology and without technology) Conducting mock business meetings. (Students are required to submit journals and practical exam will be conducted for the students.) Writing of different types of business letters (cover all types of business letters).

### **Text Book**

1. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi  
Pearson Education.
2. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.

### **Reference Books:**

3. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
4. Bisen & Priya – Business Communication (New Age International Publication)
5. Kalkar, Suryavanshi, Sengupta-Business Communication (Orient Black swan)
6. Varinder Bhatia, Business Communications, Khanna Publishing House
7. Asha Kaul, Business Communication, Prentice Hall of India.
8. Business Communication by Prof. Ramesh Kulkarni, Rangappa Yaraddi, Norton Publications.

### **Case Resources:**

Case – Survey report for India representative office of HRC Business School, France

Source – Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4<sup>th</sup> Edition), Page No. 240.

Case – Communication Failure; Source – Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4<sup>th</sup> Edition), Page No. 144.

Case – An Employment Interview; Source – Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4<sup>th</sup> Edition), Page No. 327.

### **Suggested Case Studies**

1. “Too busy to listen?” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4<sup>th</sup> Edition), Page No. 88
2. “Non-verbal skills” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4<sup>th</sup> Edition), Page No. 103
3. “A reply sent to an erring customer” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4<sup>th</sup> Edition), Page No. 205
4. “The presentation effect” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4<sup>th</sup> Edition), Page No. 254

### **Title: Information Technology for Managers**

<b>Course Code: PG89T105</b>	<b>Work load: 3 hours per week</b>
<b>Credit Points: 03</b>	<b>Contact Hours: 45</b>
<b>Continuous Internal Assessment -25Marks</b>	<b>Semester End Examination – 50Marks</b>
<b>Objective:</b> To expose the applications of IT in management. To Introduce Basic concepts of IT; To familiarise students with the applications of IT	
<b>Pedagogy: Assignments:</b> Presentations, project reports, and data analysis	
<b>Class Participation:</b> Active participation in discussions, case studies, and group activities	

<b>Module-1: Introduction to IT in Business:</b> The role of IT in modern business environments. How IT supports business processes, decision-making, and innovation; <b>Enterprise Information Systems:</b> Introduction to ERP, CRM, and SCM systems. The strategic importance of enterprise systems in business operations. IT and ethics; <b>Emerging Technologies and Innovation:</b> Overview of emerging technologies such as AI, blockchain, IoT, and cloud computing. Their potential impact on business strategies and operations. Managing innovation and technology change.	
<b>Module-2: Cyber, Cybersecurity, and IT Risk Management:</b> WEB, social networking. Strategies of Search Engine; Overview of cyberlaw & cybersecurity threats in the digital age. IT risk management strategies. Best practices for securing business information systems. Virus-worms-malware – precautions	WEB Lab -02 Emails signature, email groups Digital sig Searching in Google
<b>Presentation:</b> Hyperlinks, transition effects, ethics of slides, themes, Cloud applications, dos' and don'ts	PowerPoint -04 Publisher
<b>Word Processor:</b> Document Management, Tables, mail merge Graphics, cover page, printing, hyperlink, references, citation and bibliography, table of contents, Tables, references: citation and bibliography, table of contents, and Cloud applications	Word Lab: 06 Resume Mail merge, Bibliography & table of content
<b>Spreadsheets:</b> Building a spreadsheet, Data management, formatting and printing, simple Functions and Formulae, conditional formatting and tables; <b>Spreadsheet Analytics:</b> Pivot table, pivot chart, slicer, tables, data validation, charts & graphs; <b>DBMS:</b> Concepts of DBMS & RDBMS. MySQL database creation tables and basic SQL statements	Excel lab: 10 Reporting, Pivot, Descriptive statistics MySQLlab – 04

<b>Webpage:</b> Introduction to HTML, designing web pages, using online tools	Webpage lab: 06 create business-oriented websites to support digital marketing
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### Text Books / References

1. Office 2010 Made Simple Guy Hart-Davis, Apress publisher 2011 Edition
2. A First course in computers 2003 edition by- Sanjay. Saxena Vikas Publications
3. Let us C –Yeshwanth Kanitkar ((\*Note: 1 lab = 2 Hours duration)

### Title: Fundamentals of Marketing

<b>Course Code: PG89T106</b>	<b>Work load: 4 hours per week</b>
<b>Credit Points: 04</b>	<b>Contact Hours: 60</b>
<b>Continuous Internal Assessment -50 Marks</b>	<b>Semester End Examination – 50 Marks</b>
<b>Objective:</b> To make students to learn concepts, theories, principles, functions and objectives of Marketing Management.	
<b>Pedagogy:</b> Lectures, Assignments, Project, Practical Exercises and Seminars, Case discussions and group activities etc.	

**Module I: Introduction to Marketing:** Defining Marketing for the New Realities, The Scope of Marketing, The Marketing Exchange, Marketing Realities, Major Market Forces, Key Marketing Outcomes, Holistic Marketing, Role of Marketing, Organizing and Managing the Marketing Department, Building a Customer-Oriented Organization. **Marketing Planning and Management:** Corporate and Business Unit Planning and Management, Defining the Corporate Mission, Building the Corporate Culture, Defining Strategic Business Units (BUs), Allocating Resources Across BUs, Developing Market Offerings, Developing the Marketing Strategy, Five Cs and the Five Forces of Competition, Designing the Marketing Tactics, Seven Ts and the Four Ps, Creating a Market Value Map, Planning and Managing Market Offerings, The G-STIC Approach to Action Planning, Setting a Goal, Developing the Strategy, Designing the Tactics, Identifying Controls, Developing a Marketing Plan, Modifying the Marketing Plan Updating the Marketing Plan, Conducting a Marketing Audit.

**Module II: Analyzing Consumer Markets:** Model of Consumer Behavior, Consumer Characteristics, Factors influencing Consumer behavior, Consumer Psychology, Motivation, Perception, Emotions, Memory; Buying Decision Process, Steps in buying decision process; **Analyzing Business Markets;** Organizational Buying Process, Understanding Business Markets, Types of Buying Decisions, Buying Center, Composition of the Buying Center, Role of Buying Center, Buying

Center Dynamics, Selling to Buying Centers, Understanding the Buying Process, Problem Recognition, Need Description, Product Specification, Supplier Search, Proposal Solicitation, Supplier Selection, Contract Negotiation, Performance Review, Developing Effective Business Marketing Programs, Transitioning from Products to Solutions, Enhancing Services, Building B-to-B Brands, Overcoming Price Pressures, Managing B-to-B Relationships, Buyer–Supplier Relationship, Managing Corporate Trust, Credibility and Reputation, Risks and Opportunism in Business Relationships, Managing Institutional Markets. **Conducting Marketing Research;** Scope of Marketing Research, Importance of Marketing Insights, The Marketing Research Process, Steps in Marketing Research Process; Measuring Market Demand, Demand Measurement, Forecasting Market Demand, Measuring Marketing Productivity, Marketing Metrics, Marketing-Mix Modeling, Marketing Dashboards.

**Module III: Identifying Market Segments and Target Customers:** Identifying Target Customers, Logic of Targeting, Strategic and Tactical Targeting, Target Compatibility, Target Attractiveness, Customer Profile, Aligning Customer Value and Customer Profile, Bringing Target Segments to Life with Personas, Single-Segment and Multi-Segment Targeting, Segmenting Consumer Markets, Basis for consumer segmentation; Demographic, Socio-Economic, Geographic, Behavioral, Psychographic; Segmenting Business Markets. **Crafting a Customer Value Proposition and Positioning;** Developing a Value Proposition and Positioning, Positioning Strategy, Choosing a Frame of Reference, Identifying Potential Points of Difference and Points of Parity, Aligning the Frame of Reference, Points of Parity and Points of Difference, Creating a Sustainable Competitive Advantage, Sustainable Competitive Advantage as a Marketing Concept, Strategies for Creating a Sustainable Competitive Advantage, Communicating the Offering's Positioning, Crafting a Positioning Statement, Communicating Category Membership, Communicating Conflicting Benefits, Positioning as Storytelling.

**Module IV: Designing and Managing Products:** Product Differentiation, Product Design, Power of Design, Approaches to Design, Product Portfolios and Product Lines, Product Portfolio Design, Product Line Analysis, Product Line Length, Managing Packaging and Labeling, Managing Guarantees and Warranties. **Designing and Managing Services;** The Nature of Services, The Service Aspect of an Offering, Distinctive Characteristics of Services, The New Services, Realities Increasing Role of Technology, Customer Empowerment, Customer Coproduction, Satisfying Employees as Well as Customers, Achieving Service Excellence, Best Practices, Differentiating Services, Innovation with Services, Managing Service Quality, Managing Customer Expectations, Managing Self-Service, Managing



Product–Service Bundles. **Building Strong Brands:** Essence of Branding, Role of Brands, Brand Equity and Brand Power, Designing the Brand, Defining the Brand Mantra, Choosing Brand Elements, Choosing Secondary Associations, Magic of Brand Characters, Brand Hierarchy, Managing Brand Portfolios, Cobranding, Brand Value Chain, Brand Dynamics, Brand Repositioning, Brand Extensions, Managing a Brand Crisis, Luxury Branding, Characteristics of Luxury Brands, Managing Luxury Brands, **Managing Pricing and Sales Promotions:** Understanding Pricing, Consumer Psychology and Pricing, Setting the Price, Pricing Objective, Determining Demand, Estimating Costs, Analyzing Competitors’ Prices, Selecting a Pricing Method, Setting the Final Price, Product-Mix Pricing, Initiating and Responding to Price Changes, Initiating Price Cuts, Initiating Price Increases, Responding to Competitors’ Price Changes, Managing Incentives, Incentive as a Marketing Device, Major Incentive Decisions.

### Text book:

1. Kotler Philip; Keller Lane Kevin; N. Seth Jagdish; Shainesh G; Chernev Alexander, Marketing Management, Pearson India Education Services Pvt. Ltd. 16<sup>th</sup> Edition.
2. Philip Kotler and Gary Armstrong, “Principles of Marketing” latest edition, Pearson publications.
3. Ramsamy and Namakumari “Marketing Management” latest edition, MacMillan Publications.

### Title: Human Resource Management

<b>Course Code: PG89T107</b>	<b>Work load: 4 hours per week</b>
<b>Credit Points: 04</b>	<b>Contact Hours: 60</b>
<b>Continuous Internal Assessment -50 Marks</b>	<b>Semester End Examination – 50 Marks</b>
<b>Objective:</b> The objective of this course is to give the students the complete exposure to all the aspects of HRM.	
<b>Pedagogy:</b> Lectures, Assignments, Project, Practical Exercises and Seminars, Case discussions and group activities etc.	

**Module 1:** Human Resource Management: Meaning, nature, scope of HRM. Importance and Evolution of HRM. Functions of HRM, Role of HR Manager. Skills of HR Manager; HRM’s evolving role in the 21<sup>st</sup> century. HRM challenges; Human Resource Planning: Objectives, Importance and process of HRP, Effective HRP. Forecasting manpower; Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis, Staff Duties for HR. Job design, Job Evaluation.

**Module 2:** Recruitment & Training: Definition, Sources and Methods of Recruitment, Approaches to recruitment. Selection: Process of Selection. Placement: Meaning, Induction, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation; Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning. Talent management. Measuring effectiveness of training.

**Module 3:** Performance Appraisal: Concept, Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. Performance models; Performance issues; Compensation: Objectives of Compensation Planning, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation. Incentive payments; fringe benefits and services, Compensation strategy and Pay theories.

#### **Module 4:**

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry. Dispute and trade unions; Discipline: approaches to discipline, essential of a good disciplinary system, managing difficult employees. Contemporary issues in Human resource Management .

#### **Reference books:**

- Human Resource Management – Rao V. S. P, Excel Books
- Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
- Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012.
- Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
- Human Resource Management – Aswathappa K HPH
- Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
- Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
- Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.

#### **Title of the Paper : Accounting for Managers**

<b>Course Code : PG89T108</b>		<b>No. of. Credits: 04</b>
<b>Total Contact Hours: 60</b>	<b>Max. Internal Marks : 50</b>	<b>Max. External Marks : 50</b>
<b>Pedagogy:</b>	Lectures, Assignments/Project, Practical Exercises and Case Analysis	
<b>Objectives:</b> 1: Recognize and illustrate the accounting system in business organization 2: Demonstrate and prepare the financial statement for a given firm 3: Critically evaluate the significant accounting policies for a given firm 4: Examine Inventory & depreciation policy for taking strategic decision of the given firm 5: Understand cost and management accounting in the process of managerial decision-making. 6: Analyse the financial performance of the firm using various techniques.		

**Module 1: Fundamentals of accounting:** Nature, Objectives Concepts, Conventions, Accounting Information System, GAAP – IFRS; Accounting standards, Accounting policy, Branches of

accounting, Systems, Rules, Accounting Process - Double Entry System, The recording, The practical system, Journal, Sub-Division of Journal, Opening entry, ledger, Preparation of ledger accounts, Balancing the accounts, Classification of accounts, Distinction between journal and ledger, Trial balance, Objectives of trial balance, Distinction between trial balance and balance sheet, Methods of preparing trial balance, Difference in trial balance – errors, Classification of errors, Steps to locate a mistake, Rectification of errors, Suspense account, Correction in the next accounting period, Bank reconciliation statement. Accounting for Fixed Assets & Depreciation Methods. Preparation of Final Accounts of Trading & Manufacturing firms with adjustments (Closing Stock, Accrued Incomes and Expenses, Depreciation, Appreciation, Bad Debts & PDD etc.). Financial statements and their nature, Trading account, Profit and loss account, Manufacturing account, Balance sheet, Adjustment entries, Worksheet, Practical problems. Practical application of software packages for accounting.

**Module 2: Cost Accounting:** Nature, Concepts; Cost, Cost centre, Cost unit, Cost object, Methods of costing, Techniques of costing, Cost Classification - Classification of cost for decision making, Elements of cost, Preparation of cost sheet. Method of preparing cost sheet, Treatment of scrap, Price quotations or tenders and estimated cost sheet. Marginal Costing and Cost Volume Profit Analysis - Variance Analysis – Budgeting, Inventory Valuation – Principles, Methods (FIFO, LIFO, & Weighted Average Cost). **Material cost - Accounting and Control;** classification of material, Inventory or Material control, ABC technique, Stock levels, Tabular method of EOQ, Purchase of materials, Store-keeping, Stores records, Documents authorising movements of materials, Stores requisition note, Inventory systems, Material losses, Waste, Scrap, Spoilage defectives, Methods of pricing material issues, Stores ledger account.

**Module-3: Employee (labour) cost-accounting and control;** Labour turnover, Work study, Time keeping, Time/clock card, Time booking, Weekly timesheet, Piece work card, Payroll department, Overtime, Idle time, Methods of wage payments, Time rate system, Piece rate system, Incentive schemes, Co-partnership and profit sharing, Non-monetary incentives. **Overhead cost-accounting and control;** overheads, Classification of overheads, Accounting of overheads, Apportionment of service department costs, Secondary distribution, Absorption of factory overhead, Methods of absorption of factory overhead, Administration overhead, Selling and distribution overhead, Under and over-absorption of overhead, Treatment of special items of overheads.

**Module 4: Management accounting:** Nature, Objectives, Functions, Scope, Advantages and Disadvantages of management accounting, Differences between financial accounting and management accounting, Difference between cost accounting and management accounting, Systems of management of accounting; tools and techniques of management accounting, Management accountant or controller. **Analysis of financial statements:** Steps involved in the analysis of financial statements, Differences between analysis and interpretation, Limitations of financial analysis, Types of financial analysis, Techniques, tools or methods of financial analysis, Comparative financial statement analysis, Common size financial statement analysis, Trend analysis, Ratio analysis Funds flow analysis, Cash flow analysis, Break-even analysis. Difference between Cash Flow and Fund Flow Statement.

#### **Text Books:**

1. Financial Accounting – Managerial Perspective by R. Narayanaswamy, PHI Learning
2. Accounting for Business Managers by Sakshi Vasudeva, Himalaya Publishing House

3. Advanced Accounts by Shukla, T S. Grewal and S C Gupta, S C Chand Publishing.
4. Accounting for Management by S.N. Maheshwari & S. K. Maheshwari, Vikas Publication.
5. Cost Accounting by M. N. Arora & Priyanka Katyal, Vikas Publication.
6. Management Accounting by M Y Khan and P K Jain TMH Publishing, New Delhi

**Reference Books:**

1. Accounting Principles, Text and cases - Robert Antony and David F Hawkins Kenneth A Merchant, Tata McGraw Hill Publishing, New Delhi.
2. Accounting for Management - Text and Cases by S K Bhattacharya and Dearden, Vikas Publication
3. Financial Accounting for Management N Ramachandran, Ramakeshawar Kakani, TMH Publishing, New Delhi.
4. Accounting for Management by S.N. Maheshwari & S.K.Maheshwari,Vikas Publication.
5. Accounting for Mangers By Jessey Joseph Kuppapally, PHI learning
- 6.Accounting and Finance for Non-Finance Managers by Jai Kumar Batra, Sage Publication
7. Financial Accounting - A Managerial Emphasis by Ashok Banerjee, Excel Publisher.
8. Institute of Chartered Accountants of India, Compendium of Statements and Standards on Accounting, ICAI, New Delhi.
1. <https://www.icai.org/post/accounting-standards>

### COURSE OUTLINE FOR MBA SECOND SEM

<b>Paper Code</b>	<b>Title of the Paper</b>	<b>No of Credits</b>	<b>IA Marks</b>	<b>Sem-end Exam</b>	<b>Total Marks</b>
PG89T201	Organizational Behavior	4	50	50	100
PG89T202	Financial Management	4	50	50	100
PG89T203	Strategic Marketing Management	3	25	50	75
PG89T204	Strategic Management	3	25	50	75
PG89T205	Business Research Methods (OEC)	4	50	50	100
<b>TOTAL</b>		<b>18</b>	<b>200</b>	<b>250</b>	<b>450</b>
<b>Specialization Courses</b> <i>(Students to choose as many subjects as desired subjects to minimum credits per semester as per table above)</i>					
PG89T206	Warehousing & Distribution Center Operation.	3	25	50	75
PG89T207	Forecasting and Inventory Management	3	25	50	75
PG89T208	First and Last Mail Operations	3	25	50	75
PG-89T209	Air Cargo Manuals and Regulations	3	25	50	75
PG-89T210	Multimodal Transportation	3	25	50	75
PG-89T211	Port Terminal management	3	25	50	75

### Title: Organisational Behaviour

<b>Course Code: PG89T201</b>	<b>Work load: 4 hours per week</b>
<b>Credit Points: 04</b>	<b>Contact Hours: 60</b>
<b>Continuous Internal Assessment -50 Marks</b>	<b>Semester End Examination – 50 Marks</b>
<b>Objective: Objectives:</b> The course aims at enhancing the understanding of dynamics of interaction between individual and organisation.	
<b>Pedagogy:</b> Lectures, Assignments, Project, Practical Exercises and Seminars, Case discussions and group activities etc.	

**Module 1: Management and Organizational Behavior:** Management Activities • Management Roles • Management Skills • Effective Versus Successful Managerial Activities • Organizational Behavior (OB), Disciplines That Contribute to OB; Absolutes in OB, Challenges and Opportunities, Workforce Diversity and Inclusion • (Un)ethical Behavior, Positive Work Environments • OB During Crises, Developing an OB Model, • Inputs • Processes • Outcomes, **Diversity:** Levels of Diversity • Biographical Characteristics, Prejudice and Discrimination in Organizations, Prejudice and Implicit Bias • Discrimination, Disparate Impact, and Treatment • Subtle Discrimination in the Workplace, Theoretical Perspectives on Prejudice, Discrimination, and Diversity, Social Categorization • Stereotyping, Stereotype Threat, and Stigma, System Justification and Social Dominance, Diversity Dynamics, Group Composition • Fault Lines, Cross-Cultural Organizational Behavior, Hofstede's Framework • Cultural Intelligence (CQ) Implementing Diversity Management, • Diversity Management Practices • Cultures and Climates for Diversity • The Challenge of Diversity Management. **Attitudes and Behavior,** Job Attitudes, Job Satisfaction and Job Involvement, Organizational Commitment • Perceived Organizational Support • Employee Engagement • Distinctness of Job Attitudes; Measures of Job Satisfaction • Causes Job Satisfaction; Outcomes of Job Satisfaction, Job Performance, Organizational Citizenship Behavior (OCB) • Customer Satisfaction • Life Satisfaction, The Impact of Job Dissatisfaction, Counterproductive Work Behavior (CWB). **Emotions and Moods;** Positive and Negative Affect • Basic Emotions • Moral Emotions • Experiencing Moods and Emotions • Function of Emotions, Sources of Emotions and Moods, Controlling Emotional Displays, Affective Events Theory, Emotional Intelligence, Emotion Regulation, Emotion Regulation Influences and Outcomes • Emotion Regulation Techniques.

**Module 2: Personality:** Linking Individuals to the Workplace, Person–Job Fit • Person–Organization Fit • Other Dimensions of Fit, Personality Frameworks, The Myers-Briggs Type Indicator, • The Big Five Personality Model Other Personality Attributes Relevant to OB, Core Self-Evaluations (CSEs) • Self-Monitoring • Proactive Personality, Personality and Situations, Situation Strength Theory • Trait Activation Theory, Ability, Intellectual Abilities • Physical Abilities, Values, Terminal Versus Instrumental Values • Generational Values. **Perception:** Factors Influencing Perception, Person Perception: Making Judgments About Others, Attribution Theory, Common Shortcuts in Judging Others • Specific Applications of Shortcuts in Organizations, The Link Between Perception and Individual Decision Making, Decision Making in Organizations, The Rational Model, Bounded Rationality, and Intuition • Common Biases and Errors in Decision Making; Influences on Decision Making: Individual Differences and Organizational Constraints Ethics in Decision Making, Three Ethical Decision Criteria • Choosing Between Criteria • Behavioral Ethics • Lying, Creativity, Creative Decision Making, and Innovation in Organizations, Creative Behavior • Causes of Creative Behavior • Creative Outcomes (Innovation). **Motivation:** All Classic Theories of Motivation, All Contemporary Theories: Organizational Justice, Equity Theory • Distributive Justice • Procedural Justice •

Interactional Justice • Justice Outcomes • Culture and Justice, Integrating Contemporary Theories of Motivation, Employee Involvement, Employee Involvement Programs (EIP) • Cultural Considerations in Implementing EIP Programs, Using Extrinsic Rewards to Motivate Employees, Establishing a Pay Structure • Rewarding Individual Employees Through Variable-Pay Programs, Using Benefits to Motivate Employees, Flexible Benefits: Benefits Package, Using Intrinsic Rewards to Motivate Employees, Employee Recognition Programs.

**Module 3: Defining and Classifying Groups**, Social Identity, Stages of Group Development, Group Property: Roles, Norms, Status, Size and Dynamics, Cohesion; Group Decision Making, Groups Versus the Individual • Groupthink and Groupshift • Group Decision-Making Techniques. Differences Between Groups and Teams, Types of Teams, • Multiteam Systems, Creating Effective Teams, Team Context • Team Composition, Advancing Diversity, Equity, and Inclusion Through Groups and Teams, Team Processes and States, Turning Groups of Employees into Teams, Selecting: Hiring for Team Effectiveness • Training: Creating Effective Teams • Rewarding: Providing Incentives for Exceptional Teams, Beware! Teams Aren't Always the Answer. **Leadership**: Trait Theories, Personality Traits and Leadership • Emotional Intelligence and Leadership, Behavioral Theories, Initiating Structure • Consideration, Contingency Theories, The Fiedler Model. **Power and Politics**, Bases of Power, Formal Power • Personal Power; Dependence: The Key to Power, The General Dependence Postulate • Formal Small-Group Networks, How Power Affects People, Power Dynamics • Sexual Harassment: Unequal Power in the Workplace, **Politics**: Power in Action, Political Behavior • Reality of Politics • Gossip and Grapevine, Causes and Consequences of Political Behavior, • People Response to Organizational Politics; **Conflict**: (Dys)functional Conflict • Types of Conflict • Loci of Conflict, The Conflict Process, Stages in the Conflict Process • Managing Conflict, Negotiation, Bargaining Strategies, Negotiation Process, Preparation and Planning • Definition of Ground Rules • Clarification and Justification • Bargaining and Problem Solving • Closure and Implementation, Individual Differences in Negotiation Effectiveness, Personality Traits in Negotiations • Moods and Emotions in Negotiations • Culture and Race in Negotiations • Gender in Negotiations, Negotiating in a Social Context, Reputation, Relationships, Third-Parties in Negotiations.

**Module 4:Organizational Culture**; Organizational Culture • Strong Versus Weak Cultures, How Employees Learn Culture, Stories • Rituals • Symbols, Language, Creating and Sustaining Culture, How a Culture Begins • Keeping a Culture Alive, What Do Cultures Do; Functions of Culture • Culture Creates Climate • Culture as an Asset, Culture as a Liability, Influencing Organizational Cultures, Developing a Positive Culture • Developing an Ethical Culture • Developing an Innovative Culture, **Change**, The Nature of Change • Resistance to Change • Politics of Change, Approaches to Managing Organizational Change, Lewin's Three-Step Model • Kotter's Eight-Step Plan • Action Research • Organizational Development • The Change Paradox. **Stress in Organizations**, Stressors • Strain • Eustress, Physical Health at Work, Sleep • Illness and Injury, Mental Health at Work, Job Insecurity, Workaholism • Psychological Distress at Work, Mechanisms of Health and Stress, Conservation of Resources • Effort-Reward Imbalance Model • Job Demand-Control-Support Model • Job Demands-Resources Model, Work-Life Balance, Flexible and Supportive Policies Managing Stress and Health, Individual Approaches, Organizational Approaches.

#### **Text Books:**

1, Organizational Behaviour – Stephen P Robbins, Timothy A Judge, Neharika Vohra –

Fifteenth Ed – Pearson, New Delhi 2023.

**Reference Books:**

2. Organizational Behaviour – Fred Luthans – Twelfth Ed- Mc Graw Hill, Singapore – 2023.
3. Organizational Behaviour-K.Ashwatappa, Himalaya Publication.

**Title: Financial Management**

<b>Course Code : PG89T202</b>		<b>No. of. Credits: 04</b>
<b>Total Contact Hours: 60</b>	<b>Max. Internal Marks : 50</b>	<b>Max. External Marks : 50</b>
<b>Pedagogy:</b> Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars		
<b>Objectives:</b> 1: Explain the fundamental functions of Finance; 2: Demonstrate the significance of Financial Planning and cost of Capital; 3: Demonstrate the significance of Capital Structuring Decisions; 4: Analyse the various methods of Capital Budgeting for making Investment decisions; 5: Demonstrate the importance of estimation of WCR and Dividend Policy.		

**Module 1: Financial management:** Meaning of financial management, Evolution of financial management, Importance of financial management, Finance functions, Interface between Finance and Other Business Functions. Finance and related disciplines, Scope of financial management, Goals and Objectives of financial management. Time Value of Money. Rationale of time value of money, Compounding technique, Present value or discounting technique, Practical application of compounding and present value techniques. Financial Planning – Objectives – Benefits – Guidelines - Steps in Financial Planning - Factors Affecting Financial Planning - Estimation of Financial Requirements of a Firm– Capitalisation.

**Module 2: Cost of Capital:** Significance - Cost of Different Sources of Finance – Cost of debt, Cost of preference shares, Cost of equity capital, Cost of retained earnings, Estimation of Weighted Average Cost of Capital (WACC).

**Capital Structure Decisions:** to Capital Structure - Features of an Ideal Capital Structure - Factors Affecting Capital Structure. Leverage - Operating Leverage - Financial Leverage - Combined Leverage. EBIT-EPS analysis and Indifference Point. Operating and Financial Risks. Theories of Capital Structure (NI, NOI, MM & Traditional Approaches).

**Designing capital structure;** Key factors, Profitability aspect: Capital structure theories Earnings Before Interest and Tax (EBIT)-Earnings Per Share (EPS) analysis, Liquidity aspect: Cash flow analysis, other factors.

**Capital budgeting:** Nature of capital budgeting, Data requirement: Identifying relevant cash flows, Investment Decisions - Importance and Complexities involved in Capital Budgeting Decisions - Phases of Capital Expenditure Decisions - Identification of Investment Opportunities - Capital Budgeting Process, Evaluation techniques: (Both Discounted & Non-discounted Techniques) NPV, IRR, Profitability index methods - A comparison, Project selection under capital rationing, Inflation and capital budgeting. Risk Analysis in Capital Budgeting.

**Module 3: Working Capital Management:** Meaning and – Objectives, Nature – Need – Types of working capital. Planning of working capital, Operating Cycle & its estimation -Determinants of Working Capital - Approaches for Working Capital Management - Estimation of Working Capital. Cash Management, Motives for holding cash, Objectives of cash management, Factors determining the cash balances, Determining cash need, techniques / process, marketable securities. Receivables. Objectives, Credit policies, Credit terms, Collection policies. Inventory Management, Objectives, Techniques.



**Module 4: Profit Appropriation Decisions:** Irrelevance of dividends, Relevance of dividends. Significance, Factors affecting dividend policy, Forms of Dividends, Bonus shares (Sock dividend) and stock (Share) splits, Share repurchase (Share buyback) Legal, Procedure and tax aspects. Stability of Dividends - Provisions for proposed & payment of dividends as per Companies Act - Theories of Dividend. Walters Model, Gordens Model and M-M Approaches on Dividend.

**Text Books**

1. Financial Management' by M Y Khan & P K Jain, Tata McGraw Hill Publication, New Delhi.
2. Financial Management by I.M.Pandey, Vikas Publishing House, New Delhi.

**Reference Books**

1. Financial Management: Theory and Practice by Prasanna Chandra, Tata McGraw Hill Publication, New Delhi.
2. Financial Management: Problems & Solutions by Ravi M Kishore, Taxmann Allied Services Publication, New Delhi.
3. Cases in Financial Management by I M Pandey and Ramesh Bhat, Tata McGraw Hill Publication, New Delhi.

**Title: Strategic Marketing Management**

<b>Course Code: PG89T203</b>	<b>Work load: 3 hours per week</b>
<b>Credit Points: 03</b>	<b>Contact Hours: 45</b>
<b>Continuous Internal Assessment -25 Marks</b>	<b>Semester End Examination – 50 Marks</b>
<b>Objective: Objectives: To make students to learn concepts, theories, principles, functions and objectives of Marketing Management.</b>	
<b>Pedagogy:</b> Lectures, Assignments, Project, Practical Exercises and Seminars, Case discussions and group activities etc.	

**Module I: Managing Marketing Communications;** Role of Marketing Communication, Communication Process, Developing an Effective Communication Program, Setting the Communication Objectives, Defining the Focus of Company Communications, Setting the Communication Benchmarks, Determining the Communication Budget, Identifying the Target Audience and Crafting the Communication Message, Deciding on the Communication Media, Defining the Communication Media Mix, Developing a Media Plan, Developing the Creative Approach, Determining the Message Appeal, Selecting the Message Source, Developing the Creative Execution, Measuring Communication Effectiveness. **Designing an Integrated Marketing Campaign in the Digital Age;** Managing Integrated Marketing Communications, Advertising, Television, Print, Radio, Online and Place Advertising, Online Communication, Company Website Driving, Online Traffic, Social Media, Growth of Social Media, Social Media Platforms, Mobile Communication Events and Experiences, Managing Events, Creating Experiences, Word of Mouth Publicity and Public Relations, Publicity, Public Relations, Packaging, **Personal Selling and Direct Marketing;** Personal Selling, Personal Selling Process, Managing the Sale, Designing the Sales Force, Sales Force Objectives, Sales Force Strategy, Sales Force Structure, Sales Force Size, Sales Force Compensation, Managing the Sales Force, Recruiting the Sales Force, Training and Supervising the Sales Force, Managing Sales Force, Productivity Motivating the Sales Force, Evaluating the Sales Force, Direct Marketing, Direct Marketing Channels, The Future of Direct Marketing.

**Module II: Designing and Managing Distribution Channels:** Role, Functions, Levels, Multichannel Distribution, Channel-Management Decisions, Establishing Channel Objectives, Selecting Channel Members, Motivating Channel Members, Evaluating Channel Members, Channel

Cooperation and Conflict, Nature of Channel Conflicts, Managing Channel Conflict, Managing Market Logistics, Market-Logistics Objectives, Market-Logistics Decisions, **Managing Retailing**; Modern Retail Environment, Key Retailing Decisions, Target Market, Product Assortment and Procurement, Services, Store Atmosphere, Pricing, Incentives, Communications, Managing Omnichannel Retailing, Brick-and-Mortar Retailers, Online Retailers, Managing Private Labels, Wholesaling, The Business of Wholesaling, Key Functions Performed by Wholesalers.

**Module III: Driving Growth in Competitive Markets**; Assessing Growth Opportunities, Product-Market Growth Strategies, Growth Through Mergers and Acquisitions, Growth Through Innovation and Imitation, Gaining Market Position, Growing Sales to Current Customers, Creating New Markets, Expanding Existing Markets, Defending Market Position, Product Life Cycle Marketing Strategies, Concept of a Product Life Cycle, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Alternative Product Life Cycle Patterns, **Developing New Market Offerings**; Process of Developing, New Market Offerings, Innovation Imperative, Managing Innovation, Stage-Gate Approach to Developing New Offerings; Idea Generation, Generating Viable Ideas, Idea Validation, Market Research Tools for Idea Generation and Validation, Concept Development, Prototyping Concept Validation, Business-Model Design, Designing the Business Model, Business-Model Validation, Offering Implementation, Developing the Core Resources, Developing the Market Offering, Commercial Deployment, Selective Market Deployment, Market Expansion, **Building Customer Loyalty Managing**; Customer Acquisition and Retention, Funnel Balancing, Managing Customer Satisfaction and Loyalty, Understanding Customer Satisfaction, Product and Service Quality as a Driver of Customer Satisfaction, Measuring Customer Satisfaction, Building Customer Loyalty, Managing Customer Relationships, Customization, Customer Empowerment, Managing Customer Word of Mouth, Dealing with Customer Complaints, Managing Customer Lifetime Value, The Concept of Customer Lifetime Value, Customer Lifetime Value and Brand Equity, Building Customer Lifetime Value, Creating Customer Loyalty by Building Trust, Measuring Customer Lifetime Value, **Tapping into Global Markets Deciding**; Whether to Go Abroad, Deciding Which Markets to Enter, Determining How Many Markets to Enter, Evaluating Potential Markets, Deciding How to Enter the Market, Indirect and Direct Export, Licensing, Joint Ventures, Direct Investment, Deciding on the Global Marketing Program, Global Product Strategies, Global Brand Strategies, Global Pricing Strategies, Global Communication Strategies, Global Distribution Strategies, **Socially Responsible Marketing**; Role of Social Responsibility in Marketing Management, Community-Based Corporate Social Responsibility, Corporate Social Responsibility in the Workplace, Corporate Philanthropy, Serving Low-Income Communities, Cause Marketing, Social Marketing, Sustainability-Focused Corporate Social Responsibility, Balancing Social Responsibility and Corporate Profitability, Developing Ethical Marketing, Communications Managing Customer Privacy.

### **Text Book:**

1. Kotler Philip; Keller Lane Kevin; N. Seth Jagdish; Shainesh G; Chernev Alexander, Marketing Management, Pearson India Education Services Pvt. Ltd. 16 Edition.

### **Reference Books:**

2. Philip Kotler and Gary Armstrong, “Principles of Marketing” latest edition, Pearson publications.

3. Ramsamy and Namakumari “Marketing Management” latest edition, MacMillan Publications.

### Title: Strategic Management

<b>Course Code</b> : PG89T204	<b>Credit Points</b> :03
<b>Work load</b> : 3 hours per week	<b>Contact Hours</b> :45 Hours
Continuous Internal Assessment – <b>25.</b>	Semester End Examination – <b>50</b>
<b>Objectives:</b> To learn strategic issues in decision making through functional areas.	
<b>Pedagogy:</b> Lectures, Assignments, Case studies and Seminars,	

#### **Module 1: Basic concepts in Strategic Management:**

Meaning and definition, phases, benefits, impact of globalization and environmental sustainability on strategic management, theories of organizational adaptation, creating a learning organization, basic model of strategic management, initiation of strategy-triggering events, strategic decision making, Mintzberg's modes of strategic decision making and the strategic audit

#### **Module 2: Environmental scanning and Industry Analysis:**

Meaning and definition of environmental scanning, identifying external environment variables, natural, task, and societal environments, Identifying external strategic factors, Industry analysis, Michael Porter's approach to industry analysis – 5 Forces Model, industry evolution, categorizing international industries, strategic groups, strategic types, hyper competition, construction of industry matrix, competitive intelligence, forecasting and forecasting techniques, and construction of External Factor Analysis Summary (EFAS) table. **Internal Scanning – Organizational Analysis:** Identifying core and distinctive competencies, using resources to gain competitive advantage, determining sustainability of an advantage, business models, value-chain analysis – industry value chain analysis and corporate value-chain analysis, basic organizational structures, strategic business unit and conglomerate structure, corporate culture, strategic issues in functional areas of marketing, finance, R&D, operations, HR, information systems/technology, and construction of Internal Factor Analysis.

**Module 3: Strategy Formulation – Situation analysis & Business Strategy:** SWOT analysis – meaning, benefits, and criticisms, generating a Strategic Factor Analysis; Summary (SFAS) matrix, finding a propitious niche, review of mission and objectives, generating alternative strategies by using a TOWS matrix, Business strategies, Porter's competitive strategies, risks and issues in competitive strategies, competitive tactics – timing tactics and market location tactics, cooperative strategies, collusion and strategic alliances. **Strategy Formulation – Corporate strategy:** Meaning and types of Corporate strategy – directional strategies, portfolio analysis, and parenting strategy. Types of directional strategies – growth, stability, and retrenchment strategies, concentration and diversification, vertical growth and horizontal growth, international entry options, types of diversification strategies, stability strategies –types, retrenchment strategies – types, Portfolio analysis: BCG Growth-Share matrix and GE Business Screen, advantages and limitations of portfolio analysis. **Strategy Formulation – Functional strategy & strategic choice:** Meaning and definition of functional strategy, marketing strategy, financial strategy, R&D strategy, operations strategy, purchasing strategy, logistics strategy, HRM strategy and IT strategy. The sourcing decision, location of functions, strategies to avoid, strategic choice, constructing corporate scenarios, process of strategic choice, techniques of devil's advocate & dialectical inquiry.

#### **Text Books:**

1. Strategic Management: A south –Asian Perspective: Hitt & Manikutty, Cengage Learning
2. Concepts in Strategic Management and Business Policy – towards global sustainability by Thomas L Wheelen and J David Hunger, 13ed Pearson

#### **Reference Books:**

1. Business Ethics – Ethical Decision Making and Cases by – O C Ferrell, John Paul Fraedrich and Linda Ferrell,
2. Ethical Choices in Business by R C Sekhar, 2nd Edition, Response Books

**Title: Business Research Methods (OEC)**

<b>Course Code :</b> PG89T205	<b>Credit Points :</b> 04
<b>Work load :</b> 4 hours per week	<b>Contact Hours :</b> 60 Hours
Continuous Internal Assessment – <b>50</b>	Semester End Examination – <b>50</b>
<b>Objective:</b> To make students to learn concepts, theories, principles, functions and objectives of Business Research methods	
<b>Pedagogy:</b> Lectures, Assignments, Projects, Practical Exercises and Seminars	

**MODULE 1 Introduction to Research Design:** Meaning, scope and importance of Business research; Types of research, Basic, applied, Exploratory, conclusive, descriptive, the research process, problem definition, formulation and preparation of research proposal. Research Design – Concepts and steps in research design. Types of research design, features of good research design. Review of literature, use of Software (Ex. Zotero / MS Word). Research application – various functional areas, Features of research study.

**MODULE 2 Sample Design and Sampling:** Determining universe, sampling frame and sampling unit; determining sampling method; non probability and probability methods; sample size determination (statistical); sampling errors vs. non-sampling errors. simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non-Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling.

**MODULE 3 Qualitative methods of data collection:** Qualitative & quantitative data, **Secondary:** Internal, external, published, electronic, uses & benefits of secondary data, drawbacks. **Primary data:** mail survey, telephone survey and interviews and their evaluation; observations; questionnaire preparation and administering, organizing fieldwork for a collecting data. **Questionnaire design (QD):-**Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents. **Data Processing and testing:** Measurement scales, Tabulation (Coding Sheet) and analysis of data, Correlation & regression, Parametric &Non-Parametric Tests.

**MODULE-4: Testing of Hypothesis:** Basic concepts, Type-I & Type II errors, hypothesis testing for means and proportions for small and large samples. (Examples on T-Test, Z-Test, F-Test, Chi-square, U-Test, Kruskal-Wallis Test, Mann-Whitney U Test, Wilcoxon, ) Multivariate analysis ANOVA one way and two way classification, **Report writing and presentation of results:** Importance of report writing, types of research report, report structure, guidelines for effective documentation, bibliography using MS Word /Zotero. Concepts of plagiarism.

**Test Books :**

1. Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011
2. Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007

**References**

3. SPSS in simple steps – Kiran Pandey, Dreamtech Press (2011)
4. Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
5. Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi - VikasPublication – 2014
6. Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013

7. Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill – 201

**Title: Warehousing & Distribution Centre Operation**

**Subject code:** PG89T206

**Contact Hours:** 45

Work load:3 hours per week

Credit

Points:03 **Evaluation:** Continuous Internal Assessment - 25

Semester End Examination

- 50

***COURSE OBJECTIVES***

- To develop competencies and knowledge of students to become Warehouse professionals
- To help Students to understand Warehousing and distribution centre operations
- To orient students about contemporary practices followed in Warehousing & Logistics

***LEARNING OUTCOMES:***

- To apply the Basic knowledge of Warehousing and distribution centre operations in the real-life situation
- To enhance their ability and professional skills
- To Understand the contemporary Practices in the Industry

Module 1: Introduction to Warehouse (Storage and Packaging) Background - Types of Warehouses - Broad functions in a warehouse - warehouse layouts and layout related to functions. Equipment requirement in warehouse -Strategic Aspects of Warehouse.

Module 2: Receiving of Goods- Advanced shipment notice (ASN)-Goods Receipt note- (GRN)- Stages involved receipt of goods- Visual inspection of goods unloaded- Formats for recording of goods unloaded from carriers- Procedure for Arranging of goods on dock -Put away of Goods- its activity -Put away list and its need-Put away of goods into storage locations - storage location codes and its application.

Module 3: Procedure to prepare warehouse dispatches-Preparing Packaging List/Dispatch Note-Packaging-its importance of packing-Packaging Materials- reading Labels-quality parameters in packing significance-Cross Docking Method-and its application- Automation:Pick / Put to Light - A Frame - Automated Order Selection – Pick-N- Go - Outbound Sorters - Automatic Truck Loading.

Module 4: Distribution – Definition – Need for physical distribution —concept – system perspective - functions of distribution – marketing forces affecting distribution. Channels of distribution: role of marketing channels – channel functions– channel structure –designing distribution channel – choice of distribution channels.

Module 5: Warehouse Safety Rules and Procedures: Hazardous cargo – Procedure for Identification of Hazardous Cargo - safety data sheet- Familiarization with the industry. Health, Safety & Environment - 5S Concept on shop floor. Personal protective Equipment's (PPE) and their uses.

**Text & Reference Books:**

1. Course Material Prepared by LSC
2. Definitive Guide to Warehousing, The: Managing the Storage and Handling of Materials and Products in the Supply Chain (Council of Supply Chain Management Professionals) 1st Edition
3. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse- III Edition-Gwynne Richards

## **Title: Forecasting And Inventory Management**

**Subject code:** PG89T207

**Contact Hours:** 45

Work load: 3 hours per week

Credit

Points: 03 **Evaluation:** Continuous Internal Assessment - 25

Semester End Examination - 50

### ***COURSE OBJECTIVES:***

- To develop competencies and knowledge of students to become Forecasting and inventory management professionals
- To orient students in the field of Forecasting and inventory management
- To help Students to understand forecasting and inventory management

### ***LEARNING OUTCOMES:***

- Students will be able to apply the Basic knowledge of forecasting and inventory management in the real life situation
- It will enable them to enhance their ability and professional skills in inventory management.

**Module 1:** Forecasting: Meaning –Need -Types of forecasts –Demand Forecasting- Types of Demand Forecasting- -Importance - Demand planning v/s Forecasting Sources of demand- Supply chain dynamics.

**Module 2:** Sales and Operations Planning- Goals and objectives of S&OP –Collaborative Planning-Types -Collaborative planning, forecasting and replenishment- Cyclic decomposition techniques. Short-term forecasting techniques- Technology Forecasting and Methodologies: Role of Technology Information Forecasting and Assessment Council (TIFAC).

**Module 3:** Inventory: Purpose of Inventory- -Types of Goods -General Management of Inventory- Multi-Echelon Inventory Systems -Use of Computers in Inventory Management- Evaluation of Performance of Materials Function–Latest trends in Inventory Management.

**Module 4:** Codification – Classification – Methodology–Requirement of codes – Coding Structure and Design–Advantages - International Codification – Right Quantity – Economic Ordering Quantity -Costs associated with Inventories- Models in logistics.

**Module 5:** Influence of production policy on inventory levels – inventories and customer service level – steps to improve inventory management – optimum inventory –Inventory management uncertainty (fixed order quantity model) – Calculation of safety stocks.



**Text & Reference Books:**

1. Course Material Prepared by LSC
2. Sunil Chopra and Peter Meindl, Supply Chain Management Pearson Education Asia, 3rd edition, 2007
3. Chaman L Jain, “Fundamentals of Demand Planning & Forecasting”, Graceway Publishing Company 3rd edition.
4. Operations Research – Concepts, Problems & Solutions- Kapoor V.K.- Sultan Chand & Sons/2017- 978-81-8054- 854-3 (TC-532)
5. Vijay Kumar Khurana, 2007, Management of Technology and Innovation, Ane books India, Chennai Further Reading Source Simchi-Levi, David, “Designing and Managing Supply Chain”, Tata McGraw Hill, 3rd Edition, 2007. 6. David E Mulcahy,

**Title: First And Last Mile Operations****Subject code:** PG89T208**Contact Hours:** 45

Work load:3 hours per week

Credit

Points:03 **Evaluation:** Continuous Internal Assessment - 25

Semester End Examination - 50

***COURSE OBJECTIVES:***

- To understand the First Mile operational processes in E-commerce logistics.

***LEARNING OUTCOMES:***

- Basics of First Mile operations.
- Shipment pickup operations.
- Different types of shipment processing operations at Processing Centers.
- Layout of a Processing Centre.
- Key challenges in First Mile operations and First Mile metrics.

**Module 1:** Role of First Mile in E-Commerce Logistics, Difference between First Mile, Line Haul and Last Mile operations. -First Mile Operations - Overview. -Why is First Mile operations important in e-commerce logistics-First Mile process flow.

**Module 2:** Shipment Pickup and Processing Operations; Shipment pickup process. -Pickup operations staff - roles and responsibilities. -Pickup coordination. -Safety and security of shipments during pickup-Pickup Documentation-Primary and secondary processing. -Bagging operations. - Manual processing operations-Automated processing operations.

**Module 3:** Layout of A Processing Centre Inbound Operations-Processing Operations- Outbound Operations-Safety and security-Processing Centre staff-roles and responsibilities-Productivity-Pickup operations metrics-Processing operations metrics-First Mile dashboard-Pickup and Processing tools and applications-Exceptions in First Mile and impact on operations.

**Module 4:** Introduction to Last mile operations; What is the Last Mile in Ecommerce? -Importance of the Last Mile in the supply chain-Last Mile Delivery challenges for e-commerce-Trends in Last Mile delivery-Route optimisation in Last Mile Operations-Delivery Process & its challenges-Reverse pickup process in Last mile operations and its Challenges -Tools and applications in Last Mile Operations-Metrics to measure in the last file-Automation and technology driving metrics.

**Module 5;** Customer service and Prospects of Last Mile Logistics; Customer service and its importance-Good and bad customer service (Dos and Don'ts of customer service)- Relationship between metrics and customer service. -Innovations in Last Mile Logistics-Technology Trends in Last Mile Delivery-Future Prospects

**Text & Reference Books:**

1. Course Material Prepared by LSC

**Title: Air Cargo Manuals & Regulations**

**Subject code:** PG89T209

Work load:3 hours per week

**Evaluation:** Continuous Internal Assessment - 25  
Semester End Examination - 50

**Contact Hours:**45

Credit Points:03

***COURSE OBJECTIVES:***

- To develop competencies and knowledge of students to become Air Cargo Professionals
- To help Students to understand Air Cargo Manuals & Regulations & their application

***LEARNING OUTCOMES:***

- Students will be able to apply the basic knowledge of various Air Cargo Industry Manuals and understand Regulations governing it.
- This subject will enable them to enhance their ability and professional skills in the Air Cargo Industry

**Module 1:** Air Cargo Industry Manuals & Regulations: Key differences between Manuals & Regulations; Key Regulations affecting Air Cargo- Environmental, Safety & Security, Traffic Rights.

**Module 2:** Manuals Governing Distribution, Cargo Standards & Databases Cargo Agency Conference Resolution Manual, Cargo Country Statistics, Cargo Services Conference Resolution Manual, Cargo Link-Directory of Cargo Professionals.

**Module 3:** Manuals Governing Cargo Rules & Pricing the Air Cargo Tariff (TACT)- Key Concepts; Industry, country and carrier rules, Acceptance of goods and Air Waybill completion, Charges on import, transit and export, Airport and storage facilities, handling equipment, Airline, city and airport codes, AWB prefixes Rates & surcharges, Industry and carrier specific rates, Industry, country and carrier specific charges for charges collect, class rates and dangerous goods, Calculation of charges and cargo claims-Customs & security.

**Module 4:** Manuals Governing Operations, Customer Services & Guidelines for Shipping of Specific types of Cargo IATA- Cargo Handling Manual, Airport Handling Manual, Cargo Claims Prevention Handbook, Lithium Batteries Shipping Guidelines, Infectious Substances Shipping Guidelines.

**Module 5:** Regulations Governing Air Cargo IATA- Dangerous Goods Regulations, Live Animal Regulations, ULD (Unit Load Device) Regulations Perishable Cargo Regulations, Temperature Control Regulations, ICAO Annexes.

**Text & Reference Books:**

1. IATA- Cargo Handling Manual (Latest Edition to be used)
2. IATA- The Air Cargo Tariff (TACT) (Latest Edition to be used)
3. IATA- Dangerous Goods Regulations (Latest Edition to be used)
4. IATA- Live Animals Regulations (Latest Edition to be used)
5. IATA- Perishable Cargo Regulations (Latest Edition to be used)
6. IATA- Perishable Cargo Shipping Guidelines (Latest Edition to be used)
7. IATA- Infectious Substances Shipping Guidelines (Latest Edition to be used)
8. IATA- Lithium-battery-shipping-guidelines(Latest Edition to be used)
9. IATA- ULD (Unit Load Device) Regulations (Latest Edition to be used)
10. IATA-Temperature-control-regulations(Latest Edition to be used)
11. ICAO Annexes  
Booklet([https://www.icao.int/safety/airnavigation/NationalityMarks/annexes\\_booklet\\_en.pdf](https://www.icao.int/safety/airnavigation/NationalityMarks/annexes_booklet_en.pdf))

## **Title: Multi-Modal Transportation**

**Subject code:** PG89T210

**Contact Hours:** 45

Work load:3 hours in a week

Credit

Points:03 **Evaluation:** Continuous Internal Assessment - 25

Semester End Examination - 50

### ***COURSE OBJECTIVES:***

- Introduce Multi-modal and Intermodal Transport concepts.
- Explain Regulatory framework and policies for Multi-modal transportation.
- Describe Indian Railways' initiatives to promote Multimodal Logistics in India.
- Overview evolution of infrastructure facilitating Multi-modal Logistics in India.

### ***LEARNING OUTCOMES:***

**After completing this Course, the student will have the following learning's:**

- The importance and role played by Multi-modal transport in the efficient and cost-effective movement of cargo
- Types of multi-modal movement and the role of containerization for security and speed
- The provisions and procedures for Export trade and INCOTERMS
- Indian Government's policies and vision R for development of seamless multi-modal transport.

**Module 1:** Transportation Systems & Multi modal Transport –Concept of Multi modal & Intermodal Transport – introduction to Multi modal transport, the difference between Multi modal and Intermodal transport-Type of transport Modes – detail and characteristics of air, road, rail, water, pipelines, package carriers- Need, Aim and Key Issues of Multi modal transport

**Module 2:** How to organise Multi modal transport-Role of Containerisation in MMT- history, utility, types, ease of handling, cost saving-Types of Multi modal transport – combined container transport, rolling Road & forwarding of trailers, RORO & LASH transportation-National Multi modal Transport Committee (NMTC) and Logistics Policy of India – key features and importance.

**Module 3:** Multi modal Transportation Act & Procedures-MMTG Act of 1993-Custom procedures for Export & Import - Bill Of Lading – Hague Rules, Visby Rules, Hamburg Rules, Voyage by Sea-INCOTERMS – meaning, explanation, list, and types.

**Module 4:** MMT and Indian Railways-PFT Policy – maintenance of rolling stock, cargo handling, customs, etc-Warehousing Policy – stuffing, de-stuffing, stacking, use of MHE, etc-Layout and design of Multi modal Logistics parks.

**Module 5:** Multi modal transport & Practice Today-India's growing conflict between Trade & transport – issues, policy, problems & pricing-Integrated Transport – Bharatmala, Sagarmala, IWT, DFC, the concept of ICP (International Check Posts-Scenario in India and neighbouring countries with a case study

### ***TEXT BOOKS***

1 Course Material Prepared by LSC

**Title : PORT TERMINAL MANAGEMENT**

Subject code: PG89T211

Contact Hours:45

Work load:3 Hours per Week

Credit

Points:3 **Evaluation:** Continuous Internal Assessment -25

Semester End Examination - 50

### ***COURSE OBJECTIVES:***

- To provide basic knowledge on the functioning of the Port.
- To develop knowledge in good management practices in Port
- To Orient the student to leverage port efficiency to improve logistics.

### ***LEARNING OUTCOMES:***

- Student will develop understanding of Port infrastructure facilities and functioning.
- Student will understand how the
- functioning of port contributes to overall logistics efficiency.

**Module 1:** Port-Main functions of a Port-Types of Port -Port Infrastructure- Port Equipment- Cargo types – container- Liquid- Bulk- Break bulk- Port Channel – Draft-mooring- Anchorage

**Module 2:** Port Operations- Berths and terminals- Services rendered in a Port – pre- shipment planning- stowage plan and on-board stowage- yard planning- Transport movement planning- developments in container/cargo handling- safety- security.

**Module 3:** Storage yards- Rail sidings- Rail operations – Stevedoring- Layout and working of container terminals. Port system and sub systems, Value added service- bunkering- Ballast water management.

**Module 4:** Factors affecting choice of a port – Productivity parameters and factors determining productivity. Measuring and evaluating – performance and productivity – Ease of Doing Business initiatives in India.

**Module 5:** Port Organisation-Service Port- Tool Port-Land lord Port- Captive berths- Introduction to Public Private Partnerships in Ports –Port ownership in Indian scenario- Acts regulating ports in India. Responsibilities of port trusts, growth and status of ports in India- Pricing of Port services- TAMP guidelines- cost plus method- normative method.

**Text & Reference Books:**

1. LSC course material
2. PATRICK M. ALDERTON (2008) Port Management and Operations. Informa Law Category, U.K.
3. WORLD BANK. 2007, Port Reform Tool Kit. World Bank, Washington.
4. Institute of Chartered Ship Broking (2015) Port and Terminal Management, London.

## COURSE OUTLINE FOR MBA THIRD SEM

<b>Paper Code</b>	<b>Title of the Paper</b>	<b>No of Credits</b>	<b>IA Marks</b>	<b>Sem-end Exam</b>	<b>Total Marks</b>
PG89T301	Business Ethics	3	25	50	75
PG89T302	Legal Aspects of Business	3	25	50	75
PG89T303	Operations Research	4	50	50	100
PG89T304	Management Control System	4	50	50	100
PG89T305	Applied Marketing Research (OEC)	4	50	50	100
	<b>Total</b>	<b>18</b>	<b>200</b>	<b>250</b>	<b>450</b>
<b>Specialization Courses</b> <i>(Students to choose as many subjects as desired subjects to minimum credits per semester as per table above)</i>					
PG89T306	International Logistics Management	3	25	50	75
PG89T307	Introduction to Aviation industry and Airport Operations	3	25	50	75
PG89T308	Special Cargo handling	3	25	50	75
PG89T309	Freight forwarding (Ocean and Air cargo)	3	25	50	75
PG89T310	ICD and CFS Operations	3	25	50	75
PG89T311	Export and Import Documentation	3	25	50	75



**Title: Business Ethics**

<b>Course Code:</b> PG89T301	<b>Credit Points :</b> 03
<b>Work load :</b> 3 hours per week	<b>Contact Hours:</b> 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
<b>Objective:</b> To provide inputs relating to ethical issues faced by industry, To develop Ethical strength in students.	
<b>Pedagogy:</b> Lectures, Assignments, Projects, Practical Exercises and Seminars	

**Module 1: Introduction to Business Ethics:** Importance - nature, Scope, purpose of ethics and morals for organizational interests– Cultural and Human values in management – Indian and Global perspective; Ethical Problems in Business; Ethical Choices in Business; need of Ethics in Business; Personal policy, Societal level, Internal policy level, Stake holder level.

**Module 2 : Ethical Theories:** Consequential and non- consequential theories – Ethical dilemma – Ethical decision making Cognitivism, Non-cognitivism , Teleological theory, Deontological theory, Hybrid theory, Enlightened egoism; Environment Issues - Protecting the Natural Environment - Prevention of Pollution and Depletion of Natural Resources - Conservation of Natural Resources. Classical Theory, Stakeholder Theory, Corporate Social Responsibility (CSR) Theory, – Strategic components- Different approaches to CSR - Globalization - Sustainability - CSR standards- Best practices; Corporate Governance – Audit committees – Role of Independent Directors – Protection of Stake holders.

**Module 3: Code of ethics & Moral Standards:** Workplace Ethics – personal and professional ethics in the organisation - discrimination, harassment - gender equality; Code of ethics, Code of conduct, Code of practice Ethics and Decision Making; Making Moral Decisions; Organisation Ethics Development System – Organisational Culture and values – Code of Ethics – Value based Leadership and its effectiveness; Ethics in Practice, Marketing Ethics and Consumer Protection – Healthy competition and protecting consumer’s interest – Advertising ethics -Ethics in Accounting and Finance: Importance, issues and common problems

**Text Books :**

1. Ethical Choices in Business – R.C. Sekhar.
2. Chakraborty,S.K., Management by Values, Ferrell, Fraedrich, Business Ethics: A Case Perspective, Velasquez, Business Ethics.
3. Crane & Matten, Business Ethics,

**References:**

1. A Study in Business Ethics – Rituparna Raj.
2. Business Ethics-Concepts & Cases-Manuel G Velasquez –Pearson

### Title: Legal Aspects of Business

<b>Course Code :</b> PG89T302	<b>Credit Points :</b> 03
<b>Work load :</b> 3 hours per week	<b>Contact Hours :</b> 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
<b>Objective:</b> The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business.	
<b>Pedagogy:</b> Lectures, Assignments, Projects, Cases, Mock Court sessions and Seminars	

**Module 1: The Indian Contract Act, 1871:** Introduction about constitution of India, Indian judicial system, fundamental duties and rights, law and business, Nature and classification of Contracts - Essential elements of a valid Contract, Offer and Acceptance - Consideration - Capacities of Parties , Provisions relating to free consent, void agreements, Provisions relating to performance and discharge of Contract, Breach of Contract-Meaning and remedies, Quasi Contract , Special Contracts Contact of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency. **Sale of goods Act:** Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. **Negotiable Instrument Act:** Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

**Module 2: The Indian Partnership Act and Companies Act:** Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firm. **The Companies Act, 1956,** Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Articles of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company.

**Module 3:** Cyber laws , Information Technology Act, 2000 – Introduction, Internet, Privacy, Pornography, e- Commerce, Digital Signature (working idea), Right to Information Act, - Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate, Authorities, Penalties, Jurisdiction of courts. Intellectual

Property Rights – Trade Marks, Patents, Copy Rights, Industrial Designs (only concepts), Competition Act, Consumer Protection Act, 1986 (Workingidea)

### Reference Books:

Company And Business Law By N.D. Kapoor – Sultan Chand & Sons

Company Law - Avtar Singh, Eastern Books Company Business Law By M.C. Kuchal- Vikas PublishingHous

#### Title: Operations Research

<b>Course Code: PG89T303</b>	<b>Work load: 4 hours per week</b>
<b>Credit Points: 04</b>	<b>Contact Hours: 60</b>
<b>Continuous Internal Assessment -50Marks</b>	<b>Semester End Examination – 50Marks</b>
<b>Objective:</b> <ol style="list-style-type: none"> <li>1. To discuss the importance and applications of operation research in business environment and Formulate and analyse the LPP, apply the graphical and simplex methods.</li> <li>2. To analyse the transportation problems for basic feasible and optimal solution; also solve the assignment problems for productivity improvement.</li> <li>3. To construct the network diagram and apply CPM &amp; PERT techniques to solve the problems and also formulate and Analyse the various forms of game theory.</li> <li>4. To understand and apply various replacement models to business problems</li> </ol>	
<b>Pedagogy:</b> Lectures, Home Assignments, class assignments, Topic presentations	

**MODULE 1 : Introduction of OR:** Operation Research: Scope: aid to decision making, Importance of OR techniques in business and industry; **Linear Programming:** Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations, Slack, surplus, Simplex method.

**MODULE 2 : Transportation problems:** Introduction, Formulation of Transportation Problem (TP), initial basic feasible solution by North West corner rule, matrix maxima method, Vogel approximation method, degeneracy, MODI method, Moving Towards Optimality; **Assignment problems:** Initial solution, optimal solution, Hungarian method, Maximization problem as assignment problem, Routing Problem, Travelling Salesman Problem.

**MODULE 3: Project Scheduling and PERT, CPM:** Basic Difference between PERT and CPM, Network Components and Precedence Relationship, Rules for drawing the network diagram construction, Application of CPM and PERT techniques in project planning and control.

**Module-4: Game Theory:** Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Two-person zero-sum game; pure and mixed strategy games, saddle point. Dominance Property. **Replacement Models:** Introduction, Replacement of items that deteriorate, fail suddenly, group replacement. Sequencing Model; Decision Theory, Simulation.

**Case study 1 :** case studies on LPP application from Operations Research: An Introduction by Hamdy A. Taha, Pearsons 10<sup>th</sup> Edition, page no.47-87

**Case study 2:** case study on Asian Games from Operations Research: Theory and Practice by J.K.Sharma ,Trinity Press,6th Edition page 305-307. Case study on Shreya and Suns, city

corporation, Kamal Transport from Operations Research: Theory and Practice by J.K.Sharma ,Trinity Press,6th Edition page 337-338.

**Case study 3:** case study on bridges of Konisberg from Operations Research: An Introduction by Hamdy A. Taha ,Pearsons 10<sup>th</sup> Edition, page no.257-258

**Case study 4 :**Staffing Problems on Human resource management -Operation Management text book by P.Rama Murthy,Page no.344-348. mortality and staffing problems -Operation Research by P.K Gupta and D.S.Hira, page 1015-1017.

#### **Text Books :**

1. Operation Research by P.K Gupta and D.S. Hira 7<sup>th</sup> edition (2024)
2. Operation Research by P.Rama Murthy, New Age Publishing House, NewDelhi

#### **Reference Books :**

1. Operation Research by S.Kalavathy , Vikas Publishing House 4<sup>th</sup> Edition
2. Operations Research: Principles and Applications by G.Srinivasan, PHI Edition
3. Operations Research: An Introduction by Hamdy A. Taha ,Pearsons 10<sup>th</sup> Edition
4. Introduction to Operations Research by Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag , Preetam Basu ,Mc Graw Hill, 11<sup>th</sup> Edition
5. Operations Research: Theory and Practice by J.K.Sharma ,Trinity Press,6<sup>th</sup> Edition

#### **Title: Management Control Systems.**

<b>Course Code :</b> PG89T304	<b>Credit Points :</b> 04
<b>Work load :</b> 4 hours per week	<b>Contact Hours :</b> 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
<b>Objective:</b> To develop the apperception for the systems that are necessary for a CEO to control the Organization to drive the performance.	
<b>Pedagogy:</b> Lectures, Assignments, Case studies and Seminars	

**Module 1: Introduction to MCS:** Management Control System; Nature, basic concepts, boundaries of management control; Management Control Environment; understanding strategies-goals, concept of strategy, corporate level strategy, business unit strategies. Goal congruence-concept, influence of informal factors on goal congruence, the formal control system, types of organization, functions of the controller

**Module 2:** Responsibility Center. Revenue centers, expense centers, administrative and support centers, research and development centers, profit center-general considerations, business unit as profit centers, other profit centers, measuring profitability. Transfer pricing-meaning, objectives, methods, pricing the corporate services, administration of transfer pricing. Measuring of assets employed, EVA vs ROI, evaluating the performance of managers and the evaluating the economic performance of the entity.

**Module-3:** Budget preparation process, nature of budget, other budgets, behavioral aspects in budgets, calculating the variances, variance in practice, limitations of variance analysis. Performance measurement systems, management compensation-incentives, characteristics of incentive, compensation plans, incentives for corporate officers and business unit managers. Control for differentiated strategies

**Module 4:** Controls in service organization- general ideas on services organization, professional services organization, financial services organization, health care services

organization, non-profit organizations. Multinational Organizations- cultural differences, transfer pricing issues, exchange rate issues. Projects; Nature of projects, the control environment-project planning, execution and evaluation.

**Text Books:**

1. Management Control System- Robert Anthony, Vijay Govindrajan
2. Management control system-Kennet Merchant, Pearson publication

**Title: Applied Marketing Research (OEC)**

<b>Course Code :</b> PG89T305	<b>Credit Points :</b> 04
<b>Work load :</b> 4 hours per week	<b>Contact Hours:</b> 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
<b>Objective:</b> To make students to learn concepts, theories, principles, functions and objectives of Marketing Research.	
<b>Pedagogy:</b> Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

**Module I:** Marketing Research: – Definition, Scope, Significance, Limitations, Obstacles in acceptance of marketing research, Ethics in marketing research, own vs. agency marketing research, Marketing Intelligence system, marketing information system; meaning, need and components, marketing information system and marketing research. **Research process:** Problem definition, development of an approach, research design, data collection, data analysis, report preparation and presentation – research proposal process - drafting the research proposal. Types of Research Design – Exploratory, Conclusive research designs.

**Module II:** Various sources of market Information – Methods of collecting Market Information – Primary data, Secondary data – sources – problems of fit and accuracy. Syndicated services. Primary data collection methods; experimental methods, Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents, questionnaire preparation and administering, organizing fieldwork for a collecting data. hypothesis statement – characteristics of a good hypothesis. Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods,

**Module III: Marketing Mix Research:** Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis (CO4);

**Module: IV: Qualitative research techniques** – a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation. Report writing – forms of report – fundamentals of a good report.

**Text Books:** 1. Marketing Research – Measurement & Methods – Donald S.Tull, Del I. Hawkins.

2. Marketing Reseach –Naresh Malhotra, Latest Pearson Publications

3. Brown, Adhikari, “Marketing Research” Cengage Learning.

**Reference Books:-**

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Alburn.
3. Chisnali P K Marketing-A behavior- Boyd H W & Westfall: Marketing Research text and cases Richard Irwin Inc.- Lucki D J Wales H G Etal: Marketing Research Prentice Hall.

**Title : International Logistics Management.**

**Subject code:** PG89T306

**Contact Hours:** 45

**Work load:** 3 Hours per Week

**Credit**

**Points:** 3 **Evaluation:** Continuous Internal Assessment -25

**Semester End Examination - 50**

***COURSE OBJECTIVES:***

- To develop competencies and knowledge of students to become International logistics management professionals
- To orient students in the field of Logistics
- To help Students to understand international Logistics management

***LEARNING OUTCOMES:***

- Students will be able to apply the Basic knowledge of International Logistics management in the real-life situation
- This subject will enable them to enhance their ability and professional skills in Logistics.

Module 1: International Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsectors; The work of Logistics; Integrated Logistics; Barrier to Internal Integration.

Module 2: Customer Focused Marketing; International Marketing: Introduction, Definition, Basis for International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost etc.

Module 3: Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

Module 4: Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.

Module 5: International commercial documents - International contracts, terms of payments, international insurance, packaging for export, custom clearance and infrastructure: transportation, communication and utilities - Brokerage

**Text & Reference Books:**

1. Course Material Prepared by LSC
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. International logistics by Pierre David, Publisher: Biztantra
4. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
5. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

**Title : Introduction To Aviation Industry & Airport Operations**

Subject code: PG89T307

Contact Hours:45

Work load:3 Hours per Week

Credit

Points:3 **Evaluation:** Continuous Internal Assessment -25

Semester End Examination - 50

***COURSE OBJECTIVES:***

- To develop competencies and knowledge of students to become Aviation Professionals
- To help Students to understand Fundamentals of Aviation Industry & Airport Operations

***LEARNING OUTCOMES:***

- Students will be able to apply the Basic knowledge of Aviation and Airport Operations in the real-life situation
- This subject will enable them to enhance their ability and professional skills in the Aviation Industry & Airport Operations

Module 1: History of Aviation & Key Organizations in the Aviation Industry; History of Aviation through the ages-Origins in Greek Mythology- The Wright Brothers- Aviation in the era of World War 1 & 2; Commercial Aircraft Era- Modern Jetliners; Key Organizations in the Aviation Industry-ICAO- International Civil Aviation Organization, IATA - International Air Transport Association, MoCA - Ministry of Civil Aviation, DGCA - Directorate General of Civil Aviation, AAI- Airports Authority of India, AAICLAS- Airports Authority of India Cargo Logistics Allied Services, AERA- Airport Economic Regulatory Authority, BCAS- Bureau of Civil Aviation Security.



Module 2: Freedoms of the Air & the Airline Business: Freedoms of the Air- Overview- Nine Freedoms of the Air, Airline Business; i) Business Models- Legacy, Low Cost, Charter, Regional, Cargo& Hybrid ii) Airplane Manufacturers- Primary Manufacturers- Boeing, Airbus and others, iii) Narrow Body v/s Wide Body- Definition & Features, iv) The Airline Industry as a Business- Key Functions in the Airline Business v Airline Codeshares & Alliances-a. Concept, b. Key Benefits, c. Major Airline Alliances, vi) Airline Cabin Classes- First, Business, Premium Economy & Economy

Module 3: World Geography & Airline Communication Protocol, Traffic Conference Areas, Time Zones, Codes- Country, City, Carrier, Currency, Aircraft Registration, Airline Phonetics

Module 4: Airport Operations: Key Stakeholders, Airport Types, Airport Revenue Sources, Airport Functional Layout- Landside, Governmental Agencies at Airport, Baggage Handling, Airside Operations, Airport as an Operational System- Infrastructure & Facilities, Airport Operations Control Centre (AOCC), Airport Collaborative Decision Making (ACDM), Key Information Technology Systems at Airports.

Model 5: Concessionaire Activities at Airports (terminology restricted to Indian scenario) Non-Aero Activities- Retail, Food & Beverage, Real Estate, Car Rentals Car Parking, Currency & Banking, Advertising, Maintenance Repair & Overhaul (MRO)- Types of MRO Models; Ground Handling , Concept, ii Self-Handling V/s Outsourced Handling, IATA Standard Ground Handling Agreement,

#### **Text & Reference Books:**

1. Course Material Prepared by LSC
2. Airport Operations- Norman Ashford, Pierre Coutu, John Beasley- McGraw-Hill Education; 3rd edition (16 December 2012)
3. Principles of Airport Economics- P.S. Sengupta- ExcelBooks (1 December 2007)
4. Managing Airports- An International Perspective- Anne Graham- Routledge; 5 edition (June 9, 2018)
5. IATA Airport Handling Manual- 40th edition- Year of Publication- 2020
6. IATA Ground Operations Manual- 9th edition- Year of Publication-2020

## **Title: Special Cargo Handling**

Subject code: PG89T308

Contact Hours:45

Work load:3 Hours per Week

Credit Points:3

**Evaluation:** Continuous Internal Assessment -50

Semester End Examination - 50

### ***COURSE OBJECTIVES:***

- To develop competencies and knowledge of students to become Air Cargo Professionals
- To familiarize Students with Air Cargo Industry Principles governing Special Cargo Handling

### ***LEARNING OUTCOMES:***

- Students will acquire an understanding of Special Cargo Handling, Specifics of Cargo requiring Temperature Control & Basics of Dangerous Goods.
- This subject will enable them to enhance their ability and professional skills in the Air Cargo Industry

Model 1: Special Cargo Categories- Valuable Cargo, Heavy Cargo, Big, Human Remains, Temperature Sensitive Cargo, Infectious Substances-Acceptance, Storage, Handling, Delivery, Special Documentation.

Model 2: Perishable Cargo; Types- Perishable Flowers, Meat, Vegetables & Fruits, Seafood; Acceptance, Storage, Handling, Delivery & Documentation.

Model 3: Pharmaceuticals, Legislation, Certification, Facilities, Standards.

Model 4: Dangerous Goods Regulation (DGR): Introduction- Purpose, General Philosophy (Standard Operating Procedure); DGR Legislations- Key Legislations governing transport of DGR Categories & Training requirements for each category

Model 5: Carriage of Live Animals; Introduction - Various types of Live Animals; Importance of use of appropriate IATA standard container; CITES(Convention on International Trade in Endangered Species of Wild Fauna and Flora) Convention; Exotic animals and prevention of illicit trade in wildlife.

### **Text & Reference Books:**

1. Course material prepared by LSC
2. IATA- Cargo Handling Manual(Latest Edition to be used)

3. IATA- Dangerous Goods Regulations(Latest Edition to be used)
4. IATA- Live Animals Regulations(Latest Edition to be used)
5. IATA- Perishable Cargo Shipping Guidelines(Latest Edition to be used)
6. IATA- Infectious Substances Shipping Guidelines(Latest Edition to be used)
7. IATA-Temperature-control-regulations(Latest Edition to be used)

## **Title : Freight Forwarding (Ocean & Air Cargo)**

Subject code: PG89T309

Contact Hours:45

Work load:3 Hours per Week

Credit

Points:3 **Evaluation:** Continuous Internal Assessment -25

Semester End Examination - 50

### ***COURSE OBJECTIVES:***

- To develop competencies and knowledge of students to become freight forwarding professionals
- To develop competencies on documentation procedures
- To help Students to understand freight forwarding.

### ***LEARNING OUTCOMES:***

- Students will be able to apply the Basic knowledge of freight forwarding including ocean and air cargo in the real-life situation
- Students will be able to demonstrate their skill on documentation in their profession.
- This subject will enable them to enhance their ability and professional skills

Module 1: Introduction to EXIM, Freight forwarding and custom clearance – types of custom clearances– Importance of custom clearance – certificate of origin, ICEGATE and insurance – custom Act – Regulations pertaining to custom clearance – different modes of freight forwarding — process of freight forwarding.

Module 2: Operation Procedures of Freight Forwarding - The procedures for Pre-Operating Checks and Operational checks to be performed for every shipment / consignment.

Module 3: List of basic handling of errors and the Operational errors that occur in common - Procedure for checking of shipping bill, Airway bill based on invoice and packing list received from department for Freight Forwarding. Regulations (EXIM/IATA/Countries)/COM based on permutations and combinations of weight vs volume.

Module 4: Cargo handling, INCO terms and terminologies used in Cargoes - Different Types of Cargoes for transportation. Full Export and Import value of the cargo – Importer and exporter Code (IEC), The registered PAN based Business Identification number received from the Directorate General of Foreign Trade - Different type of Cargo, their quantity and value - Packaging requirement for the cargo during shipment from the shipper - Inspection procedure for the cargo while unloading - DO's and DON'T's while handling different cargo.

Module 5: Documentation of Freight Forwarding process as per customer timelines and requirements - Carting, unloading, Stacking, Loading; and Stuffing - Procedure for dealing with loss or damage to goods – Different P.G.A and their roles. Technical knowledge on Containers; Pallets; Palletization; Fumigation- Letters of Credit and payment Terms. Etc. computer and its application in internal systems of documentation.

**Text & Reference Books:**

1. Course Material Prepared by LSC
2. J P Saxena, Warehouse Management and Inventory Control- Vikas Publication House Pvt Ltd, First Edition, 2003.
3. Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems [With CDROM], Michael Ten Hompe, Thorsten Schmidt, Springer verlag, First Edition, 2006.
4. Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.
5. Swapna Pillai, Export Import Procedures & Documentation, Sahitya Bhawan Publication, 2020.

## **Title : Inland Container Depot and Container Freight Station Operations**

Subject code: PG89T310

Contact Hours:45

Work load:3 Hours per Week Credit Points:3

Evaluation: Continuous Internal Assessment -25

Semester End Examination

- 50

### ***COURSE OBJECTIVES:***

- To provide basic knowledge on the functioning of the CFS and ICDs.
- To develop knowledge in good management practices in CFS and ICDs

### ***LEARNING OUTCOMES:***

- Student will develop understanding of CFS and ICDs infrastructure facilities and functioning.
- Student will be able to understand basics of effective functioning of ICDs and CFSs and also Dry ports.

Module 1: CFS – Role and Functions- Receipt and dispatch/delivery of cargo/ Stuffing and stripping of containers/ Transit operations by rail/road to and from serving ports/ Customs clearance / Consolidation and desegregation of LCL cargo/ Temporary storage of cargo and containers / Reworking of containers / Maintenance and repair of container units—

Module 2: The physical movement of cargo in or out of a Container Freight Station - Stuffing, sealing and marking of containers for labelling and identification - Storage of containers –

Module 3: Ordinary sorting and stacking of containers pre or post shipment -Preparing containers internal load plan -Customs activities in CFS- Use of Buffer yards in CFS- Manpower in CFS- Charges for services- Marketing of CFS

Module 4: ICD - Role and Functions- Operations carried out in ICD- Customs activities in CFS- Man power in ICD- Rail carriers – CONCOR and private Rail Operators- Improving the service quality in ICD

Module 5: Dry Ports- Inland Ports- Movement of cargo from/to Land locked Areas- Operations proposed in Dry Ports- Factors for successful functioning of Dry Ports- Free Trade Areas- SEZ.

### ***Text & Reference Books:***

1. LSC course material
2. RAMA GOPAL, C. Export Import Procedures – Documentation and Logistics, New Age International Publishers, New Delhi

**Title : Export And Import Documentation**

***COURSE OBJECTIVES:***

- To familiarize the student with the basic concept of formalities for export trade, and the documentation process required for import and export.

***LEARNING OUTCOMES:***

- Recognize the impact of information and communication technologies, especially of the internet in business operations.
- Recognize the fundamental principles of eBusiness and eCommerce.
- Explain the security protocols and the issues in internet security.

**Module 1:** Introduction to Export and Import; Basics of Exports - Classification of goods - Preparation for Exports- Methods of Exporting - Export Marketing Organizations - Functions - Registration formalities IEC Number - Procedure of obtaining IEC Number - RCMC (Registration Cum Membership Certificate) – Export Credit Guarantee Council (ECGC) - Application for import and export of restricted items.

**Module 2:** Documentation Framework and Contracts; Aligned Documentation System: Commercial Documents - Auxiliary Commercial Documents - Regulatory Documents - Documents related to goods - Documents related to Shipment - Documents related to Payments - Documents related to Inspection - Documents related to Excisable Goods - Types of Contracts - Export Contracts.

**Module 3:** Payments and Finance; Factors - Methods of receiving Payment - Instruments of Payments-Letter of Credit Pre-shipment Finance - Post- shipment Finance - Post-shipment Credit in Foreign Currency - Negotiation of documents with bank - CENVAT - Duty Draw back.

**Module 4:** Quality Control and Clearance of Cargo; Objective of Quality Control - Methods - Procedure for Pre-shipment Inspection - Role of Clearing and Forwarding Agents – Role of Inspection Agents-Clearance of Cargo Central Excise Clearance Procedure - Central Excise Clearance Option - Shipment of Export Cargo.

**Module 5:** Customs Clearance, Risk and Insurance Policy; Customs Clearance of Export Cargo - Customs Clearance of Import Cargo - Risk: Types - Types of cover issued by ECGC - Cargo Insurance. Processing of an export order - Major laws governing export contract.

**Text & Reference Books:**

1. RAMA, GOPAL C. (2008) Export Import Procedures Documentation and Logistics. New Age International Publishers: New Delhi.
2. KHUSHPAT, S. J. (2013) Export Import Procedures and Documentation. Himalaya Publishing House: New Delhi.
3. PAWAN, KUMAR (2001) Export of India's Major Products Problems and Prospects. New Century Publications: New Delhi.

4. KAPOOR, D. C. (2002) Export Management. Vikas Publications: New Delhi.
5. CHERUNILAM, F. (2004) International Trade and Export Management. Himalaya Publications: New Delhi.

#### Websites:

- a) [www.cbec.gov.in/customs/cs-act/cs-act-idx.htm](http://www.cbec.gov.in/customs/cs-act/cs-act-idx.htm) (Central Board of Excise and Customs - Customs Act, 1962, Customs Tariff Act – 1975, Other Acts)
- b) [www.epckkenya.org/\(Export](http://www.epckkenya.org/(Export) Promotion Council) [commerce.nic.in/MOC/index.asp](http://commerce.nic.in/MOC/index.asp) (Ministry of Commerce and Industry)
- c) [www.dgft.gov.in/](http://www.dgft.gov.in/) (Directorate General of Foreign Trade)

#### FOURTH SEM COURSE OUTLINE FOR MBA(LM)

Paper Code	Title of the Paper	No of Credits	IA	Viva-Voce	Report	Total Marks
PG89T401	Apprenticeship	22	---	100	200	300
			250	---	---	250
	<b>Total</b>	<b>22</b>	250	100	200	550

1. The apprenticeship is mandatory for all MBA (LM) students to get MBA (LM) degree. Student has to undertake 6 months full time research activity in the fourth semester.
2. An internal guide (Faculty) shall be allocated to each student by the respective institution before the end of the third semester to guide the student in research work and one external guide from the industry. Student has to submit fortnightly (15 days) report to internal guide and attend review meeting monthly once in the institute/college.
3. Assessment will be done by both internal and external evaluators appointed by Karnatak University, Dharwad, marks will be allotted as mentioned above.
4. A student has to submit the Apprenticeship report at the end of six months duly signed by internal guide and head of the institution as mark of fulfilment of requirements of MBA (LM) degree.
5. The contents of the report shall be as under.
  - a. Executive Summery
  - b. Introduction: Industry/Company
  - c. Conceptual framework
  - d. Review of Literature
  - e. Research design
  - f. Research methodology
  - g. Analysis
  - h. Findings, Suggestions and Conclusion
  - i. Work dairy
  - j. Bibliography
  - k. Annexure
6. Report format as below:
7. Report shall be typed/hand-written not less than 100 pages with headlines of 14 font size, and body of the text shall be 12 font size in times new roman font.
8. The report shall be submitted both in one hard (spiral bound) and soft copy to the university for evaluation.
9. Authenticated Similarity (Plagiarism check) Index Certificate should be enclosed, similarity should not be more than 50%.
10. The reports shall contain Apprenticeship completion certificate duly signed by internal guide and head of the institution.



11. Failing to complete the apprenticeship, failing to submit the report/ failing to attend viva exam, will result in repetition of Apprenticeship in the subsequent year.
12. Teacher guide will be allocated 4 hours to conduct classes / guidance for Apprenticeship report.

Note: KIMS – KUD will issue any further guidelines from time to time if necessary.