



**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
(SCHEME & SYLLABUS)

(Effective from Academic Year 2024-25)



**INSTITUTE OF MANAGEMENT IN KERALA**  
**UNIVERSITY OF KERALA**  
**THIRUVANANTHAPURAM 695581**

**2024**

## About University of Kerala

One of the first 16 Universities in India, University of Kerala was founded as Travancore University in 1937 by Maharaja, Sri Chithira Thirunal Balarama Varma. A lotus with a conch shell and a traditional book stand with palm leaf manuscript adorn the Logo, symbolically heralding enlightenment. University of Kerala came into being in 1956, with state-wide jurisdiction, instituting the 'Mother University' that would engender all future Universities. Crafted by a legacy of excellence and nurtured by illustrious line of alumni, University currently stands tall as a Centre of Excellence in Higher Education and Research, with 43 teaching and research departments, Centre for Distance and Online education, UGC-HRDC, Publications Division, Lexicon, Observatory, several Multidisciplinary research centres, replete with state-of-the-art Laboratories, grand Libraries with mammoth digital repertoire, unique Manuscript Library, sophisticated Computer/Instrumentation Centres, Green Field stadium and sports facilities matching global standards.

Cutting-edge research with an equal emphasis and interdisciplinary thrust in sciences, social sciences, arts, and culture, while seamlessly weaving innovation with technology, help the University occupy a seminal role in India's booming knowledge economy. University seeks to create a transformative impact on society through: Imparting quality education for all irrespective of their caste, creed, gender, race, and religion. One of the largest and oldest Public Universities in the country with a rich biodiversity niche in a sprawling 396.4 acres and massive built-up area (1,93,000 M<sup>2</sup>), the University is all set in its long march towards becoming a Centre of Excellence in a fast changing Global knowledge economy.

The scintillating academic performance of the University includes:

- NAAC 'A++' grade (3.67 out of 4) (2022)
- First Chancellor's Award for Best University (2015)
- Times Ranking 2019 (World-1001+, Asia-301~350)
- QS Ranking, 2020 (Asia 351~400, India-49)
- NIRF - Consistently First in State and among First 30 in India in the last 5 years (24th Rank, 2024)
- Outlook magazine Survey- 18th in India
- Over 3,000 publications, 936 books/book chapters, and 8858 citations
- h-index-33

## About Institute of Management in Kerala

The Institute of Management in Kerala (IMK), one of the 43 teaching and research departments of the University of Kerala, stands as a beacon of academic excellence and leadership development. IMK, established in 1991, aims to nurture future leaders and managers through dynamic curriculum, pedagogy and varied skill sets. With a strong foundation, dedicated faculty, industry collaborations, and a focus on research, the institute continues to shape the future of business leaders in Kerala and beyond. As it moves forward, the Institute remains dedicated to producing ethically conscious, globally competitive, and socially responsible business professionals.

IMK is located near the international business hub of Kerala, the Technopark, and the National Highway 66 amidst the lush green Karyavattom University Campus. The institute is part of the School of Business Management and Legal Studies, one of the 11 schools of the University of Kerala. IMK is offering three PG programmes (MBA (General), MBA (Travel and Tourism) and MBA (Shipping and Logistics)) and PhD in Management and Tourism Studies. The rich history, academic prowess, and distinctive features make the Institute of Management a prominent name in management education.

## **About MBA Programmes**

IMK is offering three full-time MBA programmes

1. MBA ( General)-40 Seats
2. MBA (Travel and Tourism)-40 Seats
3. MBA (Shipping and Logistics)-25 Seats

### **MBA (General)**

This is a two year full-time programme. This programme is designed to equip students with a broad understanding of various business disciplines, fostering a holistic approach to decision-making and problem-solving. The curriculum is meticulously crafted to cover key areas such as finance, marketing, human resources, and operations. The program provides ample opportunities for internships, industry interactions, and collaborative projects, ensuring that graduates are well-prepared to make significant contributions in the competitive business landscape.

### **MBA (Travel and Tourism)**

This is a two year full-time programme. The programme provides students with the knowledge and skills they need to succeed in the tourism and hospitality industry. The programme offers a holistic learning experience, emphasising critical thinking, informed decision-making, and effective leadership skills essential for success in a globalised marketplace. Students engage in practical case studies, industry projects, and internships, gaining hands-on experience and networking opportunities within the tourism sector. Upon completion of the programme, graduates emerge as competent and confident professionals ready to tackle the challenges of the tourism and hospitality industry, whether in management roles, entrepreneurship endeavours, or further academic pursuits.

### **MBA (Shipping and Logistics)**

This is a two year full-time programme. The programme provides students with in-depth knowledge and skills in shipping, logistics, and supply chain management. The program provides students with the necessary expertise to manage complex logistics operations and navigate the ever-evolving global shipping industry. The program includes core, elective, internship, and dissertation. The core courses give students a fundamental understanding of management functional areas such as marketing, finance, human resources, operations, etc. Elective courses allow students to specialise in a particular area of shipping and logistics. The internship enables them to know the niceties of the dynamic shipping and logistics industry.

The dissertation allows students to conduct independent research on a topic related to shipping and logistics.

### **Duration**

Two years Full Time (Four Semester)

### **Medium of Instruction**

English

### **Eligibility for Admission**

(i) The candidate should have passed the degree from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (or in 10+2+4 pattern). In all the cases the student should have passed the degree examination with not less than 50% marks/equivalent grade (no rounding off allowed) in Part III /core plus complimentary in BA, B.Sc., B.Com. etc., or 50% marks/equivalent grade (no rounding off allowed) in aggregate in case of B.E/ B.Tech, B.Sc. (Agri.) and other 4/5 year degree courses. The candidates, who have passed MA/M.Sc./M.Com or any other PG Degree recognized by the University of Kerala with 50% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, SEBC and differently abled candidates shall be given relaxation of 5%, 2% and 5% respectively

### **AND**

(ii) The candidates should possess a valid score from any one of the entrance examinations conducted by K-MAT, C-MAT or CAT. The scores obtained during the just previous or current academic year alone be considered.

*Note: Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala at the time of admission.*

### **Admission Procedure**

The provisional rank list for admission to all the MBA programmes will be prepared on the basis of the score obtained by the candidate in the entrance examination (80% weightage), Group Discussion (10% weightage) and Personal Interview (10% weightage). The admission to a programme will be done based on the rank list and programme choice of the candidate.

### **Mandatory Reservation**

The seats will be filled based on the mandatory reservation rules below:

Sl.No.	Seat reservation	Percentage
1	Merit (On the basis of merit)	50
2	Socially and Educationally Backward Classes (SEBC) (a) Ezhava (EZ)- 8% (b) Muslim (MU)- 7% (c) Latin Catholic /SIUC (LC)- 1% (d) Other Backward Christian (BX)- 1% (e) Other Backward Hindu (BH)- 3%	20

3	*Economically backward among forward communities (BPL)	10
4	Scheduled Castes/ Scheduled Tribes Scheduled Castes 15% Scheduled Tribes 05%	20

### Programme Educational Objectives (PEOs)

Upon completing the degree, the student will be able to:

PEO 1	Analyze social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills and expertise to the community.
PEO 2	Involve in lifelong learning to adapt educational needs in a changing world to maintain their competency and also to contribute to the advancement of knowledge in a multi-disciplinary environment.
PEO 3	Learn to adapt to a rapidly changing environment with learned and applied new skills
PEO 4	This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development
PEO 5	To inculcate the spirit of team work, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures.

### Programme Outcomes (POs)

Upon completing the degree, the student will be able to:

PO 1	Demonstrate the ability to perform professionally in organizations or start-ups.
PO 2	Perform in a social, cultural and ethical responsibility as an individual or as a member of a team in a professional manner.
PO 3	Exude positive attitude in all the sectors and are willing to support any professional initiatives with positive mind-set.
PO 4	Adapt to sustain in emerging era and constantly upgrade skills towards independent and Lifelong learning.
PO 5	Communicate complex concepts with professionalism by adapting appropriate resources and modern tools.
PO 6	Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other initiatives.
PO 7	Able to conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.
PO 8	Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development.
PO 9	Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

## Programme Specific Outcomes (PSOs)

At the completion of the programme, the students will be able to:

PSO 1	Apply the knowledge gained during the course of the program to identify, formulate and solve real life problems to meet the core competency with continuous up gradation.
PSO 2	Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.
PSO 3	Consolidate the acquired theoretical knowledge into practical skills and wisdom.
PSO 4	Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.

## Programme Structure

SEMESTER - I						
Part	Core Course	Name of the Course	Internal	External	Total	Credit
Core 1	MGT-CC-511	PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	40	60	100	3
Core 2	MGT-CC-512	MANAGERIAL ECONOMICS	40	60	100	3
Core 3	MGT-CC-513	ACCOUNTING FOR MANAGERS	40	60	100	3
Core 4	MGT-CC-514	QUANTITATIVE TECHNIQUES	40	60	100	3
Core 5	MGT-CC-515	OPERATIONS MANAGEMENT	40	60	100	3
Core 6	MGT-CC-516	BUSINESS ENVIRONMENT AND CORPORATE ETHICS	40	60	100	3
Core 7	MGT-CC-517	INFORMATION TECHNOLOGY FOR MANAGEMENT	40	60	100	3
EDE I		GENERIC COURSE I	40	60	100	2
<b>Total</b>			<b>320</b>	<b>480</b>	<b>800</b>	<b>23</b>
SEMESTER - II						
Part	Core Course	Name of the course	Internal	External	Total	Credit
Core 8	MGT-CC-521	LAWS FOR BUSINESS	40	60	100	3
Core 9	MGT-CC-522	RESEARCH METHODS FOR MANAGEMENT	40	60	100	3

Core 10	MGT-CC-523	HUMAN RESOURCE MANAGEMENT	40	60	100	3
Core 11	MGT-CC-524	MARKETING MANAGEMENT	40	60	100	3
Core 12	MGT-CC-525	FINANCIAL MANAGEMENT	40	60	100	3
Core 13	MGT-CC-526	COMMUNICATION SKILLS	40	60	100	2
Core 14	MGT-CC-527	BUSINESS PLANNING AND ENTREPRENEURSHIP	40	60	100	2
Core 15	MGT-CC-528	OPERATIONS RESEARCH	40	60	100	3
EDE II		GENERIC COURSE II	40	60	100	2
Total			360	540	900	24
SEMESTER - III						
Part	Core Courses	Name of the course	Internal	External	Total	Credit
Core 17	MGT-CC-531	BUSINESS ANALYTICS	40	60	100	3
Core 18	MGT-CC-532	CYBER SECURITY AND INFORMATION SYSTEMS	40	60	100	3
Elective 1			40	60	100	2
Elective 2			40	60	100	2
Elective 3			40	60	100	2
Elective 4			40	60	100	2
Core 19	MGT-CC-533	INTERNSHIP	00	100	100	5
Total			240	460	700	19
SEMESTER - IV						
Part	Core Courses	Name of the course	Internal	External	Total	Credit
Core 20	MGT-CC-541	STRATEGIC MANAGEMENT	40	60	100	3
Elective 5			40	60	100	2
Elective 6			40	60	100	2
Elective 7			40	60	100	2
Elective 8			40	60	100	2
Core 21	MGT-CC-542	DISSERTATION	00	100	100	7
Total			200	400	600	18
Grand Total			1120	1880	3000	84
Minimum requirement to pass a course: External:40%; Internal:No minimum; Aggregate: 50%						

## Elective Courses

During Semester 3 of the program, in addition to the two compulsory courses, a student shall have to choose four elective courses from the list of elective courses announced at the beginning of Semester 3. Also, during Semester 4 of the program, in addition to the one compulsory course, a student shall have to choose four elective courses from the list of elective courses announced at the beginning of the Semester 4. The following are the electives courses offered in Semester III and Semester IV:

<b>FINANCE</b>	
<b>Semester III</b>	
MGT-DE-F531	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
MGT-DE-F532	PROJECT FINANCE
MGT-DE-F533	INVESTMENT BANKING
MGT-DE-F534	FINANCIAL SERVICES
<b>Semester IV</b>	
MGT-DE-F541	BEHAVIOURAL FINANCE
MGT-DE-F542	STRATEGIC FINANCIAL MANAGEMENT
MGT-DE-F543	INTERNATIONAL FINANCIAL MANAGEMENT
MGT-DE-F544	COMMODITIES AND FINANCIAL DERIVATIVES
<b>HUMAN RESOURCE</b>	
<b>Semester III</b>	
MGT-DE-H531	HUMAN RESOURCE DEVELOPMENT
MGT-DE-H532	ORGANISATIONAL CHANGE AND DEVELOPMENT
MGT-DE-H533	CAREER MANAGEMENT
MGT-DE-H534	PERFORMANCE MANAGEMENT
<b>Semester IV</b>	
MGT-DE-H541	GROUP DYNAMICS AND TEAM BUILDING
MGT-DE-H542	PERSONALITY AND MANAGERIAL PERFORMANCE
MGT-DE-H543	CONFLICT RESOLUTIONS AND NEGOTIATIONS
MGT-DE-H544	HR MATRICS AND ANALYTICS
<b>MARKETING</b>	
<b>Semester III</b>	
MGT-DE-M531	ADVERTISING AND SALES PROMOTION
MGT-DE-M532	PRODUCT MANAGEMENT
MGT-DE-M533	SALES MANAGEMENT
MGT-DE-M534	SERVICES MARKETING
<b>Semester IV</b>	
MGT-DE-M541	CONSUMER BEHAVIOUR
MGT-DE-M542	RETAIL MANAGEMENT
MGT-DE-M543	DIGITAL MARKETING
MGT-DE-M544	MARKETING ANALYTICS
<b>OPERATIONS</b>	
<b>Semester III</b>	
MGT-DE-O531	SUPPLY CHAIN MANAGEMENT
MGT-DE-O532	QUALITY MANAGEMENT

MGT-DE-O533	MATERIALS MANAGEMENT
MGT-DE-O534	SERVICE OPERATIONS MANAGEMENT
<b>Semester IV</b>	
MGT-DE-O541	WORLD CLASS MANUFACTURING
MGT-DE-O542	TECHNOLOGY, INNOVATION AND NEW PRODUCT DEVELOPMENT
MGT-DE-O543	TOTAL PRODUCTIVE MAINTENANCE
MGT-DE-O544	FACILITY MANAGEMENT
<b>TRAVEL AND TOURISM</b>	
<b>Semester III</b>	
MGT-DE-T531	TOURISM GEOGRAPHY
MGT-DE-T532	TOURISM PRODUCTS OF INDIA
MGT-DE-T533	TRAVEL AND TOUR OPERATORS MANAGEMENT
MGT-DE-T534	HOSPITALITY MANAGEMENT
<b>Semester IV</b>	
MGT-DE-T541	AIRPORT AND CARGO MANAGEMENT
MGT-DE-T542	EVENT MANAGEMENT
MGT-DE-T543	INTERNATIONAL TOURISM AND GLOBAL UPDATES
MGT-DE-T544	ECOTOURISM
<b>SHIPPING AND LOGISTICS</b>	
<b>Semester III</b>	
MGT-DE-S531	PORT AND SHIPPING MANAGEMENT
MGT-DE-S532	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
MGT-DE-S533	MARITIME ECONOMICS
MGT-DE-S534	WAREHOUSE AND INVENTORY MANAGEMENT
<b>Semester IV</b>	
MGT-DE-S541	MARITIME LAW AND INSURANCE
MGT-DE-S542	CHARTERING PRACTICES
MGT-DE-S543	MARITIME LOGISTICS
MGT-DE-S544	INTERNATIONAL TRADE AND DOCUMENTATION

### Generic Courses (GC)

A student has to complete two compulsory generic courses (one in the first semester and the other in the second semester) during the two years from other departments where his/her choice of course is available. The generic courses offered by IMK for the students of other departments are the following:

Semester No.	Course Code	Name of the Course	Number of Credits
I	MGT-GC-511	TEAM BUILDING	2
	MGT-GC-512	MANAGING RURAL MARKETS	2
II	MGT-GC-521	CAREER MANAGEMENT	2
	MGT-GC-522	MANAGING DIVERSITY IN WORKPLACE	2
III	MGT-GC-531	ECOTOURISM	2
	MGT-GC-532	BASICS OF RETAILING	2
IV	MGT-GC-541	SIX SIGMA	2
	MGT-GC-542	RESPONSIBLE TOURISM	2

## **Attendance Requirement**

Every student shall attend 75% of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement shall not be allowed to appear in the semester examinations.

Note: A student not allowed to appear in the preceding semester examinations due to a shortage of attendance, may appear in the courses of the preceding semester along with the courses of the current semester after making up the shortfall in the attendance. No remedial/ special classes shall be arranged by the Faculty for the purpose of making up the attendance shortfall.

## **Internal Evaluation**

For each course, the break-up of marks shall be as follows:

Internal Examinations: 20 marks	
Seminar	: 10 marks
Assignment	: 10 marks
Total	: 40 marks

## **External Evaluation**

An external evaluation of 60 marks (for every course) will be conducted by the CSS of the University in all the four semesters except for the Internship Report and Dissertation. A model of the external examination question paper is given along with the syllabus in Annexure-III.

## **Internship**

Guidelines are given along with the syllabus in Annexure-I

## **Dissertation**

Guidelines are given along with the syllabus in Annexure-II

## **Transitory Regulations**

The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two year programme within the span period. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the departmental council.

Note: Any other regulations not found in this, the broad CSS Regulations of the University will be applicable (<http://css.keralauniversity.ac.in>)

SEMESTER - 1													
CORE COURSE: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR													
Course Code		Course Name				Category		Lecture Hr	Tutorial Hr	Practical Hr	Credit		
MGT-CC-511		Principles of Management & Organizational Behaviour				CORE		52	5	3	3		
Course Objectives:													
1	To discuss the evolution of management thoughts												
2	To develop an understanding of management functions												
3	To explain the behavioural processes in organizations which are important for them to adapt to the changing corporate environment												
4	To discuss interpersonal relationships and its importance												
5	To explain the decision-making process and role of teams in organizations												
Course Outcomes (COs): On successful completion of the course, the students will be able to													
CO Number	Course Outcome (CO) Statement										Blooms Taxonomy Knowledge Level		
CO1	Understand the concept of management and its evolution										K1, K2		
CO2	Understand and analyse managerial functions, skills and roles										K2, K3		
CO3	Understand and analyse human personality, perception, learning and emotions										K2, K3		
CO4	Analyse and evaluate the process of interpersonal relationship										K2, K5		
CO5	Develop and implement models to enhance motivational levels of employees										K4, K5, K6		
CO6	Understand and implement the behavioural approach to Managerial decision-making										K2, K6		
Programme Outcomes (POs):													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium													
Module	Course Contents											Hours	
I	History of Scientific Management: Pioneers, Mary Follet, Fredrick. W. Taylor, Gilbreth, Henry Fayol etc. and their contributions- Schools of Management thought- Scientific management school -Behavioural science school - Quantitative school, etc. – Comparatives											10	
II	Process of managing: Planning, Organizing, Delegation of authority, Centralization and Decentralization, Staffing, Directing and Controlling - Functions of management in the context of globalization and opening up of the economy - Coping with economic downturns - Future of Management											12	
III	Introduction to OB: Concept, Applications and Challenges of OB, Theoretical perspectives of human behaviour: Perception, Learning, and Personality											9	
IV	Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window											9	
V	Motivation at Work: Introduction, Content Models of Motivation - Process Models of Motivation - Use of Motivation - Leadership and followership: Introduction - Trait, Behavioural and Contingency Approaches to leadership - Transactional and Transformational leadership											11	

<b>VI</b>	Work teams and Groups: Introduction - Reasons for joining groups - Types of groups - Group Cohesiveness - Decision Making: Introduction – Types - Process of Decision- Individual and Group Decision Making - Stress and Well -being at work	<b>9</b>
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcomes:

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Understand the concept of management and its evolution	Presentation on different aspects of principles of management and discussion on evolution of management thoughts	Assignment, Quiz
<b>II</b>	Understand and analyse managerial functions, skills and roles	Presentation on management functions and discussion on managerial roles and responsibilities	Case study, Quiz
<b>III</b>	Understand and analyse human personality, perception, learning and emotions	Measuring human personality, perception; identifying learning styles; and analyzing different emotions with the help of discussions and presentations	Case study, Class test
<b>IV</b>	Analyse and evaluate the process of interpersonal relationship	Presentation and discussion on TA Model and Johari Window and assessment of ego states	Case study, Presentation
<b>V</b>	Develop and implement models to enhance motivational levels of employees	Content and Process models of motivation with the help of presentation and discussion of case and situation analysis	Cases, Quiz
<b>VI</b>	Understand and implement the behavioural approach to Managerial decision-making	Discussion to understand group roles; role plays to understand the concepts of teams. Exercise in decision making	Presentation, Quiz

#### References

<b>1</b>	Hill, C. W., & McShane, S. L. (2008). Principles of management (pp. 404-20). New York: McGraw-Hill/Irwin.
<b>2</b>	Bhattacharya, D. (2012). Principles of management: Text and cases. New Delhi: Pearson Education.
<b>3</b>	Govindarajan, M., & Natarajan, S. (2005). Principles of management. New Delhi: PHI Learning Pvt. Ltd.
<b>4</b>	Duening, P. D. T. N., & Ivancevich, D. J. (2003). Management: Principles and Guidelines. Dreamtech Press.
<b>5</b>	Locke, E. (Ed.). (2011). Handbook of principles of organizational behavior: Indispensable knowledge for evidence-based management. John Wiley & Sons.
<b>6</b>	Buchanan, D. A., & Huczynski, A. (2019). Organizational behaviour. UK: Pearson
<b>7</b>	French, R. (2011). Organizational behaviour. USA: John Wiley & Sons.
<b>8</b>	Saha, J. M. (2006). Management and organizational behaviour. New Delhi: Excel Books India.
<b>9</b>	Wagner III, J. A., & Hollenbeck, J. R. (2020). Organizational behavior: Securing competitive advantage. UK: Routledge.
<b>10</b>	Champoux, J. E. (2010). Organizational behavior: Integrating individuals, groups, and organizations. UK; Routledge.

#### e-Contents

<b>1</b>	<a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001399/M015994/ET/1465192613Module5.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001399/M015994/ET/1465192613Module5.pdf</a>
<b>2</b>	<a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001794/M025730/ET/1516710328Module_6_Q1_.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001794/M025730/ET/1516710328Module_6_Q1_.pdf</a>
<b>3</b>	<a href="https://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf">https://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf</a>
<b>4</b>	<a href="https://saylordotorg.github.io/text_small-business-management-in-the-21st-century/s16-01-principles-of-management-and-o.html">https://saylordotorg.github.io/text_small-business-management-in-the-21st-century/s16-01-principles-of-management-and-o.html</a>
<b>5</b>	<a href="https://guides.monmouth.edu/principles_management">https://guides.monmouth.edu/principles_management</a>

**SEMESTER - 1**  
**CORE COURSE : MANAGERIAL ECONOMICS**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-512	Managerial Economics	CORE	45	5	10	3

**Course Objectives:**

1	To familiarize with concepts of managerial economics and its relevant concepts of economics in current business scenario
2	To discuss the application and implications of economics and its knowledge of the mechanics of supply and demand markets in decision-making and problem solving
3	To explain the optimal point of cost analysis and production factors of the firm
4	To describe the pricing methods and strategies that are consistent with evolving marketing needs
5	To provide insights to the various econometrics in business

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand fundamental concepts in economics to facilitate application of the same	K1, K2
CO2	Understand the demand and supply concepts and principles	K2
CO3	Understand the production and cost functions and its applications	K2, K3
CO4	Evaluate the different types of market and price discrimination	K2, K4, K5
CO5	Analyse and evaluate monetary and fiscal policy	K4, K5
CO6	Create econometrics and digital tools	K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	L	S	S	S
CO3	S	S	M	S	S	M	S	M	L	S	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Managerial Economics: Concept and Importance- Concept of Managerial Economics- Nature of Business Economics- Scope of Managerial Economics- Objectives of business firms-Role of managerial economist in business decision making	10
II	Demand Analysis: Types of Demand- Determinants of Demand- Demand function- Law of Demand- Supply Analysis- Equilibrium Price- Demand curve- Elasticity of Demand and its estimation- Demand forecasting- Qualitative forecasts- Time series forecasting- Accuracy of forecast	10
III	Production and Cost of Production: Production function – cost function in the short run and in the long run – cost concepts – practical applications of cost functions – cost volume profit Analysis – Break even chart – Economics of scale and scope.	10
IV	Market Structure: Comparison of different types markets Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Oligopoly, Models of Oligopoly --- Bertrand duopoly, Cournot duopoly	11
V	National Income- Key concepts-Methods of measuring National income-Choice of methods-Determining the equilibrium level of income- Inflation- Monetary Policy- Fiscal Policy	9

<b>VI</b>	Econometrics in Business: Linear regression model- Classical model- Human Development Index- GINI Index- Gross Domestic Product- Nominal- Purchasing Power Parity- Basic applications of Econometrics software	<b>10</b>
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand fundamental concepts in economics to facilitate application of the same	Discuss the fundamental concepts in economics through presentation and discussion	Presentation, Class test
<b>II</b>	Understand the demand and supply concepts and principles	Discuss demand and supply mechanism through presentation and case studies	Assignment, Class test
<b>III</b>	Understand the production and cost functions and its applications	Discuss the production and cost functions and its applications using case analysis	Presentation, Quiz
<b>IV</b>	Evaluate the different types of market and price discrimination	Evaluate the different types of market and price discrimination using case analysis	Presentation, Group discussion
<b>V</b>	Analyse and evaluate monetary and fiscal policy	Discussion monetary and fiscal policy and its implications through presentation and cases	Case study
<b>VI</b>	Create econometrics and digital tools	Explain the concepts and application of econometrics and digital tools through illustrations	Case study, Class test

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<b>1</b>	Mehta, P.L. (2014). Managerial Economics – Analysis & Cases. New Delhi: Sultan Chand.
<b>2</b>	Joel Dean (2011). Managerial Economics. New Delhi: Prentice Hall.
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<b>4</b>	Damodar, N & Gujarati (2017). Basic Econometrics. New Delhi: Mc Graw Hill.
<b>5</b>	Peterson Lewis (2006). Managerial Economics, New Delhi: Pearson.
<b>6</b>	Sumitra Pal (2004). Managerial Economics: Cases and Concepts. (2004). (n.p.): New Delhi: Macmillan Publishers India Limited.
<b>7</b>	Baye, Michael R., Prince, Jeffrey (2011). Managerial Economics and Business. New Delhi: Chand.
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<b>9</b>	Mark Hirschey (2008). Managerial Economics -An Integrative Approach. 1st Ed. Cengage Learning
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<b>2</b>	<a href="https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-ManagerialEconomics-1stYear.pdf">https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-ManagerialEconomics-1stYear.pdf</a>
<b>3</b>	<a href="https://www.vturesource.com/vtu-syllabus/MBA/2020/1/20MBA12">https://www.vturesource.com/vtu-syllabus/MBA/2020/1/20MBA12</a>
<b>4</b>	<a href="https://iimbx.iimb.ac.in/catalog/introduction-to-managerial-economics/">https://iimbx.iimb.ac.in/catalog/introduction-to-managerial-economics/</a>
<b>5</b>	<a href="https://ddceutkal.ac.in/Syllabus/MCOM/Managerial_Economics.pdf">https://ddceutkal.ac.in/Syllabus/MCOM/Managerial_Economics.pdf</a>

**SEMESTER - 1**  
**CORE COURSE - ACCOUNTING FOR MANAGERS**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-513	Accounting for Managers	CORE	35	10	15	3

**Course Objectives:**

1	To discuss the principles of accounting and the utilisation of accounting information for decision-making in all areas of an organisation
2	To examine how to prepare, analyse and interpret financial statements
3	To discuss the fundamental's principles of financial, cost and management accounting
4	To discuss how to take decisions using management accounting tools
5	To discuss how to prepare financial reports containing all financial and statistical data about the organisation

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concept of accounting, branches of accounting, GAAP, IFRS, and rules of bookkeeping	K1, K2
CO2	Understand and analyze financial statements of companies	K2, K4
CO3	Evaluation of financial statements of companies using ratios	K2, K5
CO4	Prepare, analyze, and interpret cash flow statements	K2, K4, K5
CO5	Understand the concepts of cost accounting, methods and techniques and its applications	K2, K3
CO6	Prepare and adopt budgets and budgetary control	K2, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1			S	M	S	M	M	S	S	S	M	M	S
CO2	S	M	S	M	M	S	S	S	S	M	S	S	S
CO3	S	S	S				M	S	S	S	S	S	M
CO4	M	M	S				S	S	S	M			S
CO5	S	M	S	S	S	S	S	S	S	S			S
CO6	M	S	M	M	S	S	S	M	M	S	S	S	S

**S- Strong, L- Low; M-Medium**

Module	Course Contents	Hours
I	Financial Accounting: Branches of Accounting- Financial Accounting- Concept- Significance- Book-keeping and Accounting- Generally Accepted Accounting Principles (GAAP)- Indian Accounting Standards, IFRS-Systems of Accounting- Rules of bookkeeping- double entry bookkeeping- Principles- Classification of Accounts- Business transactions- Steps in Financial Accounting- Recording-Classifying-Verification- Summarizing- Analysis and interpretation	10
II	Financial Statements: Meaning- Objectives –Structure and contents of financial statements – Capital and revenue- Trading and Profit and Loss Account- Balance Sheet- Adjusting entries – Preparation of Financial Statements- Corporate Balance Sheet (Problems)	10
III	Analysis of Financial Statements: Significance- Users of Financial Statements- Techniques of Financial Statement Analysis- Ratio analysis- Significance- Classification of ratios- Short-term solvency and long-term solvency ratios- Turnover ratios- Profitability ratios- Market test ratios- Analysis and interpretation of financial statements using ratios (Problems)	10
IV	Cash Flow Statement: Significance- Cash from operations – Preparation of cash flow statement (Problems)	10
V	Cost Accounting: Meaning and Objectives- Classification of costs- Direct cost- Overheads- Cost Sheet- Preparation of Cost Sheet- Methods and techniques of costing- Marginal costing-	10

	Application of marginal costing in managerial decision making- Break-even analysis (Problems)	
<b>VI</b>	Budget, Budgeting and Budgetary Control: Concept- Significance-Types of budgets-Preparation of budgets- Master budget-Flexible budget-Cash budget (Problems)	<b>10</b>
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the concept of accounting, branches of accounting, GAAP, IFRS, and rules of bookkeeping	Discuss the concept of accounting, GAAP, IFRS and rules of bookkeeping.	Class test, Presentation
<b>II</b>	Understand and analyze financial statements of companies	Read and interpret the audited financial statements of a few companies	Group discussion, Case analysis
<b>III</b>	Evaluation of financial statements of companies using ratios	Discuss the liquidity, long-term solvency, efficiency profitability, and market position of a few companies using ratio analysis. Prepare and present case studies/mini projects	Quiz, Presentation
<b>IV</b>	Prepare, analyze, and interpret cash flow statements	Discuss the significance of cash flow statements through analysis and interpretation of cash flow statements of a few companies	Class test
<b>V</b>	Understand the concepts of cost accounting, methods and techniques and its applications	Discuss the concept of cost, costing, and cost accounting. Also, learn the methods and techniques of costing through exercises	Class test
<b>VI</b>	Prepare and adopt budgets and budgetary control	Discuss the concept of budget, budgeting, and budgetary control. Also, learn the budgets through exercises	Presentation

#### References

<b>1</b>	Gurinder Singh, Mahendra Kumar Jain & Ruchika Gupta (2020). Accounting for Managers. New Delhi: PHI Learning.
<b>2</b>	Dinesh D Harsolekar and Pinky Agarwal (2022). Accounting for Management. New Delhi: Taxman Publications.
<b>3</b>	Srinivasan, N.P. & M Sakthivel Murugan (2020). Accounting for Management. New Delhi: Sultan Chand and Sons.
<b>4</b>	Ramachandran, Ram Kumar Kakani (2017). Financial Accounting for Management. New Delhi: Tata McGraw Hill Publishing Company Ltd.
<b>5</b>	Arora M.N (2021). Cost and Management Accounting. New Delhi: Vikas Publishing House Private Limited.
<b>6</b>	Narayanaswamy, R. (2017). Financial Accounting: A Managerial Perspective (6th ed.). New Delhi: Prentice Hall of India.
<b>7</b>	Lal, J., Srivastava, S. (2004). Financial Accounting: Principles and Practices. New Delhi: S.Chand Limited.
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<b>2</b>	<a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce :P-04/M-18)
<b>3</b>	<a href="http://nptel.ac.in/courses/110101004/downloads/Lecture%20Notes/module6/lec2.pdf">http://nptel.ac.in/courses/110101004/downloads/Lecture%20Notes/module6/lec2.pdf</a>
<b>4</b>	<a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce :P-06/M-27)
<b>5</b>	<a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce :P-04/M-01,08)

**SEMESTER - 1**  
**CORE COURSE : QUANTITATIVE TECHNIQUES**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
<b>MGT-CC-514</b>	<b>Quantitative Techniques</b>	<b>CORE</b>	<b>50</b>	<b>7</b>	<b>3</b>	<b>3</b>

**Course Objectives:**

<b>1</b>	To discuss fundamental role of quantitative analysis in managerial decision-making, encompassing problem definition, model development, and the application of mathematical models
<b>2</b>	To discuss statistical measures of central tendency and dispersion, along with permutation, combination, and probability theory, to address management challenges effectively
<b>3</b>	To evaluate probability distributions like binomial and Poisson distributions to make informed decisions and predictions within management contexts
<b>4</b>	To examine sampling theory and statistical inference techniques to draw reliable conclusions from data, including hypothesis testing and estimation methods
<b>5</b>	To discuss correlations and regressions in bivariate cases, employing tools like Karl Pearson's coefficient and Spearman's rank correlation coefficient, and apply them to management scenarios using software like SPSS

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
<b>CO1</b>	Understand the basic concepts and components data collection and presentation	<b>K1, K2</b>
<b>CO2</b>	Develop skills in applying the probability theory	<b>K2, K3</b>
<b>CO3</b>	Summaries different tests of significance in large and small sample theory	<b>K4, K5</b>
<b>CO4</b>	Articulate moment measures of Skewness, Kurtosis and solving problems related to management application	<b>K5, K6</b>
<b>CO5</b>	Summarize, analyse the interpret data for decision making	<b>K3, K5</b>
<b>CO6</b>	Apply Correlation and Regression analysis	<b>K3, K6</b>

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	S	M	S	S	S	S	S	S	M	S	S	S	S
<b>CO2</b>	S	S	S	S	M	S	S	S	S	S	S	S	S
<b>CO3</b>	M	S	M	M	S	M	M	M	L	M	M	M	M
<b>CO4</b>	L	L	M	L	M	L	L	L	L	S	L	L	L
<b>CO5</b>	S	S	S	S	S	S	S	S	S	S	S	S	S
<b>CO6</b>	S	S	S	S	S	M	S	S	S	S	M	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
<b>I</b>	Introduction to Quantitative Techniques: Basic Concepts-Place of Quantitative Analysis in the Practice of Management - Problem Definition- Models and their development- Variables Notion of Mathematical Models -. Statistics-Measures of Central Tendency– Combined Mean – Measures of Dispersion: Range, Mean Deviation, Standard Deviation-Variance – Quartile Deviation -Coefficient of Variation	<b>10</b>
<b>II</b>	Permutations and Combinations: Theory of Probability- Concept of Random Experiment-Outcomes, Sample Space, Events Disjoint Events, Mutually Exclusive Events- A Priori or Mathematical Probability- Definitions Probability -Axiomatic definition of Probability- Addition Rules- Conditional Probability- Problem Solving with these Concepts	<b>8</b>

<b>III</b>	Probability Distributions: Random Variable: Probability Density Function- Standard Distributions – Binomial Distribution-Success and Failure-Properties- Poisson Distribution-Uses of Poisson Distribution in Management- Problems in Management Application.	<b>10</b>
<b>IV</b>	Sampling Theory and Basic Concepts in Statistical Inference: Sampling-Meaning-Definition- Probability Sampling and Non-Probability Sampling- Sampling Errors and Non-Sampling Errors- Methods of Sampling- Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling –Judgment Sampling- Merits and Demerits.	<b>11</b>
<b>V</b>	Testing of Hypothesis: Null and Alternate Hypothesis- Level of Significance, Small and Large Sample Tests -Z Test, t-Test, Chi Square Test- Theory of Estimation- Karl Pearson's and Moment Measures of Skewness- Kurtosis- Problems Related to Management Application.	<b>10</b>
<b>VI</b>	Correlation and Regression: Bivariate Cases- Marginal and Conditional Distributions - Concept of Correlation- Karl Pearson's Coefficient of Correlation- Spearman's Rank Correlation Coefficient-Simple Linear Regression; Applications in Management -SPSS	<b>11</b>
<b>TOTAL</b>		<b>60</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Analyze and apply basic quantitative concepts to real-world management problems.	Lecture sessions covering fundamental quantitative concepts, including problem definition, model development, and statistical measures.	Class test, Assignment
<b>II</b>	Demonstrate proficiency in statistical techniques for data analysis and decision-making in managerial contexts.	Interactive discussions and case studies to illustrate the application of quantitative techniques in management decision-making.	Presentation, Quiz
<b>III</b>	Evaluate and interpret probability distributions and their applications in management scenarios.	Hands-on exercises and practical sessions using statistical software like SPSS to analyze data sets and solve management problems.	Role play, Case analysis
<b>IV</b>	Apply sampling theory and statistical inference methods to draw meaningful conclusions from data.	Group projects requiring students to apply permutation, combination, and probability theory to real-world management scenarios.	Presentation, Quiz
<b>V</b>	Employ hypothesis testing and estimation techniques to make informed managerial decisions.	Workshops and tutorials focusing on sampling techniques, hypothesis testing, and correlation/regression analysis with practical examples.	Role play, Case analysis
<b>VI</b>	Utilize correlation and regression analysis to identify relationships and patterns in management data.	Guest lectures from industry experts showcasing the practical applications of quantitative techniques in various management domains	Class test, Discussion

#### **References**

<b>1</b>	Gupta, M. P. (2011). Quantitative techniques for decision making. New Delhi: PHI Learning Pvt. Ltd.
<b>2</b>	Gupta, S.P., & P K Gupta (2022). Quantitative Techniques and Operations Research. New Delhi: Sultan Chand & Sons.
<b>3</b>	Srivastava, U. K., Shenoy, G. V., & Sharma, S. C. (1989). Quantitative techniques for managerial decisions. New Delhi: New Age International.
<b>4</b>	Davis, P., & Garcés, E. (2009). Quantitative techniques for competition and antitrust analysis. USA: Princeton University Press.
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<b>2</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1420">http://epgp.inflibnet.ac.in/view-f.php?Category=1420</a>
<b>3</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1421">http://epgp.inflibnet.ac.in/view-f.php?Category=1421</a>
<b>4</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1422">http://epgp.inflibnet.ac.in/view-f.php?Category=1422</a>
<b>5</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1424">http://epgp.inflibnet.ac.in/view-f.php?Category=1424</a>

**SEMESTER - 1**  
**CORE COURSE : OPERATIONS MANAGEMENT**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-515	Operations Management	CORE	45	10	5	3

**Course Objectives:**

- 1 To understand the decision areas in Operations function in manufacturing and service organisations
- 2 To apply the tools, techniques and models those facilitate decision making in operations
- 3 To design and implement world class operations systems

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the role of operations function in manufacturing and service organisations	K1
CO2	Apply the concepts and tools used for designing the elements such as product, process, layout and job	K3, K4
CO3	Equip to take decisions on key aspects of facility planning like location, capacity planning and aggregate production planning	K4, K5
CO4	Enable the application of control mechanism through quality management and short term scheduling	K6
CO5	Gain insight on value creation through inventory management and supply chain integration	K4, K5
CO6	Improve operation function through proper maintenance of system and application of state of the art world class practices	K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	S	S
CO2	M	S	S						M	M	M	S	S
CO3	M	S	M			S			M	M	S	S	S
CO4	L	S	M	M						M	M	S	S
CO5	M	M	S	S			S			S	S	S	S
CO6	S			S							S		M

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Production vs. Operations: Role of operations function. History-Cost focus, quality focus, Customisation, mass customisation. Operations in service sector. Productivity. Operations strategy. Decision areas in operations.	8
II	Product Design: Generating new products. Practices-Robust design, Modular design, Concurrent engineering, Value analysis, Green manufacturing, Time Based Competition. Process Design. Product –Process matrix, Process types, Process flow charts. Process reengineering. Layout design: Considerations, types of layouts, Office layout, retail layout. Job design: Work study, Work measurement techniques with numerical problems.	12
III	Location Selection for Manufacturing and Services: Process and Relevant factors, Methods with numerical problems. Long Term Scheduling; Capacity planning- Considerations, Aggregate Production Planning methods.	10
IV	Quality: Dimensions Cost of quality, Total Quality Management- TQM tools, Benchmarking, Kaizen, Employee empowerment, JIT. Quality management Systems- ISO 9000, ISO 14000, BIS. Short term scheduling, Production Planning and Control, Theory of Constraints.	10
V	Materials Management: Inventory control techniques, Purchase decision- Quantity and Period of purchase. Deterministic and stochastic models with numerical problems. Stores Management.	12

	MRP-I, MRP-II, ERP. Make or Buy decision. Vendor management. Supply Chain Management: Drivers of Supply Chain Performance.	
<b>VI</b>	Maintenance: Reliability, Types of maintenance, Total Productive Maintenance, Six sigma, Agile Manufacturing, Lean Systems, Computer Integrated Manufacturing. Project management- Stages, CPM, PERT.	<b>8</b>
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in overall business.	Theory, concepts and relevant examples would be introduced through lecture and experience sharing. Cases on operations strategy would be handled through participant-centred learning.	Case analysis
<b>II</b>	Understand the elemental processes involved in designing a product and a service. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analysed with the help of process flow charts.	Relevant examples and exercises would be introduced to explain production processes and facility layout. In addition, small cases would be handled to cover process analysis.	Quiz
<b>III</b>	Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.	Concepts, location models, real-life examples would be discussed. In addition, cases on facility location would be handled.	Exercise, Class test
<b>IV</b>	Learn different quality tools and the tools of statistical process control for analysing a process in terms of quality.	Exercises and small cases would be introduced to discuss the concepts and tools of quality with emphasis on Japanese practices.	Case analysis
<b>V</b>	Develop a thorough understanding on a range of inventory models available as also the suitability of a particular inventory model in a particular context	Relevant exercises and small cases would be introduced to discuss different types of inventory models	Exercise, Case analysis
<b>VI</b>	Learn the different types of maintenance and the world class practices in operations.	Concepts and relevant examples would be introduced through lecture and case studies.	Case analysis

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<b>2</b>	Mahadevan, B. (2015). Operations Management (3rd ed.). New Delhi: Pearson Education.
<b>3</b>	Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). Operations and Supply Chain Management (15th ed.). Chennai: Mc Graw Hill.
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2	<a href="https://www.sciencedirect.com/science/article/pii/S0925527311004646">https://www.sciencedirect.com/science/article/pii/S0925527311004646</a>
3	<a href="https://onlinelibrary.wiley.com/doi/abs/10.1016/0272-6963(80)90005-4">https://onlinelibrary.wiley.com/doi/abs/10.1016/0272-6963(80)90005-4</a>
4	<a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=jVIwSsVHUfAC&amp;oi=fnd&amp;pg=PA2&amp;dq=operations+management&amp;ots=FrA6bT2n7H&amp;sig=1vShfh7hqFpM3vO_GgAI-1l3obY&amp;redir_esc=y#v=onepage&amp;q=operations%20management&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=jVIwSsVHUfAC&amp;oi=fnd&amp;pg=PA2&amp;dq=operations+management&amp;ots=FrA6bT2n7H&amp;sig=1vShfh7hqFpM3vO_GgAI-1l3obY&amp;redir_esc=y#v=onepage&amp;q=operations%20management&amp;f=false</a>
5	<a href="https://journals.sagepub.com/doi/abs/10.1177/014920638901500204">https://journals.sagepub.com/doi/abs/10.1177/014920638901500204</a>

**SEMESTER - 1**  
**CORE COURSE: BUSINESS ENVIRONMENT & CORPORATE ETHICS**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-516	Business Environment & Corporate Ethics	CORE	46	9	5	3

**Course Objectives:**

1	To discuss about the various Business Environment factors
2	To evaluate the role of business in promoting positive social and environmental change
3	To examine the business environment with ethical decision-making throughout the course
4	To familiarise the learners with the concept and relevance of Business Ethics in the modern era
5	To provide opportunities to apply the knowledge to practical business challenges

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the basics of business and its environment, and the role of government in business	K1, K2
CO2	Familiarise with the nature of the business environment and its components	K1, K2
CO3	Demonstrate and develop a conceptual framework of the business environment and generate interest in international business	K2, K3
CO4	Understand the importance and the role of ethical behaviour in today's business world	K2, K3, K4
CO5	Understand the Indian economic and environmental policies and its impact	K2, K4, K5
CO6	Evaluate the ethical approaches to business, and apply them to business decisions	K4, K5, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	M	S	S	S	S	M	M	S
CO2	M	S	M	S	S	M	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	M	S	S	M	S	M
CO4	M	M	S	S	S	S	S	S	M	S	M	M	S
CO5	S	S	S	S	S	S	M	S	S	M	S	S	S
CO6	S	S	M	S	S	M	S	S	S	S	M	M	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Concept of Business: Factors affecting Business - Understanding the Business Environment - Macro and Micro Dimensions of Business Environment - Sectors of Business. Political Environment: Political Systems - Role of Government in Business - Public Policy Formulation - Industrial Policies	12
II	Economic Environment: Nature & Structure of Economic System - NITI Ayog - National Development Council - Economic Indicators - Economic Reforms in India Socio-Cultural Environment: Business and Society - Rural Development – Women and Business - Dimensions of Culture - Religion & Family Culture Affects the Business - Growing Middle Class	12
III	Technological Environment: New Technologies - Economic Effects of Technology - Digital Divide - E-Governance - Technology Transfer -Business Analysis - SWOT Analysis, PESTEL Analysis, Porter's Five Force Analysis	9

<b>IV</b>	Environmental Management: Natural Resources - Environmental Impact Assessment (EIA) - Global Environmental Challenges of Business - Pollution Prevention and Control - Concept of Circular Economy	<b>9</b>
<b>V</b>	Business Ethics: Ethical Concepts and Theories - Ethical Values - Ethical Decision Making - Ethical Gap - Ethical Dilemma - Ethical Leadership - Ethics Committee - Whistleblowing	<b>9</b>
<b>VI</b>	Corporate Governance: Role of Auditors - Corporate Social Audit - Corporate Board - Corporate Social Responsibility (CSR) - Corporate Scams - Fair Trade Practices - Emerging Trends in Corporate Governance	<b>9</b>
<b>TOTAL</b>		<b>60</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Understand the basics of business and its environment, and the role of government in business	Conduct interactive case studies where students analyze real-world business scenarios to understand the complexities of the business environment and develop problem-solving skills.	Presentation, Class test
<b>II</b>	Familiarise with the nature of the business environment and its components	Organize group projects where students assess the political, economic, socio-cultural, and technological dimensions of the business environment, fostering collaboration and analytical abilities.	Assignment, Case study
<b>III</b>	Demonstrate and develop a conceptual framework of the business environment and generate interest in international business	Facilitate business simulation games where students make strategic decisions based on SWOT analysis and PESTEL factors, allowing them to experience the consequences of their choices.	Group discussion
<b>IV</b>	Understand the importance and the role of ethical behaviour in today's business world	Invite guest speakers from industry and academia to share insights on ethical leadership, environmental management, and corporate governance, followed by debates to encourage critical discourse and understanding.	Presentation, Class test
<b>V</b>	Understand the Indian economic and environmental policies and its impact	Assign research projects on emerging trends in corporate governance and sustainable business practices, enabling students to delve deeper into specific areas of interest and develop research skills.	Field visit report
<b>VI</b>	Evaluate the ethical approaches to business, and apply them to business decisions	Conduct hands-on workshops on business analysis tools such as SWOT analysis, PESTEL analysis, and Porter's Five Forces, providing practical experience in assessing business competitiveness and strategy formulation.	Presentation, Case analysis

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<b>1</b>	Ledgerwood, G., & Broadhurst, A. (2000). Environment, Ethics and the Corporation. UK: Springer.
<b>2</b>	Kolb, R. W. (Ed.). (2007). Encyclopedia of business ethics and society. New York: Sage Publications.
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<b>5</b>	Rezaee, Z. (2019). Business sustainability, corporate governance, and organizational ethics. UK: John Wiley & Sons.
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1	<a href="https://business-ethics.com/">https://business-ethics.com/</a>
2	<a href="https://sbeonline.org/">https://sbeonline.org/</a>
3	<a href="https://www.entrepreneurship.org/articles/2002/12/eight-elements-of-an-ethical-organization">https://www.entrepreneurship.org/articles/2002/12/eight-elements-of-an-ethical-organization</a>
4	<a href="https://managementhelp.org/businessethics/index.htm">https://managementhelp.org/businessethics/index.htm</a>
5	<a href="http://www.ethicaledge.com/index.html">http://www.ethicaledge.com/index.html</a>

**SEMESTER - 1**  
**CORE COURSE : INFORMATION TECHNOLOGY FOR MANAGEMENT**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-517	Information Technology for Management	CORE	40	5	15	3

**Course Objectives:**

1	To learn basic concepts of Information Technology for managers
2	To understand basic concepts of Internet and websites, domains, and security therein
3	To recognise security aspects of IT in business and advanced security features
4	To provide the student with a comprehensive grounding in many facets of Information systems, an analysis of different information systems and exposure to recent development developments in the field
5	To learn about upcoming IT technologies

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the fundamentals of information technology	K1, K2
CO2	Understand the role of word processing in information technology for management and its application at individual, organizational level	K2, K3
CO3	Understand and apply Excel in different functional areas of a business	K2, K3, K4
CO4	Understand, develop and apply database management systems	K2, K5, K6
CO5	Understand and apply networking, telecommunication and e-commerce	K2, K3, K6
CO6	Understand and apply information security management	K2, K3, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	M	S	M	M	S	S	S	M	M	S
CO2	S	M	S	M	M	S	S	S	S	M	S	S	S
CO3	S	S	S	M	S	M	M	S	S	S	S	S	M
CO4	M	M	S	S	S	S	S	S	S	M	M	S	S
CO5	S	M	S	S	S	S	S	S	S	S	M	M	S
CO6	M	S	M	M	S	S	S	M	M	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Information Technology in Business Management: Historical perspective of information technology and business- Information and Knowledge-Emerging trends in Computing- cloud computing-Information systems and its major components- Levels of Information systems-System Hardware- System software- Application Software-Components of System software-Contemporary hardware and software platforms (Open source, Web Software etc.) -Scope of IT in Management.	8
II	Word Processing: MS word- Creating a perfect document by adding, editing, formatting texts- Create Tables, Charts, include Pictures in the document-Table of contents, Hyper linking-text in document- Mail Merge- Creating formal letters-Adding and removing digital signature-Page Maker - creating, designing, and printing (e-books, brochures, handbills, visiting cards), Adding, editing, formatting text with graphics- Professional Presentation for Managers-Significance- MS Power Point- Converting the presentations into a video clip- Google Slides	10
III	Excel for Managers: Basics in Excel- Creating, editing, formatting excel work sheet, Printing-printing document, selecting printing area in the work sheet. Charts- include charts from the table content, Pivot table – create and manipulate pivot table-Advanced uses of Microsoft Excel - Commonly used functions: – Logical (AND, IF, NOT, OR TRUE). Financial (DB, FV, IPMT, IRR, NPV, PMT, and PV)-Statistical (AVERAGE, COUNT, COUNTIF, MAX, MIN). Mathematical (PRODUCT, SQRT, SUM, SUMIF). Macros in excel - creating, adding, and editing of macros VBA programming in Excel (an overview) forms in excel.	10
IV	Data Resource Management System: Concept of DBMS-Benefits of DBMS over traditional file system-Types of DBMS-Application of DBMS using MS-Access-Structured Query Language (SQL) components of SQL (DDL, DQL, DML, TCL). SQL DDL commands – Create, Drop,	12

	Alter, Truncate, Comment, and Rename. DML commands –Insert, Update, Delete, Lock, Call, and Explain Plan. DCL commands – Grant, Revoke. TCL commands - Commit, Rollback, save point, DQL command – Select statements and it clauses- Data Warehouses and Data marts-Data Centres-Storage technologies and Architecture (DAT, NAS, SAN etc.)-Storage strategies of companies like Google, Amazon, Wal-Mart dealing with storage crisis	
V	Networking, Telecommunication and E-commerce: Overview of concept such as ERP, SCM, CRM, database management- E- Commerce, E-Business, M- Commerce, Digital Business, E-governance- Introduction and conceptual framework of networking & Telecommunication- Components of networking- LAN/WAN/MAN, network topologies- Cloud computing, GSM and CDMA, GPRS, #G, \$G and % G Technologies, VOIP and IPTV	10
VI	Security Management: The information security management-System vulnerability and abuse-Security Threats (Malicious software, Hacking etc.)- Counter measures-Cybercrime and types-Antivirus, Firewalls, Anti-spyware, Security audit-IT Act 2000	10
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcome

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the fundamentals of information technology	Discuss the fundamentals of information technology	Seminars, Class test
II	Understand the role of word processing in information technology for management and its application at individual, organizational level	Discuss the role of word processing its application using case studies and examples	Assignments, Seminars
III	Understand and apply Excel in different functional areas of a business	Explain Excel using cases and illustrations	Presentations, Class test
IV	Understand, develop and apply database management systems	Discuss the concept and application of DBMS through live cases or examples	Case analysis, Presentations
V	Understand and apply networking, telecommunication and e-commerce	Explain the areas of application of networking and communication technologies in business using case studies	Seminars, Quiz
VI	Understand and apply information security management	Discuss security threats and corrective measures information technology arena	Case studies, Assignments

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1	<a href="https://www.google.co.in/books/edition/IT_for_Busines">https://www.google.co.in/books/edition/IT_for_Busines</a>
2	<a href="https://www.google.co.in/books/edition/Managing_Information_Technology_for_Business">https://www.google.co.in/books/edition/Managing_Information_Technology_for_Business</a>
3	<a href="https://www.google.co.in/books/edition/Release_It/Ug9QDwAAQB">https://www.google.co.in/books/edition/Release_It/Ug9QDwAAQB</a>
4	<a href="https://www.google.co.in/books/edition/Design">https://www.google.co.in/books/edition/Design</a>
5	<a href="#">Information Technology For Business Notes, PDF I MBA 2024 (geektonight.com)</a>

**SEMESTER - 2**  
**CORE COURSE: LAWS FOR BUSINESS**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-521	Laws for Business	CORE	30	20	10	3

**Course Objectives:**

- 1 To discuss fundamental legal principles in business
- 2 To develop critical analysis skills for legal issues
- 3 To impart legal knowledge effectively in decision making
- 4 To examine legal risks in business operations
- 5 To discuss legal decision-making processes within organizations

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the constitution, fundamental rights and types of law	K1, K2
CO2	Understand and adopt law relating to contract	K2, K3, K4, K5, K6
CO3	Understand and adopt laws relating to partnership, agency, and sale of goods	K2, K3, K4, K5, K6
CO4	Understand and adopt law relating to company, the basics of IT Act and GST	K2, K3, K4, K5, K6
CO5	Understand and adopt laws relating employment and wages	K2, K3, K4, K5, K6
CO6	Understand and adopt law relating to negotiable instruments	K2, K3, K4, K5, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to Law: Constitution of India- Fundamental Rights- Sources of Law- Types of Law	10
II	Contract Act: General Principles, Essentials of a Valid Contract, Communication, Acceptance and Revocation - Void, Voidable- Unenforceable and Illegal Contracts- Discharges of Contracts -Breach of Contract and Remedies	12
III	Laws Relating to Partnership: Registration- Rights and Liabilities- Dissolution of A Firm- Laws of Agency-Sale of Goods-Agreements to Sell- Contract for Work-Bailment- Mortgage of Goods- Time Purchases and Relationships with Sale- Conditions and Warranties - Rights of an Unpaid Seller.	12
IV	Company Law: Company: Types of Companies- Formation of a company- Capital-Owned and borrowed capital- Management of a company- Meetings and Resolutions - Accounts and Auditing-Winding Up- Different Modes- Liquidator- Companies Act 2013-Income Tax Act- GST	10
V	Employment and Labour Contracts: Minimum Wages Act, Payment of Gratuity Act, Employees' Provident Fund Act - Equal Remuneration Act- Occupational Safety and Health- Labour Welfare Laws- Contract Labour (Regulation and Abolition) Act, Industrial Relations and Disputes Resolution- Factories Act- Industrial Dispute Act, Maternity Benefit Act	8

VI	Negotiable Instrument Act: Cheques, Bills of Exchange, Promissory Notes- Holder in due course-Dishonour of Instruments-Noting and Protest- Minor and Negotiable instruments-Negotiation-Discharge from liability-Law relating to these instruments		8
TOTAL			60
Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the constitution, fundamental rights and types of law	Interactive lectures, case studies, and discussions on constitution, fundamentals rights and types of law	Presentation, Quiz,
II	Understand and adopt law relating to contract	Lectures, case studies, and group discussions on contract Act	Presentation, Case analysis
III	Understand and adopt laws relating to partnership, agency, and sale of goods	Lectures, case studies, and group discussions on laws relating to partnership, agency, and sale of goods	Presentation, Class test
IV	Understand and adopt law relating to company, the basics of IT Act and GST	Case studies, role plays, and lectures focusing on company law, the basics of IT Act and GST	Presentation, Case analysis
V	Understand and adopt laws relating employment and wages	Lectures, case studies, and group discussions on laws relating employment and wages	Presentation, Class test
VI	Understand and adopt law relating to negotiable instruments	Lectures, readings, and discussions on negotiable instruments	Presentation, Class test
References			
1	Agrawal, A. N. (2020). Law of Contract & Specific Relief Act. New Delhi:Taxmann Publications Pvt. Ltd.		
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1	<a href="https://egyankosh.ac.in/handle/123456789/83399">https://egyankosh.ac.in/handle/123456789/83399</a>		
2	<a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==</a>		
3	<a href="https://www.vedantu.com/commerce/business-law">https://www.vedantu.com/commerce/business-law</a>		
4	<a href="https://www.icsi.edu/media/webmodules/BUSINESS%20ENVIRONMENT%20AND%20LAW.pdf">https://www.icsi.edu/media/webmodules/BUSINESS%20ENVIRONMENT%20AND%20LAW.pdf</a>		
5	<a href="https://www.hzu.edu.in/uploads/2020/10/business-law.pdf">https://www.hzu.edu.in/uploads/2020/10/business-law.pdf</a>		

## SEMESTER – 2

### CORE COURSE: RESEARCH METHODS FOR MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-522	Research Methods for Management	CORE	46	9	5	3

#### Course Objectives:

1	To provide an understanding of fundamental concepts in the field of research
2	To equip the students with research tools to conduct research and analysis for effective decision making
3	To develop an understanding of how to write and present research report

#### Course Outcomes (COs): On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the role and importance research in managerial decision making and the basic concepts in search	K1, K2
CO2	Familiarise with research process, problem formulation, review of literature and selection of appropriate research design	K2, K3
CO3	Equip to take decision regarding data collection method and tools	K2, K3
CO4	Apply appropriate sampling method and decide on sample size	K3, K4
CO5	Understand, analyse and evaluate appropriate statistical tool to analyse data	K2, K4, K5
CO6	Creative presentation of the research work and output	K5, K6

#### Programme Outcomes (POs):

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	S	S	S	S	S	S	M	S	S
CO2	S	M	S	S	S	S	S	S	M	S	M	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M	S
CO4	S	S	S	M	S	M	S	S	S	M	S	M	S
CO5	L	L	M	M	S	M	S	M	S	M	S	M	S
CO6	S	S	S	S	S	S	S	S	S	M	S	M	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to Business Research: Meaning of Research, Need for Business Research, Research and Managerial Effectiveness. Induction & Deduction Method .Building Blocks of Science in Research. Variables, Constructs.	10
II	Research Process: Problem Formulation, Statement of problem, framing objectives, Literature survey - reasons, procedure, writing the literature review. Research design – Exploratory, Descriptive and Experimental designs.	8
III	Types of Data: Sources of primary and secondary data. Data collection methods. Interview – Types. Observation- types. Scaling Techniques. Errors in Measurement - Nominal, Ordinal, Interval, Ratio Scales. Questionnaire design. Reliability and validity. Projective methods-types, uses.	12
IV	Sampling Design: Population, Sampling Frame, sampling unit - Sampling Error – Sampling types-probabilistic and non-probabilistic methods- Sample size - Determination of sample size.	10
V	Data Analysis and Interpretation: Editing, Coding, Categorization, Tabulation. Data analysis- Hypothesis formulation, Parametric and Non-Parametric tests, Univariate and Multivariate analysis. Use of statistical Software- SPSS, R, Excel, NVivo	12
VI	Research Report: Components, Steps, and Types. Characteristics of Well Written Reports- Reference and Bibliography- APA Format – Format of a report	8
<b>TOTAL</b>		<b>50</b>

Facilitating the Achievement of Course Learning Outcomes:			
Unit No	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the role and importance research in managerial decision making and the basic concepts in search	Lecturing session on concepts and case analysis to clarify the role and importance of research	Presentation, Class test
II	Familiarise with research process, problem formulation, review of literature and selection of appropriate research design	Case analysis on problem formulation and selection of research design. Writing exercise to familiarise with review of literature	Presentation
III	Equip to take decision regarding data collection method and tools	Lecturing session on concepts and tools with emphasis on examples. Exercise for questionnaire construction	Presentation, Case analysis
IV	Apply appropriate sampling method and decide on sample size	Lecturing session on sample size determination and sampling methods	Presentation, Case analysis
V	Understand, analyse and evaluate appropriate statistical tool to analyse data	Presentation and discussion on hypotheses testing, discussion on various descriptive and inferential statistics using SPSS	Presentation, Class test
VI	Creative presentation of the research work and output	Writing exercise to familiarise with research Report	Presentation, Discussion

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2	Krishnaswamy, K.N. et al. (2017). Research Methodology: Integration of Principles, Methods and Techniques(1 <sup>st</sup> Edition). New Delhi: Pearson Education Asia.
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2	<a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/law/09_research_methodology/01_basics_of_research/et/8148_et_et.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/law/09_research_methodology/01_basics_of_research/et/8148_et_et.pdf</a>
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**SEMESTER - 2**  
**CORE COURSE: HUMAN RESOURCE MANAGEMENT**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
<b>MGT-CC-523</b>	<b>Human Resource Management</b>	<b>CORE</b>	<b>40</b>	<b>10</b>	<b>10</b>	<b>3</b>

**Course Objectives:**

<b>1</b>	To discuss the management of human resources and strategies in managing people professionally in view of changing business contexts
<b>2</b>	To explain human resource policies and practices that they need to know regardless of their field of managerial functions
<b>3</b>	To discuss the need for worker participation in organizations

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
<b>CO1</b>	Understand the role and trends in HRM	<b>K1, K2</b>
<b>CO2</b>	Learn and analysing and designing of jobs and the human resource functions	<b>K2, K4</b>
<b>CO3</b>	Familiarize the concepts of training and development	<b>K2, K3</b>
<b>CO4</b>	Conceptualize compensation management- wage and salary administration	<b>K2, K4</b>
<b>CO5</b>	Understand and apply collective bargaining and worker's participation in management	<b>K2, K3, K5</b>
<b>CO6</b>	Understand and implement international human resource management practices and models	<b>K2, K6</b>

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	S	M	M	S	L	S	L	S	M	M	M	S	S
<b>CO2</b>	S	M	L	S	M	M	L	S	M	M	M	S	S
<b>CO3</b>	S	S	M	S	S	M	M	S	M	L	S	S	S
<b>CO4</b>	S	S	M	S	S	M	M	S	M	S	S	S	S
<b>CO5</b>	S	S	S	S	S	S	M	M	S	S	S	S	S
<b>CO6</b>	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
<b>I</b>	Human Resource Management in Organizations: Concept- HR functions and Global Environment-Changing Role of HR Manager-Current Trends in Human Resources Management.	<b>9</b>
<b>II</b>	Job Analysis: Concept-Human Resource Planning- Demand and Supply Forecasting- Downsizing and Retention-Talent Acquisition-Recruitment-Selection and Induction- Performance Management Systems and Strategies.	<b>9</b>
<b>III</b>	Training and Development: Concept- Assessment of training needs-Methods of Training- Executive Development: Methods and techniques of Executive Development-Performance Appraisal: Uses and Process-Traditional and Contemporary methods of Performance Appraisal System.	<b>12</b>
<b>IV</b>	Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure – Theories of wages - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Fringe benefits and services - Employee Welfare.	<b>9</b>
<b>V</b>	Industrial Relations: Facilitating Legislative Framework-Trade Unions-Managing Conflicts- Collective Bargaining-Workers Participation in Management: Concept- Mechanisms and Experiences-Employee Health and Safety-Grievances & Discipline- Social Security-Personnel Records-HR Accounting-Audit & Research-Stress Management.	<b>12</b>

VI	International HRM and Emerging Horizons of HRM: Concept-Models of International HRM-Challenges of International HR Managers-Global HR practices-E-HRM-HRIS (Human Resource Information System) -Measuring intellectual capital-Impact of HRM practices on organisational performance-Contemporary issues in Human Resource Management.	9	
TOTAL		60	
Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Human resource management concepts and the role HRM in changing environment	Presentation and discussion on HRM and Global Environment	Case analysis, Quiz
II	Analysing and designing of jobs and the functions of HRM	Discussion on demand and supply of labour and recruitment and selection with suitable examples	Presentation, Case study
III	Executive development programmes and performance appraisal techniques	Presentation of developmental programmes in organizations	Class test, Roleplay
IV	Wage and salary administration	Discussion on compensation management in organizations	Presentation, Assignment
V	Industrial relations in organizations	Presentation on trade union and workers' participation in organizations	Case study, Assignment
VI	International HRM	Discussion on global HR practices	Class test, Presentation
References			
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2	Boselie, P. (2014).Strategic human resource management: A balanced approach. New Delhi: McGraw Hill.		
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4	Azmi, F. T. (2019). Strategic human resource management: text and cases. United Kingdom: Cambridge University Press.		
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7	Carbery, R., & Cross, C. (Eds.). (2018). Human resource management. London: Bloomsbury Publishing.		
8	Paauwe, J. (2004). HRM and performance: Achieving long-term viability. United Kingdom: Oxford University Press.		
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3	<a href="http://www.workforce.com">www.workforce.com</a>		
4	<a href="http://www.ihrim.org">www.ihrim.org</a>		
5	<a href="http://www.humanresourcesiq.com">www.humanresourcesiq.com</a>		

**SEMESTER - 2**  
**CORE COURSE: MARKETING MANAGEMENT**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-524	Marketing Management	CORE	46	9	5	3

**Course Objectives:**

1	To discuss the dynamics of consumer behaviour and how to influence purchasing decisions
2	To familiarize market research and analyse data to inform strategic decision-making
3	To examine marketing planning and control processes, including budgeting, setting goals, and measuring marketing performance
4	To discuss the strong communication skills to create compelling marketing messages and deliver impactful presentations
5	To examine the dynamic nature of the marketing landscape and stay up-to-date on emerging trends, especially in digital marketing and technology

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the basic concepts and components of marketing management	K1, K2
CO2	Able to know the factors influencing buying behaviour and steps in buying process	K2, K3
CO3	Understand market research and patterns of market segmentation	K3, K4, K5
CO4	Conceptualize pricing and factors influencing pricing decisions	K2, K3, K4, K5
CO5	Familiarize integrated marketing communication and retail marketing	K4, K5
CO6	Understand the current developments and ethics in marketing	K4, K5, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L	S	M	L	M	S	L	S	S	S
CO2	M	S	S	M	S	S	M	S	M	M	M	S	M
CO3	M	S	S	S	M	S	S	M	M	M	M	S	S
CO4	L	S	S	M	M	M	M	S	L	S	M	S	M
CO5	M	M	M	S	S	L	S	S	S	S	S	S	S
CO6	S	S	S	S	S	M	L	M	M	M	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to Marketing Management - Marketing Environment - Domestic Marketing and International Marketing - Fundamentals of Strategic Marketing Planning - Customer Lifetime Value - Marketing Organization and Control Systems - Organising Marketing Department - Marketing Control Techniques.	12
II	Consumer Behaviour - Consumer and Business Markets - Buying Roles - Steps Involved in Buying Process - Factors Influencing Buying Decision - Consumer Adoption Process - Changing Pattern of Consumer Behaviour.	8
III	Marketing Research and Selecting the Target Markets - Marketing Information System - Demand Estimation and Sales Forecasting - Market Segmentation - Levels and Patterns of Segmentation - Effective Segmentation - Market Targeting - Positioning Methods and Strategies.	9
IV	Product and Pricing Decisions: Concept of Product - Product Line and Product Mix - New Product Development - Packaging and Labelling - Concepts of Branding - Brand Types - Brand Equity - Branding Strategies - Product Life Cycle Stages and Strategic Marketing Decisions - Services Marketing - Pricing Concepts - Factors Influencing Price Decisions - Pricing Strategies.	11
V	Promotion And Distribution Decisions: Promotion Mix - Integrated Marketing Communication- Advertising - Sales Promotion - Personal Selling - Publicity - Public Relations - Direct Marketing	12

	- Distribution Channels - Physical Distribution Systems - Channel Intermediaries - Channel Management - Wholesaling and Retailing - Retail Marketing.	
<b>VI</b>	Emerging Trends in Marketing - Social Marketing - Digital Marketing - Green Marketing - Retro Marketing - Marketing Analytics - Current Developments in Marketing - Ethics in Marketing	<b>8</b>
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the intricacies of domestic and international marketing environments, and apply strategic marketing planning fundamentals to both contexts.	Conduct case studies to apply theoretical concepts, fostering critical thinking and problem-solving skills.	Presentation, Class test
<b>II</b>	Analyze consumer behavior, including buying roles, decision-making processes, and factors influencing purchasing decisions, to inform effective marketing strategies.	Engage students in group projects to develop marketing plans, promoting teamwork and practical application.	Case study, Assignment
<b>III</b>	Develop proficiency in marketing research techniques, target market selection, and segmentation strategies to enhance market positioning and competitiveness.	Invite guest speakers to share industry insights, enhancing real-world understanding beyond textbooks.	Group discussion
<b>IV</b>	Evaluate product and pricing decisions, including product development, branding strategies, pricing concepts, and effective promotion and distribution strategies.	Utilize marketing simulation games for hands-on experience in strategic decision-making.	Presentation, Class test
<b>V</b>	Explore emerging trends in marketing, including social, digital, and green marketing, and apply marketing analytics to adapt to current market developments.	Organize field trips to observe marketing practices firsthand and network with professionals.	Field visits
<b>VI</b>	Examine the ethical implications of marketing practices and develop responsible marketing strategies aligned with ethical standards and societal values.	Facilitate debates and presentations on marketing issues to promote research and effective communication	Presentation, Case analysis

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<b>1</b>	Chandrasekar, K. S. (2010). Marketing management Text and cases. New Delhi: Tata McGraw-Hill.
<b>2</b>	Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). Marketing management: an Asian perspective. New Delhi: Pearson
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<b>7</b>	Keegan, W. J. (2011). Global marketing management. New Delhi: Pearson Education India.
<b>8</b>	Baker, M., & Hart, S. (2008). The marketing book. United Kingdom: Routledge.
<b>9</b>	Hackley, C. (2003). Doing research projects in marketing, management and consumer research. UK: Routledge.
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<b>2</b>	<a href="https://smallbusiness.chron.com/difference-between-advertising-sales-promotions-3377.html">https://smallbusiness.chron.com/difference-between-advertising-sales-promotions-3377.html</a>
<b>3</b>	<a href="https://www.ama.org/">https://www.ama.org/</a>
<b>4</b>	<a href="https://academy.hubspot.com/">https://academy.hubspot.com/</a>
<b>5</b>	<a href="https://www.marketingsherpa.com/">https://www.marketingsherpa.com/</a>

**SEMESTER-2**  
**CORE COURSE: FINANCIAL MANAGEMENT**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-525	Financial Management	CORE	46	5	9	3

**Course Objectives:**

1	To discuss the framework of financial management in the context of business realities
2	To discuss the core functions of finance today
3	To explain financial management practices
4	To explain financial management practices at the Indian and global context
5	To discuss the concept of cost of capital and time value of money

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the meaning, nature and objectives of financial management, Time value of money and sources of finance	K1, K2
CO2	Understand the concept of cost of capital and calculate and interpret specific and composite costs	K1, K3
CO3	Analyse the financing options available to firms, trade-off between debt and equity, and criteria for deciding the optimal capital structure	K4, K5
CO4	Make strategic investment decisions with the help of traditional and modern techniques	K5, K6
CO5	Analyse dividend practices and implement dividend decision	K4, K6
CO6	Understand and analyse working capital and the working capital policies to manage cash, accounts receivable and cash for a company	K2, K4, K5

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	L	M	S	M	M	M	L	S	M	M	M	L
CO2	L	M	S	L	M	L	S	M	M	M	L	S	M
CO3	M	S	L	M	M	M	M	M	M	S	S	M	L
CO4	S	M	L	M	S	S	M	M	M	S	M	S	M
CO5	M	M	L	M	L	M	M	L	L	M	M	L	M
CO6	M	M	M	S	M	M	L	M	S	M	M	M	M

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Financial Management: Meaning, Nature, Scope and Objectives - Role of financial manager. Time value of money - Risk-return relationship - Sources of finance	9
II	Cost of Capital: Meaning and concept-Significance-Calculation of specific costs and composite costs (WACC)	9
III	Financing Decisions: Capital structure- Theories and value of the firm - Net income approach, Net operating income approach, Traditional approach, Modigliani Miller Model- Determining the optimal capital structure.	12
IV	Investment Decisions: Concept-Significance- Capital budgeting Techniques - Payback period, NPV, IRR, Profitability Index-NPV v/s IRR - Capital rationing.	12
V	Dividend Decisions: Dividend Policy-Factors determining dividend policy, Theories of dividend-Gordon Model, Walter Model, MM Hypothesis- Forms of dividend- Dividend policies in practice	8

<b>VI</b>	Working Capital Management: Concept of working capital- Factors affecting working capital requirements – Working capital policies-Management of working capital - Forecasting working capital requirements - Cash management - Receivables management - Inventory management	<b>10</b>
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the meaning, nature and objectives of financial management, Time value of money and sources of finance.	Discuss the concept of Finance, personal finance, and financial management. Also, discuss and workout time value of money and sources of finance	Class test, Seminars
<b>II</b>	Understand the concept of cost of capital and calculate and interpret specific and composite costs.	Discuss, calculate, and interpret cost of capital	Case analysis, Class test
<b>III</b>	Analyse the financing options available to firms, trade-off between debt and equity, and criteria for deciding the optimal capital structure	Discuss the concept of capital structure, financial structure, and its determinants. Also, discuss the theories of capital structure using live examples	Quiz, Case analysis
<b>IV</b>	Make strategic investment decisions with the help of traditional and modern techniques.	Discuss the concept of capital budgeting, and calculate and interpret long term proposals using traditional and modern tools through examples	Seminars, Case analysis
<b>V</b>	Analyse dividend practices and implement dividend decision	Discuss the concept of dividend, forms of dividend and dividend policy through examples	Presentation, Class test
<b>VI</b>	Understand and analyse working capital and the working capital policies to manage cash, accounts receivable and cash for a company.	Discuss the concept of working capital and its components. Also, estimate the amount of working capital through examples	Presentation, Class test

#### References

<b>1</b>	Khan, M.Y. & P.K. Jain (2008). Financial Management, Text, problems, and cases. New Delhi: Tata McGraw - Hill publishing company Limited.
<b>2</b>	Shashi K.Gupta, R.K.Sharma (2006). Financial Management Theory and Practice. New Delhi: Kalyani Publishers.
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<b>5</b>	Baker, H. K., Powell, G. (2009). Understanding Financial Management: A Practical Guide. Germany: Wiley.
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<b>10</b>	Balla, v.K. (2021). Financial Management. (n.d.). New Delhi: S. Chand Publishing.

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<b>3</b>	<a href="https://www.managementstudyguide.com/financial-management.htm">https://www.managementstudyguide.com/financial-management.htm</a>
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**SEMESTER - 2**  
**CORE COURSE: BUSINESS COMMUNICATION**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-526	Business Communication	CORE	45	9	6	3

**Course Objectives:**

1	To develop skills and competencies in participants, capable to communicate effectively through written, oral and social medium
2	To conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts
3	To familiarise with persuasive communication and its different modes of communication techniques
4	To discuss the importance of oral communication and its etiquettes
5	To familiarise with cross-cultural communication and developed with global business etiquette and protocols

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the ethical responsibilities towards community, society, discipline, and profession based on various perspectives and associated standards of ethical communication	K1, K2
CO2	Understand the impact of the professional management solutions in societal and environmental contexts	K2
CO3	Demonstrate the knowledge of and need for sustainable development via report writing	K3
CO4	Practice the communication process, along with knowledge of cross-cultural functions	K3, K4
CO5	Create and apply appropriate techniques, resources and modern management in business communication	K3, K6
CO6	Create ability to comprehend communication critically and demonstrate intercultural sensitivity	K5, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	L	S	L	M	L	M	M	S
CO2	S	M	L	M	L	S	S	M	S	S	M	M	S
CO3	S	S	S	M	S	S	L	S	S	M	S	M	S
CO4	S	S	S	S	M	S	M	S	L	S	M	S	S
CO5	S	S	S	S	S	M	S	M	S	M	S	S	S
CO6	S	S	S	M	S	S	S	S	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Nature and purpose of communication; Process and Elements – Classification of communication - interpersonal, interpersonal, written, verbal, non-verbal, visual etc.; Barriers to communication; principles of effective communication; Business communication – Role, Importance, types; Deductive & inductive logic	11
II	Written communication, Principles of effective writing; business letters – Types, layout, Application letter – resume – references; Appointment order. Letter of resignation; Business enquiries – offers and quotations, Order – execution and cancellation of orders; Letters of complaint	10
III	Persuasive communication – Circulars, Publicity material, news, letters, Notices and advertisements, Leaflets, Initiation; Internal communication – memoranda, meeting documentation, Reports, Types of reports, Writing of reports	10
IV	Oral communication – Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills – Appearing in interviews, conducting interviews;	10

<b>V</b>	Classroom Communication-Role of teacher-Design and Presentation-Developing Classroom Culture-Developing Communication skills in Learners- Think aloud strategy. Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures	<b>10</b>
<b>VI</b>	Mass Media-Mass communication agencies in India-Securing information systems- Malicious programs in Information Systems-Various types of digital conferencing	<b>9</b>
<b>TOTAL</b>		<b>60</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Understand the ethical responsibilities towards community, society, discipline, and profession based on various perspectives and associated standards of ethical communication	Present the ethical responsibilities towards community, society, discipline, and profession through live cases/examples	Presentation, Group discussion
<b>II</b>	Understand the impact of the professional management solutions in societal and environmental contexts	Present impact of the professional management solutions in societal and environmental contexts through cases	Assignment, Quiz
<b>III</b>	Demonstrate the knowledge of and need for sustainable development via report writing	Present the knowledge of and need for sustainable development via report writing through examples	Assignment, Class test
<b>IV</b>	Practice the communication process, along with knowledge of cross-cultural functions	Discuss the practices in the communication process and cross-cultural functions through live cases/examples	Presentation, Group discussion
<b>V</b>	Create and apply appropriate techniques, resources and modern management in business communication	Discuss the techniques, resources and modern management in business communication through case studies	Presentation, Class test
<b>VI</b>	Create ability to comprehend communication critically and demonstrate intercultural sensitivity	Create ability to demonstrate communication critically and intercultural sensitivity through cases and illustrations	Presentation, Assignment

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<b>1</b>	Bovee, Courtland L., Thill, John V, Mukesh Chaturvedi (2011). Business Communication Today. New Delhi: Pearson
<b>2</b>	Konar, N. (2011). Communication skills for Professionals. New Delhi: Prentice Hall.
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<b>1</b>	<a href="http://epgp.inflibnet.ac.in/view_f.php?category=">http://epgp.inflibnet.ac.in/view_f.php?category=</a>
<b>2</b>	<a href="https://www.getmyuni.com/mba-communications-management-syllabus-subjects">https://www.getmyuni.com/mba-communications-management-syllabus-subjects</a>
<b>3</b>	<a href="http://osou.ac.in/pdf/CERTIFICATE_IN_COMMUNICATION_SKILLS.pdf">http://osou.ac.in/pdf/CERTIFICATE_IN_COMMUNICATION_SKILLS.pdf</a>
<b>4</b>	<a href="https://mu.ac.in/wp-content/uploads/2021/06/USIT105-Communication-Skill.pdf">https://mu.ac.in/wp-content/uploads/2021/06/USIT105-Communication-Skill.pdf</a>
<b>5</b>	<a href="https://www.amity.edu/gurugram/naac/1.3.2%20value_added_courses_manual/1.3.2%20value_added_courses_manual/communication%20skills%20-%20syllabus%202018%20(manual).pdf">https://www.amity.edu/gurugram/naac/1.3.2%20value_added_courses_manual/1.3.2%20value_added_courses_manual/communication%20skills%20-%20syllabus%202018%20(manual).pdf</a>

**SEMESTER - 2**  
**CORE COURSE: BUSINESS PLANNING & ENTREPRENEURSHIP**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-527	Business Planning & Entrepreneurship	CORE	50	10	0	3

**Course Objectives:**

- 1 To discuss the concept and process of entrepreneurship
- 2 To explain the concept of business plan and its preparation
- 3 To familiarize with marketing plan, operation plan, organizational plan & financial plan
- 4 To discuss institutional facilities available to an entrepreneur in India
- 5 To discuss the importance of Intellectual property in modern business

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concepts of entrepreneurship, its need and scope.	K1, K2
CO2	Understand the need for a business plan and steps in the preparation of business plan	K2, K3
CO3	Understand, apply and analyse marketing plan, operation plan, organizational plan and financial plan	K1, K3, K4
CO4	Understand and evaluate financing and its effects on effective asset management	K2, K4, K5
CO5	Impart basic knowledge for acquiring an established venture, and methods of valuing a business	K4, K5, K6
CO6	Analyse life cycle of an entrepreneurial venture and the importance of Intellectual property in modern business	K2, K3

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	M	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	M	M	S	S
CO3	S	S	S	M	M	S	S	M	S	S	S	S	M
CO4	S	M	M	S	S	M	M	L	S	S	M	S	M
CO5	S	M	M	S	M	M	M	M	M	S	S	S	M
CO6	S	M	M	M	L	M	L	M	L	S	S	S	L

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Entrepreneurship: Meaning and concept – Definition of an Entrepreneur – Characteristics of an Entrepreneur – Entrepreneurial Process – Scope of Entrepreneurship in India – Women Entrepreneurship – Social Entrepreneur – Development of Social Entrepreneurship in India – Entrepreneurial motivation – Factors responsible for Emergence of Entrepreneurship – Types of Entrepreneurship – Intrapreneurship - Barriers to Entrepreneurship – MSME Growth and Development of MSME in India – Small Business: Meaning – Role – Strengths and weaknesses	12
II	Business Plan: Meaning – Purpose of a Business plan – Steps in the preparation of Business Plan – Project Report Preparation – Essentials of a Project Report	8
III	Marketing Plan: Market Research – Segmentation – Market Positioning – Developing Marketing Mix Strategies – Packaging and Labelling – Pricing Mix – Promotional Mix – Distribution Mix – Channel Levels – Types of Distribution Channels – Operation Plan – Capacity Planning- Inventory Management – ISO 9000 and TQM – Organizational Plan – Financial Plan – Feasibility Planning – Fundamental of a good feasibility plan	10
IV	Financing a New Venture: Financing and its effects on effective asset management – Alternate Methods of Financing – Venture Capital and New Venture Financing – Working out working capital requirement – Institutions Supporting Entrepreneurs	10

<b>V</b>	Acquiring an Established Venture: Advantages and Disadvantages of acquiring established business – Considerations for evaluating business opportunities – Methods of valuing a business – Franchising and Franchisee's perspective.	<b>10</b>
<b>VI</b>	Life cycle of an entrepreneurial venture: Role of entrepreneur during various transition stages – Growth Strategies – Intellectual Property: Importance of Intellectual property – Trademarks – Copyright – Patents – Steps in Obtaining a Patent– Geographical Indications (GI) of Goods – Designs – Other Laws in India relating to IPR	<b>10</b>
<b>TOTAL</b>		<b>60</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Understand the concepts of entrepreneurship, its need and scope.	Interactive lectures, readings, case studies, field visit and class discussions to understand the concepts of entrepreneurship, its need and scope & development of MSME in India	Case study, Group discussions, Presentations, Class test
<b>II</b>	Understand the need for a business plan and steps in the preparation of business plan	Case study analysis and group discussions to understand the need for a business plan and steps in the preparation of business plan	Case study, Class test, Presentations
<b>III</b>	Understand, apply and analyse marketing plan, operation plan, organizational plan and financial plan	Interactive lectures, readings, case studies and class discussions to familiarize with the marketing plan, operation plan, organizational plan and financial plan	Group discussions, Presentations
<b>IV</b>	Understand and evaluate financing and its effects on effective asset management	Case study analysis, group discussions to understand the financing and its effects on effective asset management	Case study, Group discussions, Class test
<b>V</b>	Impart basic knowledge for acquiring an established venture ,and methods of valuing a business	Case studies and group discussions to provide basic knowledge about the acquiring an established venture and methods of valuing a business	Case study, Group discussions, Presentation
<b>VI</b>	Analyse life cycle of an entrepreneurial venture and the importance of Intellectual property in modern business	Seminars, debates and workshops to understand the life cycle of an entrepreneurial venture and importance of IPR	Seminars, Debates

#### **References**

<b>1</b>	Madhurima, L., & Shika, S. (2008). Entrepreneurship. New Delhi: Excel Books
<b>2</b>	Casson, M. (Ed.). (2008). United Kingdom: The Oxford handbook of entrepreneurship.
<b>3</b>	Bhanushali, S. G. (1987). Entrepreneurship Development: An Interdisciplinary Approach. Mumbai: Himalaya Publishing House.
<b>4</b>	Charantimath, P. M. (2014). Entrepreneurship Development and Small Business Enterprises. New Delhi: Pearson
<b>5</b>	Drucker, P. (2014). Innovation and Entrepreneurship. United Kingdom: Taylor & Francis.
<b>6</b>	Roy, R. (2008). Entrepreneurship Management. United Kingdom: Oxford University Press.
<b>7</b>	Baringer, B. (2015). Entrepreneurship. New Delhi: Pearson
<b>8</b>	Chandra, P. (2015). Projects: Planning, Analysis, Selection, Implementation and Review. New Delhi: Tata McGraw Hill
<b>9</b>	Naidu, N. V. R. (2013). Management and entrepreneurship. New Delhi: IK International Pvt Ltd.
<b>10</b>	Kumar, A. (2012). Entrepreneurship: Creating and leading and entrepreneurial organisation. New Delhi: Pearson

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<b>1</b>	<a href="https://www.entrepreneur.com/">https://www.entrepreneur.com/</a>
<b>2</b>	<a href="https://msme.gov.in/">https://msme.gov.in/</a>
<b>3</b>	<a href="https://www.ediindia.org/">https://www.ediindia.org/</a>
<b>4</b>	<a href="https://www.inc.com/">https://www.inc.com/</a>
<b>5</b>	<a href="https://www.youtube.com/watch?v=09aSi1CCvf8">https://www.youtube.com/watch?v=09aSi1CCvf8</a>

**SEMESTER -2**  
**CORE COURSE: OPERATIONS RESEARCH**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-528	Operations Research	CORE	54	3	3	3

**Course Objectives:**

1	To discuss the significance of Operations Research and its scientific methods, models, and applications in decision-making processes
2	To examine linear programming techniques to formulate and solve optimization problems, analyzing constraints and sensitivity to optimize solutions for industry and management applications
3	To discuss network analysis methods, such as CPM and PERT, to schedule activities, compute project durations, and assess completion probabilities for effective project management

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Familiarize with the application of operations research tools and techniques for managerial decision making	K1, K2, K3
CO2	Understand and apply transportation problem, its formulation and methods of solution	K2, K3
CO3	Understand assignment problem, its formulation and methods of solution	K2, K3
CO4	Application of network techniques to optimize time and cost	K2, K3
CO5	Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely	K3, K5
CO6	Adopt simulation technique and decision making under risk and uncertainty	K2, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	S	S	S	S	S	S	M	S	S	S	S
CO2	S	S	S	S	M	S	S	S	S	S	S	S	S
CO3	M	S	M	M	S	M	M	M	L	M	M	M	M
CO4	L	L	M	L	M	L	L	L	L	S	L	L	L
CO5	S	S	S	S	S	S	S	S	S	S	S	S	S
CO6	S	S	S	S	S	M	S	S	S	S	M	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Decision Making with O.R: Nature and significance of O.R- Scientific methods in O.R- Models and relevance of modelling in O.R -Applications of OR-Tools and techniques -Role of Operations Research in Decision Making-Linear Programming Problem-Mathematical Formulation.	9
II	Network Analysis: Concepts of Network- Activities and Events- Network Diagram- Critical Path Method (CPM)- Computation of TE and TL Values-EST, EFT, LST, LFT-Critical Path-Project Duration- PERT- Optimistic time-Most likely time-Pessimistic time-Variance of Critical Path-Probability of Project completion.	10
III	Assignment Problem: Formulation- Methods of Solution- Enumeration Method, Hungarian Method- Multiple Optimal Solutions-Unbalanced Problems- Travelling Salesman Problem – Queuing Theory: M/M/1 Queue; Standard Problems.	9

<b>IV</b>	Transportation Problem: Formulation- Methods of Solution -Initial Basic Feasible Solution- North-West Corner Rule, Least Cost Method, Vogel's Method- Test of Optimality- MODI Method for Final Solution.	<b>12</b>
<b>V</b>	Replacement Problems: Replacement of Items that Deteriorate with Time- Replacement of Items that Fail Completely- Simple Inventory Problems- Deterministic Inventory with and without Shortage-Single Period Probabilistic Inventory Models with and without Setup Cost.	<b>10</b>
<b>VI</b>	Simulation: Introduction to Simulation and Modelling – Decision Theory- Concepts of Decision Making- Decision Under Uncertainty- Maximin Criterion, Minimax Criterion, Laplace Criterion, Hurwicz Alpha Criterion- Decision Making Under Risk- EOL-EMV Criterion.	<b>10</b>
<b>TOTAL</b>		<b>60</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Familiarize with the application of operations research tools and techniques for managerial decision making	Lectures and discussions on the fundamentals of Operations Research, emphasizing its role in decision-making processes and its various applications.	Assignment, Class test
<b>II</b>	Understand and apply transportation problem, its formulation and methods of solution	Practical exercises and case studies applying linear programming, network analysis, and transportation problem-solving techniques to real-world managerial problems.	Case study
<b>III</b>	Understand assignment problem, its formulation and methods of solution	Group projects requiring students to solve assignment problems, replacement problems, and inventory models using appropriate methods and software tools.	Case study
<b>IV</b>	Application of network techniques to optimize time and cost	Hands-on workshops and simulations demonstrating critical path methods (CPM), Program Evaluation and Review Technique (PERT), and their applications in project management.	Presentation, Class test
<b>V</b>	Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely	Interactive sessions exploring decision-making under uncertainty and risk, utilizing mathematical modeling and simulation tools to analyze different scenarios.	Seminar, Assignment
<b>VI</b>	Adopt simulation technique and decision making under risk and uncertainty	Conduct presentation showcasing the practical application of operations research techniques in business and industry contexts.	Case study, Quiz

#### **References**

<b>1</b>	Hillier, F. S., & Lieberman, G. J. (2015). Introduction to operations research. New Delhi: McGraw-Hill.
<b>2</b>	Kahraman, C., & Topcu, Y. I. (Eds.). (2018). Operations research applications in health care management. New York/Heidelberg/Dordrecht/London: Springer International Publishing.
<b>3</b>	Taha, H. A. (2007). Operations research an introduction. New Jersey: Library Management System.
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<b>5</b>	Larson, R. C., & Odoni, A. R. (1981). Urban operations research. United States: Transport Research Laboratory
<b>6</b>	Assad, A. A., & Gass, S. I. (Eds.). (2011). Profiles in operations research: pioneers and innovators. New York: Springer.
<b>7</b>	Bradshaw, K. H. (1982). An Operations Research Case Book. Hyderabad: Longman Cheshire.
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<b>9</b>	Jaiswal, N. K. (2012). Military operations research: quantitative decision making (Vol. 5). New York: Springer Science & Business Media.
<b>10</b>	Duckworth, W. E. (2012). A guide to operational research. New York: Springer Science & Business Media.
<b>e-Contents</b>	
<b>1</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1407">http://epgp.inflibnet.ac.in/view-f.php?Category=1407</a>
<b>2</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1408">http://epgp.inflibnet.ac.in/view-f.php?Category=1408</a>
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**SEMESTER - 3**  
**SHIPPING AND LOGISTICS ELECTIVE: PORT AND SHIPPING MANAGEMENT**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-S531	Port and Shipping Management	Elective	25	10	10	2

**Course Objectives:**

1	To know the role of Ports, including in a through transport context, and their features
2	To Identify the interface of Ports with logistics and the position of ports in the supply chain
3	To Analyze port performance and relevant quality and management systems
4	To Describe the involvement of principal stakeholders in port management, port safety and port security
5	To Analyze port charges and port competition related issue

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the role and importance of ports in global trade and transportation	K1, K2
CO2	Understand and analyse operational and financial performance in the port business	K2, K3, K4
CO3	Understand and analyse the marketing of port industry	K2, K4
CO4	Understand and and analyse types of shipping vessels and their functions	K2, K4
CO5	Practice risk management in the modern shipping industry	K2, K6
CO6	Design and construction of smart ports	K5, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	S	S	S	S	S	S	S	M
CO2	S	S	S	S	S	S	S	M	S	S	S	S	L
CO3	S	M	S	S	S	L	M	M	M	S	M	S	L
CO4	M	M	S	M	S	S	M	M	S	M	S	S	L
CO5	S	S	S	M	S	S	M	S	S	S	S	M	S
CO6	S	S	M	S	M	S	S	M	S	S	M	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Port and Its Unique Character: Importance and role of the port sector and shipping management - Historical perspective and evolution of ports and shipping - Types of ports and shipping facilities - Role of ports and shipping in international trade and transportation - Challenges faced by port Management - Port governance and institutional structure - Port demand and supply - Ports and Logistics - Connected ports - Mega Ports-Port safety and the human factor - Economies of scale in the port sector.	7
II	Operation and Finance for Port : Types of shipping services - Types of ships and their features - Shipping routes and networks - Shipping economics and finance - Port operations and terminal management - Operational and financial performance in the port business -Financing and accounting practices of ports-Assessing port performance (KPI) - Key developments in seaborne trade - Factors affecting demand and supply of port services - Characteristics and cargo handling systems of port terminals - Yard planning - Vessel planning - Impact of growing ship size.	8
III	Marketing Aspects of the Port Industry: Marketing principles and practices in ports and shipping - Market research and analysis - Port and shipping promotion and advertising - Customer relationship management - Competition in the port industry - Scale and intensity and perspective of competition - Assessing the competition competitiveness and competitive advantage of ports – Trans shipment Ports - Sustainable green ports - Port marketing and customer management-Market structure and contestability in the port sector.	7
IV	Functions of Shipping: The importance of shipping in global trade - Types of shipping vessels and their functions – Ship productivity – General principles and factors influencing designs, type and size of ship safety and other regulations - Transportation routes and trade patterns - The role	8

	of shipping in multimodal transportation - ship safety and other regulations - challenges facing the shipping industry in the twenty-first century.	
V	Ship Management: Ship Management models – Fleet management, Machinery - Risk management in the modern shipping industry - Safety management systems (SMS) - Accident investigation and analysis - Emergency preparedness and response - Maintenance systems and planning - Dry docking and repair management - Crew selection and recruitment - Training and development of seafarers - Crew welfare and wellbeing.	8
VI	Introduction to Smart Ports : Concept of smart ports - Historical background and evolution of smart ports - Benefits of smart ports - IoT, AI, Robotics and automation in ports - Cyber security in smart ports - Design and construction of smart ports - Emerging trends and innovations in smart port – Application of Artificial Intelligence, Machine vision traffic, Virtual reality facility, 3D visualization Interactive simulation, AR technology, Machine Learning, Digital monitoring, Real-time conditions, Remote monitoring.	7
<b>TOTAL</b>		<b>45</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the role and importance of ports in global trade and transportation	Discuss the importance and role of the port sector and shipping management using case studies	Class test, Seminar
II	Understand and analyse operational and financial performance in the port business	Analyse operational and financial performance in the port business using published reports	Quiz, Assignment
III	Understand and analyse the marketing of port industry	Discuss the marketing practices of port industry using live cases	Group discussion, Class test
IV	Understand and and analyse types of shipping vessels and their functions	Make a presentation on the importance of shipping in global trade	Seminar
V	Practice risk management in the modern shipping industry	Conduct a discussion on ship management, repair and maintenance using live examples	Quiz
VI	Design and construction of smart ports	Conduct a visit in a smart port using innovative technologies or make a presentation using a case study of a smart port	Assignments

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1	John.W. Dicke.2014, Reeds 21st Century Ship Management. Bloomsbury Publishing, UK.
2	Luny. H.V., Laik.-H., Chengt.C.E. Cheng, 2010, Shipping and Logistics Management.” Springer, U.K.
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6	Song, D. W., & Panayides, P. (2012). Maritime logistics: a complete guide to effective shipping and port management. Kogan Page Publishers.
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1	<a href="https://shipmin.gov.in/">https://shipmin.gov.in/</a>
2	<a href="https://www.iaphworldports.org/">https://www.iaphworldports.org/</a>
3	<a href="https://sustainableworldports.org/">https://sustainableworldports.org/</a>
4	<a href="https://harbourmaster.org/">https://harbourmaster.org/</a>
5	<a href="https://www.porttechnology.org/">https://www.porttechnology.org/</a>

### SEMESTER - 3

#### SHIPPING AND LOGISTICS ELECTIVE : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-S532	Logistics and Supply Chain Management	Elective	30	9	6	2

#### Course Objectives:

1	To discuss logistics management Integrated logistics support
2	To introduce distribution and different modes of distribution
3	To Discuss transportation system and the current global and Indian scenario
4	To families with packing and packaging
5	To explain e-procurement and e-logistics

#### Course Outcomes (COs): On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand logistics management and to practice logistics support analysis	K1, K2, K3
CO2	Understand and analyze distribution, material handling	K2, K3, K4
CO3	Understand and analyse ultimodal and intermodal transportation system and methods	K2, K4
CO4	Understand packing and packaging and use universal product code and GS1 standards	K2, K6
CO5	Understand and analyse various aspects of export and import logistics	K2, K4
CO6	Understand and apply e-procurement and e-logistics	K2, K3

#### Programme Outcomes (POs):

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2	PSO 3	PSO4
CO1	S	S	M	S	S	S	S	S	S	S	S	S	M
CO2	S	S	S	S	S	S	S	M	S	M	S	S	L
CO3	S	M	M	S	M	L	M	M	M	S	M	S	S
CO4	M	M	S	S	S	S	M	M	S	M	S	S	L
CO5	S	S	S	M	S	S	M	S	S	S	S	M	S
CO6	S	M	M	S	M	S	S	M	S	S	M	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to Logistics Management - Importance - Integrated logistics support (ILS)- Major elements of ILS - Need for integrated approach - Logistics support analysis - Planning logistics management activities to coincide with other project management areas - Alternate ILS solutions and life cycle costs - Assessment and life cycle implications - Industry as a participant in the logistics effort.	7
II	Introduction to Distribution - Importance - Types of deliveries-Distribution modes - Warehousing-Methods - Merits and demerits-Materials handling systems - Basic principles - Type of equipment-Material handling - Movement and storage cost - Evaluation of material handling - Evaluation of value-Essentials of value-Value analysis and engineering.	8
III	Transportation System - Current global and Indian scenario -Multimodal and intermodal transportation-Methods - Merits and demerits - Vehicle routing and scheduling - Aggregate planning - Supply and demand forecasting - Sourcing and contracts.	7
IV	Packing and Packaging: Meaning, functions and essentials of packing and packaging, packing for storage - Overseas shipment inland-Transportation - Product content protection, packaging - Types: Primary, secondary and tertiary - Requirements of consumer packaging, Channel member packaging and transport packaging - Shrink packaging - Identification codes, bar codes, and electronic data interchange (EDI) - Universal product code - GS1 standards-Package labels - Symbols used on packages and labels.	8

<b>V</b>	Special Aspects of Export Logistics: Picking, packing, vessel booking Less-than Container Load ( LCL) / Full Container Load (FCL)- Customs, Documentation, Shipment, Delivery to distribution centers- distributors and lastly the retail outlets - Import logistics: Documents collection - Valuing - Bonded warehousing customs formalities - Clearing, distribution to units.	<b>7</b>
<b>VI</b>	E-Procurement and E-Logistics: Understanding the Procurement process, Participants in different types of e-procurement, Drivers of e-procurement, Benefits of e-procurement, Estimating e-procurement costs, Barriers and risks of e-procurement adoption. Push and Pull Supply Chain, E- Logistics Technologies- Advance Ship Notice (ASN), Tracking systems, Satellite global positioning systems (GPS) and geographic information systems (GIS), Bar-coding and scanning, Digital Signature Technology, Wireless Technology – Radio Frequency Identification and Detection (RFID). .	<b>8</b>
<b>TOTAL</b>		<b>45</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Understand logistics management and to practice logistics support analysis	Discuss logistics management and to practice logistics support analysis through case studies	Seminar, class test
<b>II</b>	Understand and analyze distribution, material handling	Conduct a presentation on distribution, distribution modes value analysis and engineering	Quiz
<b>III</b>	Understand and analyse ultimodal and intermodal transportation system and methods	Make a presentation on transportation system, current global and Indian scenario and multimodal and intermodal transportation-methods	Assignment
<b>IV</b>	Understand packing and packaging and use universal product code and GS1 standards	Conduct a discussion on packing and packaging: and its significance using live cases	Group discussion
<b>V</b>	Understand the various aspects of export and import logistics	Make a presentation on the different aspects of export and import logistics	Class test, Assignment
<b>VI</b>	Understand and apply e-procurement and e-logistics	Discuss e-procurement and e-logistics using case studies	Group discussion

#### **References**

<b>1</b>	Grant, D. B., Wong, C. Y., Trautrim, A. (2017). Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management. India: Kogan Page.
<b>2</b>	Mangan, J., Lalwani, C. (2016). Global Logistics and Supply Chain Management. United Kingdom: Wiley.
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<b>5</b>	Christopher, M. (2022). Logistics and Supply Chain Management. United Kingdom: Pearson.
<b>6</b>	Sanders, N. R. (2020). Supply Chain Management: A Global Perspective. United Kingdom: Wiley.
<b>7</b>	Khadar Baba, S., S, H., Shamshuddin, S. (2012). Essentials of Logistics and Supply Chain Management: Lulu.com.
<b>8</b>	The basics of supply chain management. (2021). (n.p.): Blue Rose Publishers.
<b>9</b>	Mentzer, J. T. (2001). Supply Chain Management. India: SAGE Publications.
<b>10</b>	Voortman, C. (2004). Global Logistics Management. South Africa: Juta.

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<b>1</b>	<a href="https://www.ibm.com/topics/supply-chain-management">https://www.ibm.com/topics/supply-chain-management</a>
<b>2</b>	<a href="https://www.mckinsey.com/~media/mckinsey/featured%20insights/mckinsey%20explainers/what%20is%20supply%20chain/what_is_supply_chain.pdf">https://www.mckinsey.com/~media/mckinsey/featured%20insights/mckinsey%20explainers/what%20is%20supply%20chain/what_is_supply_chain.pdf</a>
<b>3</b>	<a href="https://collegetutor.net/notes/Introduction_to_International_Logistics_pdf_notes">https://collegetutor.net/notes/Introduction_to_International_Logistics_pdf_notes</a>
<b>4</b>	<a href="https://www.researchgate.net/publication/296705994_International_Logistics">https://www.researchgate.net/publication/296705994_International_Logistics</a>
<b>5</b>	<a href="https://hbr.org/topic/subject/supply-chain-management">https://hbr.org/topic/subject/supply-chain-management</a>

**SEMESTER - 3**  
**SHIPPING AND LOGISTICS ELECTIVE: MARITIME ECONOMICS**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-S533	Maritime Economics	Elective	25	10	10	2

**Course Objectives:**

1	To discuss the concept of maritime economics and its significance
2	To familiarize with shipping market cycles
3	To discuss demand and supply of sea transport
4	To examine Costs, Revenue and Cashflow
5	To discuss ship finance, shipbuilding and scrapping

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the basic concepts of economics and maritime economics and the factors affecting international trade and shipping	K1, K2
CO2	Understand and analyse shipping market cycles	K2, K4
CO3	Understand and analyse supply, demand and freight rates in shipping market	K2, K4
CO4	Understand and analyse costs, revenue and cashflow in shipping industry	K3, K4
CO5	Understand and practice ship finance and shipping economics	K2, K5, K6
CO6	Analyse and practice the economics of shipbuilding and scrapping	K4, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	S	S	S	S	S	S	M	M
CO2	S	S	S	S	S	S	S	M	S	S	S	S	L
CO3	S	M	S	M	S	L	M	M	M	S	M	S	S
CO4	S	M	S	S	S	S	M	M	S	S	S	M	L
CO5	S	S	S	M	S	S	S	S	S	M	S	S	S
CO6	S	S	M	S	S	S	S	S	S	S	M	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to Maritime Economics- Basic concepts of economics and maritime economics- Micro economic theory of shipping and macro- economic factors affecting international trade and shipping- How the demand for shipping arises-Basic measures of derived demand, elasticity of demand and the relevance of elasticity-Demand measurement- Factors influencing the supply of shipping-Trends in development of the world fleet, new buildings and scrapping.	8
II	Shipping Market Cycles- Shipping cycle-Characteristics of shipping market cycles - Shipping cycles and shipping risk - Overview of shipping cycles – Sailing ship cycles- Tramp market cycles- Bulk shipping market cycles-Lessons from two centuries of cycles- Prediction of shipping cycles	7
III	Supply, Demand and Freight Rates: The shipping market model-Key influences on supply and demand-The demand for sea transport-The supply of sea transport- The freight rate mechanism- The Four Shipping Markets - The decisions facing shipowners - The four shipping markets - The freight market - The freight derivatives market - The sale and purchase market - The newbuilding market - The demolition (recycling) market	7
IV	Costs, Revenue and Cashflow: Cashflow and the art of survival-Financial performance and investment strategy-The cost of running ships- The capital cost of the ship - The revenue the ship earns -Shipping accounts – the framework for decisions - Four methods of computing the cashflow - Valuing merchant ships	7

<b>V</b>	Ship Finance and Shipping Economics – Ship finance - Types of finance - Financing ships with private funds - Financing ships with bank loans - Financing ships and shipping companies in the capital markets - Financing ships with special purpose companies -Analysing risk in ship finance - Dealing with default- Risk, Return and Shipping Company Economics: The performance of shipping investments - The shipping company investment model - Competition theory and the ‘normal’ profit - Pricing shipping risk	<b>9</b>
<b>VI</b>	Shipping Economics, Shipbuilding and Scrapping – Global pattern of maritime trade- Economics of bulk shipping- Economics of liner shipping- Economics of ships and ship designs- The regional structure of world shipbuilding - Shipbuilding market cycles - The shipbuilding production process - Shipbuilding costs and competitiveness - The ship recycling industry- Economics of shipbuilding and scrapping-	<b>7</b>
<b>TOTAL</b>		<b>45</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the basic concepts of economics and maritime economics and the factors affecting international trade and shipping	Make a presentation on the concept of maritime economics and its significance using live examples	Classtest, Seminar
<b>II</b>	Understand and analyse shipping market cycles	Discuss shipping market cycles with suitable examples or case studies	Quiz
<b>III</b>	Understand and analyse supply, demand and freight rates in shipping market	Make an analysis of the supply, demand and freight rates in shipping market using published statistics	Assignment, Class test
<b>IV</b>	Understand and analyse costs, revenue and cashflow in shipping industry	Conduct an analysis of costs, revenue and cashflow in shipping industry using published industry data	Presentation, Assignment
<b>V</b>	Understand and practice ship finance and shipping economics	Discuss ship finance and shipping economics using case studies	Presentation
<b>VI</b>	Analyse and practice the economics of shipbuilding and scrapping	Discuss the economics of ship building, and scrapping using panel data	Presentation, Quiz

#### References

<b>1</b>	Yap, W. Y. (2020). Business and Economics of Port Management: An Insider’s Perspective. United Kingdom: Taylor & Francis.
<b>2</b>	Grammenos, C. (Ed.). (2013). The handbook of maritime economics and business. Taylor & Francis.
<b>3</b>	Cullinane, K. (Ed.). (2011). International handbook of maritime economics. Edward Elgar Publishing.
<b>4</b>	Duru, O. (Ed.). (2018). Maritime business and economics: Asian perspectives. Routledge.
<b>5</b>	Branch, A. (2016). Maritime Economics: Management and Marketing. United Kingdom: Routledge.
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<b>7</b>	Martin Stopford (2009). Maritime Economics, Publisher: NY: Routledge
<b>8</b>	Olukaju, A., & Hidalgo, D. C. (Eds.). (2020). African seaports and maritime economics in historical perspective. Oxford: Palgrave Macmillan.
<b>9</b>	Mukherjee, P. K., Mejia, M. Q., & Xu, J. (Eds.). (2020). Maritime law in motion. Springer.
<b>10</b>	Roe, M. (2013). Maritime governance and policy-making. London: Springer.

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<b>1</b>	<a href="https://unctad.org/system/files/official-document/rmt2022ch1_en.pdf">https://unctad.org/system/files/official-document/rmt2022ch1_en.pdf</a>
<b>2</b>	<a href="https://www.mckinsey.com/capabilities/operations/our-insights/engineering-the-future-of-maritime-trade">https://www.mckinsey.com/capabilities/operations/our-insights/engineering-the-future-of-maritime-trade</a>
<b>3</b>	<a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=NEp/xikgBgNtfA+sgFQAcA=">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=NEp/xikgBgNtfA+sgFQAcA=</a>
<b>4</b>	<a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=NEp/xikgBgNtfA+sgFQAcA==">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=NEp/xikgBgNtfA+sgFQAcA==</a>
<b>5</b>	<a href="https://logistics.nankai.edu.cn/_upload/article/50/93/1cf2097840e8af90af4b19979773/9ce547df-a3e1-493c-a4a3-0ebbf0669b9.pdf">https://logistics.nankai.edu.cn/_upload/article/50/93/1cf2097840e8af90af4b19979773/9ce547df-a3e1-493c-a4a3-0ebbf0669b9.pdf</a>

### SEMESTER - 3

#### SHIPPING AND LOGISTICS ELETIVE: WAREHOUSE AND INVENTORY MANAGEMENT

Course Code	Course Name	Category	Lectures	Tutorials	Practical	Credit
MGT-DE-S534	Warehouse and Inventory Management	Elective	30	12	3	2

#### Course Objectives:

1	To discuss the concept of warehousing
2	To examine the design and location of a warehouse
3	To discuss the processes in a warehouse
4	To discuss warehouse Management Systems and warehousing strategy
5	To discuss inventory management and control

#### Course Outcomes (COs): On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the functions of a warehouse and the structure of warehouse operations	K1, K2
CO2	Familiar with identification of warehouse location and its design	K2, K3
CO3	Familiar with warehouse process	K2, K3
CO4	Understand and practice warehouse management and information systems	K2, K4, K6
CO5	Understand formulate warehousing Strategy	K2, K5, K6
CO6	Adopt inventory management and control	K2, K6

#### Programme Outcomes (POs):

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	M	S	S	M	S	M	M	M
CO2	M	S	S	S	M	S	S	M	S	S	S	S	L
CO3	S	M	S	M	S	L	M	S	M	M	S	M	S
CO4	M	M	M	S	M	S	M	M	S	S	M	S	L
CO5	M	S	S	M	S	S	S	S	S	M	S	M	S
CO6	S	S	M	S	S	M	S	M	S	S	M	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to Warehousing: Concept of warehouse-Nature and importance- Functions of a warehouse– Types - Principles of Warehousing - Bonded warehouse — Centralized and Decentralized warehousing –Organization structure for warehouse operations –Roles and responsibilities of a warehouse manager- Benefits of warehousing-Economic benefits-Operational/service benefits	7
II	Warehouse Location and Design: Factors determining location of warehouse – Characteristics of ideal Warehouse – Site analysis-Factors affecting number of warehouses- Product mix considerations-Design criteria-Material handling technology-Storage plan- Aisle width design-Stock Keeping Units - Palletized Storage Systems- Warehouse handling equipment - Vertical and horizontal movement – Automated Storage/ Retrieval System (AS/RS)-Specialized equipment-Technical advancements-Warehouse safety and hinterland ecosystem.	8
III	Warehouse Process: Receiving and put away- Pick up preparation-Receiving - Pre-receipt - In-handling - Preparation – offloading – Checking-Cross-docking – Quality Inspection -Put-away – Pick preparation - Pick area layout - Picking strategies and equipment - Packing, packaging systems - Order picking methods – Replenishment to dispatch- Value adding services –Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts – Security – Returns processing–Dispatch- E-commerce warehouse	8
IV	Warehouse Management Systems (WMS): Choosing – Processing and implementation. Cloud computing – Warehouse layout – Data collection – Space calculation- Finding additional space. Warehousing Information System (WIS) - Performance management- Outsourcing decisions. 7Technologies in Warehouse	7

<b>V</b>	Warehousing Strategy: Factors to be considered in a warehousing strategy-Presence synergies-Industry synergies-Operating flexibility- location flexibility-Scale economics-Outsourcing in warehousing-Outsourcing decision-Choosing the right partner-Third party contractors-Why contracts fail-Future of outsourcing	<b>7</b>
<b>VI</b>	Inventory Management: Classification of Inventory – Significance of inventory management-Inventory planning-Inventory control-Techniques of inventory control-Economic Order Quantity – Fixation of stock levels-ABC Analysis-Perpetual inventory system-Just In Time System- Selective Inventory Control- Inventory turn over ratio- Flowchart of material request, supply and replenishment of stock items-Role of inventory control in Competitive Strategy.	<b>8</b>
<b>TOTAL</b>		<b>45</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the functions of a warehouse and the structure of warehouse operations	Make a presentation on the concept, functions and structure of a warehouse using examples	Class test
<b>II</b>	Familiar with the identification of warehouse location and its design	Conduct a case analysis to make familiar with identification of warehouse location and its design	Assignment
<b>III</b>	Familiar with the warehouse process	Visit a warehouse to find out the processes in a warehouse	Quiz
<b>IV</b>	Understand and practice warehouse management and information systems	Discuss warehouse management and information systems using live examples	Assignment, Quiz
<b>V</b>	Understand and formulate a warehousing strategy	Conduct a case analysis to make familiar with how a warehousing strategy is being formulated	Case analysis
<b>VI</b>	Adopt inventory management and control	Make a presentation to discuss inventory management using case studies and examples	Seminar, Class test

#### References

<b>1</b>	Hompel, M., Schmidt, T. (2006). Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems. Germany: Physica-Verlag.
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<b>5</b>	Waller, M. A., Esper, T. L., CSCMP. (2014). The Definitive Guide to Inventory Management: Principles and Strategies for the Efficient Flow of Inventory Across the Supply Chain. United Kingdom: Pearson Education.
<b>6</b>	Jeroen P. Van Den Berg (2007). Integral Warehouse Management. (2007). Netherlands: CreateSpace Independent Publishing Platform.
<b>7</b>	Emmett, S. (2011). Excellence in Warehouse Management: How to Minimise Costs and Maximise Value. Germany: Wiley.
<b>8</b>	Price, P. M., Harrison, N. J. (2015). Warehouse Management and Inventory Control. United States: Access Education.
<b>9</b>	Villivalam Rangachari Rangarajan (2022). Basics of Warehouse and Inventory Management: Notion Press.
<b>10</b>	Murray, M., Kimmatkar, S. (2016). Warehouse Management with SAP ERP: Functionality and Technical Configuration. Germany: Rheinwerk Publishing.

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<b>1</b>	<a href="https://assets.ctfassets.net/hfb264dqso7g/4ieoxqNmjvWwOOBbL2e6rk/3f3518336e7766dd720e5c417324235e/Warehouse-Management-PDF.pdf">https://assets.ctfassets.net/hfb264dqso7g/4ieoxqNmjvWwOOBbL2e6rk/3f3518336e7766dd720e5c417324235e/Warehouse-Management-PDF.pdf</a>
<b>2</b>	<a href="https://assets.ctfassets.net/hfb264dqso7g/4ieoxqNmjvWwOOBbL2e6rk/3f3518336e7766dd720e5c417324235e/Warehouse-Management-PDF.pdf">https://assets.ctfassets.net/hfb264dqso7g/4ieoxqNmjvWwOOBbL2e6rk/3f3518336e7766dd720e5c417324235e/Warehouse-Management-PDF.pdf</a>
<b>3</b>	<a href="https://iimm.org/wp-content/uploads/2019/12/Logistics-and-Warehousing-Management.pdf">https://iimm.org/wp-content/uploads/2019/12/Logistics-and-Warehousing-Management.pdf</a>
<b>4</b>	<a href="https://www.youtube.com/watch?v=UuZXjJ79PVU">https://www.youtube.com/watch?v=UuZXjJ79PVU</a>
<b>5</b>	<a href="https://www.youtube.com/watch?v=yrEVi9d6OzU">https://www.youtube.com/watch?v=yrEVi9d6OzU</a>

**SEMESTER - 4**  
**SHIPPING AND LOGISTICS ELECTIVE: MARITIME LAW AND INSURANCE**

Course Code	Course Name	Category	Lectures	Tutorials	Practical	Credit
MGT-DE-S541	Maritime Law and Insurance	ELECTIVE	30	8	7	2

**Course Objectives:**

1	To discuss the concepts and function of maritime law
2	To identify the role and function of international standard shipping contracts
3	To have a basic knowledge of the origins of marine insurance and to understand the main markets for cargo insurance and reinsurance
4	To appreciate the underlying legal considerations and principles of marine cargo insurance
5	To be familiar with some of the important risk factors to take into consideration when underwriting cargo business

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the legal framework and key principles of maritime law	K1
CO2	Evaluate types of maritime disputes and resolution mechanisms available.	K2
CO3	Examine relevant laws and acts governing the port operation and management in India.	K3
CO4	Demonstrate an understanding of the Legal Environment of Business	K4
CO5	Understand marine insurance underwriting principles and policies. Evaluate emerging legal and insurance issues in the maritime industry	K5
CO6	Understand regulatory regimes for pollution prevention in the maritime industry and their impact on trade	K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	S	S	S
CO2	M	M	L	S	M	M	L	S	M	M	M	S	M
CO3	S	S	M	S	S	M	S	S	S	L	S	S	S
CO4	M	S	M	S	M	M	M	S	M	S	S	M	S
CO5	S	S	S	S	S	S	S	M	S	S	S	S	M
CO6	S	M	S	M	S	S	M	M	S	S	S	M	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	International business and its environment, Legal environment, Meaning and nature of Law, Classification of Law, Sources of Law , Basic Legal Concepts, Essentials of Law, International trade	7
II	Introduction to Maritime Law, Overview of maritime law and its historical context, Key concepts and Principles in maritime law, Sources of maritime law and international conventions - Types of maritime disputes and their resolution mechanisms	8
III	Various Laws & Acts in regards port operation and management, The Indian Port Act 1908 , The Indian Merchant Shipping Act 1958 , The Gujarat Maritime Act 1981 , The Major Port Trust Act 1963, The Indian Motor & Vessel Act 1962 , The Indian Custom Act 1962 (Sections related to Port & Shipping Operation) , Multimodal Transport of Goods Act, 1993 , IWAI Act, 1985 , The National Waterways Act-2016	7
IV	Customs Procedure: Introduction to Customs Act, and Introduction to Customs Tariff Act, Functions of Customs- Jurisprudence of Rules- Regulations- Notifications. Salient features of customs rules of valuation- Assessment and examination-Customs clearance-Procedures-Efficiency indicator for customs procedures- Existing issues-Policy efforts of customs authority-	7

<b>V</b>	Marine Insurance, Types of marine insurance policies and their coverage, Principles of marine insurance underwriting, Claims handling and adjustment in marine insurance, Marine insurance markets and their development	<b>8</b>
<b>VI</b>	Emerging legal and insurance issues in the maritime industry -Digitalization and automation in maritime trade and insurance - Maritime cyber security and risk management, Future trends and challenges in maritime law and insurance.	<b>8</b>
<b>TOTAL</b>		<b>45</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the legal framework and key principles of maritime law	Identify and assess relevant legal scholarly literature in maritime law	Class test, Seminar
<b>II</b>	Evaluate types of maritime disputes and resolution mechanisms available	Describe and identify the key concepts in international maritime law.	Assignment
<b>III</b>	Examine relevant laws and acts governing the port operation and management in India	Discuss and identify the legal functions of Bills of Lading and other similar types of transport documents	Quiz, Group discussion
<b>IV</b>	Demonstrate an understanding of the Legal Environment of Business	The practical effects and make comparative analyses of different sets of regulations within the complex field of maritime commercial activity	Assignment
<b>V</b>	Understand marine insurance underwriting principles and policies. Evaluate emerging legal and insurance issues in the maritime industry	Describe and identify the legal framework surrounding the maritime industry, which include international convention, statutory/ common law obligations and regulations	Class test, Presentation
<b>VI</b>	Understand regulatory regimes for pollution prevention in the maritime industry and their impact on trade.	Discuss and identify the rules of jurisdiction and how the courts establish their jurisdiction to rule on maritime disputes	Seminar, Group discussion

#### References

<b>1</b>	Plomaritou, E., Papadopoulos, A. (2019). Shipbroking and Chartering Practice. United Kingdom: Informa Law.
<b>2</b>	Mukherjee, P. K., Mejia, M. Q., & Xu, J. (Eds.). (2020). Maritime law in motion. Springer.
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<b>9</b>	Masum Billah, M. (2014). Effects of Insurance on Maritime Liability Law: A Legal and Economic Analysis. Germany: Springer International Publishing.
<b>10</b>	Rocco, F. (2007). A Manual of Maritime Law, Consisting of a Treatise on Ships and Freight and a Treatise on Insurance. United States: Lawbook Exchange.

#### e-Contents

<b>1</b>	<a href="https://informaconnect.com/uploads/Certificate-in-Maritime-Law-and-Shipping-Contracts">https://informaconnect.com/uploads/Certificate-in-Maritime-Law-and-Shipping-Contracts</a>
<b>2</b>	<a href="https://www.lloydmaritime.com/en/module">https://www.lloydmaritime.com/en/module</a>
<b>3</b>	<a href="https://elearning.londonschoolofinsurance.com">https://elearning.londonschoolofinsurance.com</a>
<b>4</b>	<a href="https://elearning.londonschoolofinsurance.com">https://elearning.londonschoolofinsurance.com</a>
<b>5</b>	<a href="https://openjicareport.jica.go.jp/pdf/11893450_05.pdf">https://openjicareport.jica.go.jp/pdf/11893450_05.pdf</a>

**SEMESTER - 4**  
**SHIPPING AND LOGISTICS ELECTIVE : CHARTERING PRACTICES**

Course Code	Course Name	Category	Lectures	Tutorials	Practical	Credit
MGT-DE-S542	Chartering Practices	ELECTIVE	29	7	9	2

**Course Objectives:**

1	To discuss the concepts and principles of chartering
2	To familiarize with dry cargo charetering and tanker chartering
3	To examine financial elements of dry cargo charter parties and tanker charter parties
4	To discuss chartering policy and market strategies

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the basic concepts and principles of chartering	K1, K2
CO2	Understand and practice dry cargo chartering practices and cargo-ship documentation	K2, K3
CO3	Understand and analyse tanker chartering and tanker scrapping	K2, K4
CO4	Understand and practice financial elements of dry cargo charter parties	K2, K5, K6
CO5	Understand and practice financial elements of tanker charter parties	K2, K5, K6
CO6	Understand and formulate chartering policy and market strategies	K2, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	M	S	M	M	S	M	S	S	M	S
CO2	S	S	M	M	M	S	M	S	M	S	M	S	M
CO3	S	M	M	S	S	S	M	S	S	M	S	M	S
CO4	M	M	S	M	S	S	M	M	M	S	S	S	M
CO5	S	S	S	M	S	M	M	S	M	S	M	M	S
CO6	S	S	M	S	M	S	S	S	S	M	S	S	M

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Principles of Chartering : Introduction to Chartering: Chartering - Voyage Charter-Time Charter - Chartering Negotiations - Charter Parties-Construction of voyage charter parties - Loading place and cargo-Loading rates-Lay days and cancelling date-Cost of loading and discharge-Bill of lading-Terminology and abbreviations- Time charter-The agents influence upon the charter-The port agents' role in charter party negotiations.	7
II	Dry Cargo Chartering : Dry Cargo Trades & Ships- Dry Cargo ship tonnages, Load line, Dimensions and cargo – Propulsion – Cargo-Ship Documents and Classification –Freight Markets and Market Practice - The Baltic Exchange - Methods of ship employment - Chartering negotiations - Offering and countering - Charter parties- Subjects – Freight Derivatives for Dry cargo.	8
III	Tanker Chartering : Tanker Chartering Trade & Ships – Geography for tanker chartering – The Market structure - Origin and use of world scale - Average freight rate Assessment – Factors influencing the Freight Markets – Oil Demand – New building Activity – Tanker Scrapping – Chartering Market Practice – Cargo Description - World scale hours terms and conditions – Production of charter party – Demurrage and dispatch – Contract of Affreightment - Tenders.	7
IV	Financial Elements of Dry Cargo Charter Parties : Voyage Chartering - Cargo size - Alternative means of calculating freight - Dead freight – Freight Taxes – Commissions and Brokerages – International Brokers Commission Contract – Time Chartering – Voyage Estimating – Computerization- Estimate form - Itinerary- Cargo quantity – Expenses – Income – Result - Time Charter Estimating - Smaller tonnage.	8

V	Financial Elements of Tanker Charter Parties : Freight - Demurrage – Commissions - Methods of Freight Payment – Arbitration – Warranty of Authority – Bills of lading – Freight Futures for Tankers – Voyage Estimating – Route-Port Time – Bunkers - Port Disbursements - Insurance and Crew Expenses - Lump sum rate – Time charter.	8	
VI	Chartering Policy and Market Strategies: Chartering policy of charterers and shippers-Chartering policy of ship owners-Marketing strategy and chartering policy of shipping compannies	7	
TOTAL		45	
Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Provide in-depth understanding of Ship Chartering to the student community.	Discussion on principles and terminology in chartering	Assignment, Presentation
II	Understand the different types of charter parties and their key terms and conditions.	Explanation on dry cargo chartering , its classification and maket practices with suitable examples	Presentation, Case study
III	Analyze the legal and commercial risks associated with chartering.	Presentation on tanker chartering, its origin and its influencing factors	Class test, Assignment
IV	Develop skills in drafting and negotiating charter parties.	Explanation on financial elements and computerization of Dry Cargo Charter Parties	Assignment, Presentation
V	Identify the roles and responsibilities of the parties involved in the chartering process.	Discussion on financial elements of Tanker Charter Parties and its methods	Assignment, Presentation
VI	Understand the current issues in chartering practices	Presentation on real-world charter party disputes and resolutions with suitable examples	Class test, Case study
References			
1	Plomaritou, E., Papadopoulos, A. (2017). Shipbroking and Chartering Practice. United Kingdom: Taylor & Francis.		
2	Earle, J. (1888). A Hand-book to the Land-charters, and Other Saxon Documents. Clarendon Press.		
3	Cariou, P., & Wolff, F. C. (2013). Chartering practices in liner shipping. Maritime Policy & Management, 40(4), 323-338.		
4	Fine, M. (1994). Chartering Urban School Reform. Reflections on Public High Schools in the Midst of Change. Teachers College Press, 1234 Amsterdam Avenue, New York, NY 10027..		
5	Good, T. L., & Braden, J. S. (2014). The great school debate: Choice, vouchers, and charters. Routledge.		
6	Jamieson, A. (2020). Shipbrokers and the Law. Informa Law from Routledge.		
7	Paul C.Over (2014). ICS Dry Cargo Chartering. Institute of Chartered Shipbrokers		
8	Hillenius, P., Sandevärn, A. (2018). Shipbroking and Chartering Practice. United Kingdom: Taylor & Francis.		
9	Stapenhurst, T. (2009). The benchmarking book. Routledge.		
10	Naidoo, R., & Williams, J. (2015). The neoliberal regime in English higher education: Charters, consumers and the erosion of the public good. Critical Studies in Education, 56(2), 208-223.		
e-Contents			
1	<a href="https://www.academia.edu/28831500/Ship_Broking_and_Chartering_Practice">https://www.academia.edu/28831500/Ship_Broking_and_Chartering_Practice</a>		
2	<a href="https://www.scribd.com/document/289205896/Ship-Broking-and-Chartering-Practice">https://www.scribd.com/document/289205896/Ship-Broking-and-Chartering-Practice</a>		
3	<a href="https://www.ics.org.uk/learning/publications-and-learning-resources/electronic-learning-resources">https://www.ics.org.uk/learning/publications-and-learning-resources/electronic-learning-resources</a>		
4	<a href="https://icsonline.academy/">https://icsonline.academy/</a>		
5	<a href="https://www.academia.edu/41622760/Shipbroking_and_Chartering_Practice">https://www.academia.edu/41622760/Shipbroking_and_Chartering_Practice</a>		

**SEMESTER - 4**  
**SHIPPING AND LOGISTICS ELECTIVE : MARITIME LOGISTICS**

Course Code	Course Name	Category	Lectures	Tutorials	Practical	Credit
MGT-DE-S543	Maritime Logistics	ELECTIVE	30	12	3	2

**Course Objectives:**

1	To discuss the concept of maritime logistics and its significance
2	To familiarize with Intermodal freight transport and logistics
3	To examine intermodal terminal facilities
4	To discuss maritime Container transportation chain
5	To discuss challenges and opportunities in maritime logistics

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Undertsand on maritime logistics and the significance	K1
CO2	Understand and practice shipping logistics	K2, K3
CO3	Understand and practice port logistics mechanisms and management process	K2, K3
CO4	Understand the past and future Maritime Container Transportation Chain	K2, K4, K5
CO5	Understand and practice the integration of MCTC into Global SCM	K2, K4, K5
CO6	Create the ability to manage the challenges and opportunities in maritime logistics	K2, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2	PSO 3	PSO4
CO1	S	S	S	M	S	M	M	S	M	S	S	M	S
CO2	S	S	M	M	M	S	M	S	M	S	M	S	M
CO3	S	M	M	S	S	S	M	S	S	M	S	M	S
CO4	M	M	S	M	S	S	M	M	M	S	S	S	M
CO5	S	S	S	M	S	M	M	S	M	S	M	M	S
CO6	S	S	M	S	M	S	S	S	S	M	S	S	M

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to Maritime Logistics: Significance of Maritime Logistics – Maritime Transport and Logistics as a trade – International maritime trade and logistics – Hinterland Logistics and global supply chain – Human elements in Maritime Logistics.	7
II	Shipping Logistics : Intermodal freight transport and Logistics – Global maritime networks in container shipping – Supply chain integration of shipping companies – Logistics strategy in container shipping- Tanker shipping logistics – Dry bulk shipping logistics – LNG – LPG Transportations – Various choke points of maritime transportations.	8
III	Port Logistics : Intermodal terminal facilities – Container Hub parts in concept and Practice – Business models and strategies of multi-nationalizing container parts – Public-Private partnerships and port logistics performance – Port and Logistics chains – Logistics performance and supply chain – Oriented parts.	7
IV	Maritime Container Transportation Chain (MCTC): Global container trade – The past and future Maritime Container transportation chain – History and usage of containers in logistics and beyond. Empty container logistics.	8
V	Integration of MCTC into global SCM : Global SCM and resulting shipper's requirements – Advanced benchmarking and market intelligence – A key instrument on optimizing container logistics procurement – Formation of a shipper council to improve data quality and share best practices – IoT solution in maritime logistics value in the business – Industry trends and opportunities in maritime logistics	8

VI	Challenges and Opportunities in Maritime Logistics - Current challenges and issues facing the maritime logistics industry - Opportunities for growth and development - Future trends and their potential impact on the industry	7	
TOTAL		45	
Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Undertsand on maritime logistics and their significance.	Discuss maritime logistics and the significance with case studies	Assignment, Class test
II	Understand and practice shipping logistics	Discuss shipping logistics and logistics strategy in container shipping and tanker shipping logistics with live examples	Presentation, Case study
III	Understand and practice port logistics mechanisms and management process	Discussion on Public-Private Partnerships and port logistics mechanisms and management process with case studies	Class test, Assignment
IV	Understand the past and future Maritime Container Transportation Chain	Discuss the past and future Maritime Container Transportation Chain with port statisities	Presentation
V	Understand and practice the integration of MCTC into Global SCM	Discuss the integration of MCTC into global SCM with suitable examples	Assignment, Presentation
VI	Create the ability to manage the challenges and opportunities in maritime logistics	Discuss the current challenges and issues facing the maritime logistics industry using published statistics	Quiz, Assignment
References			
1	Song, D. W., & Panayides, P. (2012). Maritime logistics: a complete guide to effective shipping and port management. Kogan Page Publishers.		
2	Grammenos, C. (Ed.). (2013). The handbook of maritime economics and business. Taylor & Francis.		
3	Tapaninen, U. (2020). Maritime Transport: Shipping Logistics and Operations. Kogan Page Publishers.		
4	Lee, E. S., & Song, D. W. (2014). Maritime logistics value in knowledge management. Routledge.		
5	Cullinane, K. (Ed.). (2011). International handbook of maritime economics. Edward Elgar Publishing.		
6	Blecker, T., Jahn, C., & Kersten, W. (Eds.). (2011). Maritime logistics in the global economy: current trends and approaches (Vol. 5). BoD–Books on Demand.		
7	Vanelslander, T., & Sys, C. (Eds.). (2020). Maritime supply chains. Elsevier.		
8	Lee, C. Y., & Meng, Q. (Eds.). (2014). Handbook of ocean container transport logistics: making global supply chains effective (Vol. 220). Springer.		
9	Leggate, H., McConville, J., & Morvillo, A. (2004). International maritime transport: perspectives. Routledge.		
10	Ilin, I., Devezas, T., & Jahn, C. (2022). Arctic Maritime Logistics. Springer International Publishing.		
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1	<a href="https://bit.ly/MaritimeLogisticsBook">https://bit.ly/MaritimeLogisticsBook</a>		
2	<a href="https://unctad.org/system/files/official-document/rmt2021_en_0.pdf">https://unctad.org/system/files/official-document/rmt2021_en_0.pdf</a>		
3	<a href="https://maritimetransport-india.com/">https://maritimetransport-india.com/</a>		
4	<a href="https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/ PG M.B.A%20Logistics%20Management English Maritime%20Logistics%20and%20Documentation CRC 6554.pdf">https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/ PG M.B.A%20Logistics%20Management English Maritime%20Logistics%20and%20Documentation CRC 6554.pdf</a>		
5	<a href="https://www.researchgate.net/publication/308467624_Maritime_Logistics">https://www.researchgate.net/publication/308467624_Maritime_Logistics</a>		

**SEMESTER - 4**  
**SHIPPING AND LOGISTICS ELECTIVE : INTERNATIONAL TRADE**  
**AND DOCUMENTATION**

Course Code	Course Name	Category	Lectures	Tutorials	Practical	Credit
<b>MGT-DE-S544</b>	<b>International Trade and Documentation</b>	<b>ELECTIVE</b>	<b>30</b>	<b>6</b>	<b>9</b>	<b>2</b>

**Course Objectives:**

<b>1</b>	To discuss International business and Environment
<b>2</b>	To familiarize with regional economic integration and cooperation
<b>3</b>	To describe the procedure and documentation for import
<b>4</b>	To familiarize with export and documentation
<b>5</b>	To discuss export pricing and finance

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
<b>CO1</b>	Understand the International business environment and international agencies connected to it	<b>K1, K2</b>
<b>CO2</b>	Understand Regional Economic Integration and Cooperation and the different agencies connected to it	<b>K2, K3</b>
<b>CO3</b>	Understand and practice import procedure documentation and payment	<b>K2, K4, K5</b>
<b>CO4</b>	Understand and practice export procedure documentation and payment	<b>K2, K4, K5</b>
<b>CO5</b>	Understand and adopt Regulatory framework in International trade, FEMA and RBI rules	<b>K2, K3, K6</b>
<b>CO6</b>	Understand and practice export pricing and finance	<b>K2, K4, K5</b>

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	S	S	S	M	S	M	M	S	M	S	S	M	S
<b>CO2</b>	S	S	M	M	M	S	M	S	M	S	M	S	M
<b>CO3</b>	S	M	M	S	S	S	M	S	S	M	S	M	S
<b>CO4</b>	M	M	S	M	S	S	M	M	M	S	S	S	M
<b>CO5</b>	S	S	S	M	S	M	M	S	M	S	M	M	S
<b>CO6</b>	S	S	M	S	M	S	S	S	S	M	S	S	M

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
<b>I</b>	International Business and Environment : Globalization – MNE`s – International Trade – Overview – Theories –Terms of Trade - World economic and trading situation-WTO- GATT- Uruguay Round- WTO Agreements -Multilateral trade negotiation/agreement, bilateral trade agreement, Barriers to trade-Counter trade – Financing of international Trade- IMF - World Bank- International Development Association (IDA)- International Finance Cooperation (IFC)- Asian Development Bank (ADB)- United Nations Conference on Trade and Development (UNCTAD)- United Nations Industrial Organization (UNIDO)- TRIPS	<b>7</b>
<b>II</b>	Regional Economic Integration and Cooperation : Regional economic integration- economic union – Customs union - Monetary union- Regional blocs- EU – NAFTA- The Andean community – ASEAN- APEC nations- Trade - Blocs in Africa- South-South Cooperation: Problems Facing the South- Economic Cooperation among Developing Countries (ECDC)- Global System of Trade Preferences (GSTP)- South Asian Association for Regional Cooperation (SAARC)- South Asian Preferential Trade Agreement (SAPTA)- Indo-Lanka Free Trade Agreement - Indo- pacific cooperation- QUAD and the AUKUS- Strategic alliances- China and its strategic partners.	<b>8</b>

III	Import Procedure: Introduction - Registration with regional licensing authority and obtaining IEC code -Selecting the overseas supplier- Negotiation -Finalizing the terms of import - Mode of payment - Customs clearance of imported goods-Role and Obligation of CHA-Classification of customs tariff and levy of customs duty - Warehousing of imported goods –Paperless procedures -Digitalization in transportation documentation for end to end value chain– Incoterms – UCP 600 – ICE Gate – EXIM Schemes.	7
IV	Export Procedure - Preliminaries for starting export-Regulatory framework for exporters- Register with export promotion council-Negotiation-Sales agreement – Terms of payment and other components-Export license - Export credit insurance - Finance for exports-Exchange rates & risk management - Procuring /manufacturing goods for export - Their statutory inspection- Labelling – Packaging - Packing & marking goods - Excise and customs procedure - Exporting through export houses - Role of Clearing & Forwarding – Customs Clearance (Export & Import) – Cargo Insurance - Unmanifested Cargo: Short landing, Excess Landing- INCO Terms - Paperless procedures - Digitalization in transportation documentation for end to end value chain.	8
V	Regulatory framework in International Trade : FEMA and RBI rules for Import-General guidelines issued by the RBI for importers; Form A-1; Import licenses - Obligation of purchaser of foreign exchange - Time limit for settlement of import payments - Advance remittance - Interest on import bills – limits set by RBI- Remittances against replacement – Imports - Guarantee for replacement import - Import bills/documents - Evidence of import and issue of acknowledgement - Verification and preservation of evidence of import - Understanding the procedure for duty drawback in India- Concept and rationale - Monitoring authority – Multimodal Transport Document (MTD).	8
VI	Export Pricing and Finance: Export Pricing – Factors determining export price, Export pricing objectives, Export pricing quotations, Marginal cost pricing, Break even pricing, Export pricing strategies, denomination of export contract, Export Finance – Types of export finance, Features of pre-shipment and post-shipment finance, Methods of payment, Role of commercial banks and EXIM bank in export finance, Role of ECGC in export risk management. Banking procedure, Procedure for realization of export incentives, Main export incentives available to Indian exporters.	7

**TOTAL 45**

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand International business environment and international agencies connected to it	Presentation on international trade, theories and terms of trade and agencies	Assignment, Class test
II	Understand Regional Economic Integration and Cooperation and different agencies connected to it	Discussion on regional economic integration and economic union with examples	Presentation, Assignment
III	Understand and practice import procedure documentation and payment	Presentation on regulatory framework for import with case studies	Class test, Assignment
IV	Understand and practice export procedure documentation and payment	Presentation on regulatory framework for export with case studies	Assignment
V	Understand and adopt Regulatory framework in International trade, FEMA and RBI rules	Discuss regulatory framework in International Trade through presentation	Presentation, Class test
VI	Understand and practice export pricing and finance	Presentation on export pricing and finance through case studies	Seminar

<b>References</b>	
<b>1</b>	Brooke, M. Z., & Buckley, P. J. (2016). Handbook of international trade. Springer.
<b>2</b>	Subedi, S. P. (2012). Textbook International Trade and business law. The People's Public Security Publishing House.
<b>3</b>	Gopal, C. (2006). Export Import Procedures - Documentation and nd Logistics. India: New Age International (P) Limited.
<b>4</b>	Grath, A. (2013). The handbook of international trade and finance: The complete guide for international sales, finance, shipping and administration. Kogan Page Publishers.
<b>5</b>	Johnson, T. E., Bade, D. (2010). Export/Import Procedures and Documentation. Ukraine: AMACOM.
<b>6</b>	Ram Singh (2020). Export and Import Management: Text and Cases. New Delhi: Sage Publications Pvt. Ltd.
<b>7</b>	Edward G. Hinkelman (2010).International Trade Documentation. India: Laxmi Publications Pvt Limited.
<b>8</b>	Rhee, C. C. (2018). Principles of International Trade: Import-Export. United States: AuthorHouse.
<b>9</b>	Mustafa, A. (2010). Foreign Trade Finance and Documentation. India: Laxmi Publications Pvt Limited.
<b>10</b>	Krueger, A. O. (2020). International Trade: What Everyone Needs to Know. United Kingdom: Oxford University Press.
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<b>1</b>	<a href="https://bgc.ac.in/pdf/study-material/International-Trade.pdf">https://bgc.ac.in/pdf/study-material/International-Trade.pdf</a>
<b>2</b>	<a href="https://www.mlsu.ac.in/econtents/1198_e-book%20on%20export%20import%20procedure.pdf">https://www.mlsu.ac.in/econtents/1198_e-book%20on%20export%20import%20procedure.pdf</a>
<b>3</b>	<a href="https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAX1021.pdf">https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAX1021.pdf</a>
<b>4</b>	<a href="https://dde.pondiuni.edu.in/files/StudyMaterials/PG/MCom/2year/MCOM2006InternationalTradeandFinance.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/PG/MCom/2year/MCOM2006InternationalTradeandFinance.pdf</a>
<b>5</b>	<a href="https://www.youtube.com/watch?v=r4UysaUaex8">https://www.youtube.com/watch?v=r4UysaUaex8</a>

**SEMESTER - 1**  
**GENERIC COURSE: TEAM BUILDING**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-511	Team Building	GENERIC COURSE	35	5	5	2

**Course Objectives:**

1	To discuss the characteristics of team
2	To examine the factors that influence team performance and team effectiveness
3	To impart skills for team building
4	To familiarize with team building activities and different leadership styles
5	To familiarize with technology in team building

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concept and characteristics of a team	K1, K2
CO2	Understand and analyse team development and its stages	K2, K4
CO3	Understand and analyse team building process	K2, K3, K4
CO4	Understand and apply team building activities and leadership	K2, K3, K5
CO5	Impart quality set for a leader	K5, K6
CO6	Understand and apply technology in team building	K2, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	M	L	S	S	M	M	S	S
CO2	S	M	M	S	M	M	L	S	S	S	M	S	S
CO3	S	S	S	S	S	S	M	S	S	S	S	S	S
CO4	S	S	M	S	S	S	S	S	S	S	M	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	M	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Team: Definition and concept – Difference between Group and Team – Characteristics of Team – Types of Teams.	8
II	Team Development: Tuckman's Team Development Stages – Characteristics of Effective Teams – Importance of Teams in Organization – Team Dynamics.	8
III	Team Building: Meaning and concept – Team Building Process – Advantages of Team Building – Challenges in Team Building	8
IV	Team Building Activities: Indoor and Outdoor Team Building activities – Leadership Behaviour and styles: Lewin's (Iowa) Leadership Styles – Transformational Leadership – Transactional Leadership Style - Charismatic Leadership.	8
V	Team Leadership: Role of a Team Leader – Qualities of an effective team Leader – Belbin Team Roles – Ginnett Team Effectiveness Leadership Model (TELM) - High Performance Teams (HPTs) and leadership.	6
VI	Application of Technology in Team Building: Advantages of adopting Technology for Team Building – Technology challenges in virtual teams.	7
<b>TOTAL</b>		<b>45</b>

Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the concept and characteristics of a team	Interactive lectures, readings, case studies and class discussions to understand the concepts of team	Presentation, Class test
II	Understand and analyse team development and its stages	Case study analysis and group discussions to understand the characteristics of effective team	Case study, Presentation
III	Understand and analyse team building process	Interactive lectures, readings, case studies and class discussions to understand the process and importance of team building	Group discussions, Presentation
IV	Understand and apply team building activities and leadership	Case study analysis, role play, group discussions to familiarise with team building activities and understand the impact of different leadership styles.	Case study, Assignment
V	Impart quality set for a leader	Case studies, group discussions to understand the qualities of an effective team leader	Case study, Class test
VI	Understand and apply technology in team building	Seminars and debates to familiarize with technology in team building	Seminar, Assignment
References			
1	Mittal, R. (2014). Leadership: Personal effectiveness and team building. New Delhi: Pearson		
2	Maddux, R. B. (1994). Team Building: An Exercise in Leadership. United Kingdom: Kogan Page.		
3	Iszatt-White, M., Saunders, C. (2017). Leadership. United Kingdom: Oxford University Press.		
4	Parker, G. M., Kropp, R. P. (1992). Team Building: A Sourcebook of Activities for Trainers. United Kingdom: Kogan Page.		
5	Miller, B. C. (2015). Quick Team-Building Activities for Busy Managers: 50 Exercises That Get Results in Just 15 Minutes. United States: AMACOM.		
6	Midura, D. W., Glover, D. R. (2005). Essentials of Team Building: Principles and Practices. United Kingdom: Human Kinetics.		
7	Dyer, W. G., Dyer, J. H., Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. United Kingdom: Wiley.		
8	Antonakis, J., & Day, D. V. (2012). The Nature of leadership. New York: SAGE publications.		
9	Dyer, W. G. (1995). Team Building: Current Issues and New Alternatives. United Kingdom: Addison-Wesley.		
10	MacArthur, J. F. (2006). The Book on Leadership. United States: Thomas Nelson.		
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1	<a href="https://www.businessballs.com/team-management/team-building-games-training-ideas-and-tips/">https://www.businessballs.com/team-management/team-building-games-training-ideas-and-tips/</a>		
2	<a href="https://theinvestorsbook.com/team-building.html">https://theinvestorsbook.com/team-building.html</a>		
3	<a href="https://www.youtube.com/watch?v=Ihv0KFFSdCE&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=2">https://www.youtube.com/watch?v=Ihv0KFFSdCE&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=2</a>		
4	<a href="https://www.youtube.com/watch?v=dBo0WcxaYbM&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=12">https://www.youtube.com/watch?v=dBo0WcxaYbM&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=12</a>		
5	<a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A==">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A==</a>		

**SEMESTER - 1**  
**GENERIC COURSE: MANAGING RURAL MARKETS**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
<b>MGT-GC-512</b>	<b>Rural Marketing</b>	<b>GENERIC COURSE</b>	<b>36</b>	<b>3</b>	<b>6</b>	<b>2</b>

**Course Objectives:**

<b>1</b>	To discuss the evolution of rural market in global context
<b>2</b>	To examine the classification in rural marketing
<b>3</b>	To discuss product management in rural marketing
<b>4</b>	To familiarize with technology, research and promotion in rural marketing
<b>5</b>	To discuss trends in rural marketing

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
<b>CO1</b>	Understand the concepts of rural marketing	<b>K1, K2</b>
<b>CO2</b>	Discuss market decision in rural marketing	<b>K2</b>
<b>CO3</b>	Conceptualize new product development and branding in rural marketing	<b>K2, K3</b>
<b>CO4</b>	Understand the role of promotion in rural marketing	<b>K3, K4</b>
<b>CO5</b>	Understand the advanced practices in rural marketing	<b>K4, K5</b>
<b>CO6</b>	Familiarize the trends in rural marketing	<b>K1, K2</b>

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	S	M	M	S	L	S	L	S	M	M	M	S	S
<b>CO2</b>	S	M	L	S	M	M	L	S	M	M	M	S	S
<b>CO3</b>	S	S	M	S	S	M	M	S	M	L	S	S	S
<b>CO4</b>	S	S	M	S	S	M	M	S	M	S	S	S	S
<b>CO5</b>	S	S	S	S	S	S	M	M	S	S	S	S	S
<b>CO6</b>	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
<b>I</b>	Evolution of Rural Marketing in Indian and Global Context - Definition- Nature –Scope- Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio - Cultural-economic & other environmental factors affecting in Rural Marketing - A comparative Analysis of Rural Vs Urban Marketing-Potential, Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing	<b>7</b>
<b>II</b>	Market Decisions:-Rural Market Mix- Product / Service Classification in Rural Marketing - Segmentation, Targeting and positioning- Rural Consumer Behaviour- Buying Process	<b>7</b>
<b>III</b>	Product Management in Rural Marketing:-Product Decisions- New Product Development in Rural Marketing - Brand Management in Rural Marketing- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing.	<b>8</b>
<b>IV</b>	Research, Technology and Promotion: -Rural Marketing Research-Retail & IT models in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India. CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.	<b>8</b>

<b>V</b>	Trends in Rural Marketing:-e-Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing	<b>7</b>
<b>VI</b>	Case studies: ITC, AMUL, Lijjad Pappad, Kudumbasree	<b>8</b>
<b>TOTAL</b>		<b>45</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the concept of rural marketing and the factors influencing rural marketing	Introducing the theoretical foundations of rural marketing through lecture and case studies	Assignment
<b>II</b>	Learn classification in rural marketing	Explaining different approaches in rural marketing with examples	Group discussion
<b>III</b>	Understand product management in rural marketing	Discuss branding and its classification with cases	Written assignment
<b>IV</b>	Understand IT and ethics in rural marketing	Presentation on impact of technology in rural marketing	Assignment, Class test
<b>V</b>	Understand trends in rural marketing	Discussion on rural marketing in global context with examples	Case analysis, Quiz
<b>VI</b>	Familiarize different organization under rural marketing	Discuss strategies followed by organizations in rural marketing	Case study, Class test

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<b>3</b>	Gopalaswamy, T. P. (2009). Rural marketing-environment, problems.New Delhi: Vikas Publishing House.
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<b>2</b>	<a href="https://www.deskera.com/blog/rural-marketing/">https://www.deskera.com/blog/rural-marketing/</a>
<b>3</b>	<a href="https://egyankosh.ac.in/bitstream/123456789/78943/3/Unit-18.pdf">https://egyankosh.ac.in/bitstream/123456789/78943/3/Unit-18.pdf</a>
<b>4</b>	<a href="https://unfoldmart.com/2023/02/13/the-four-as-of-rural-marketing/">https://unfoldmart.com/2023/02/13/the-four-as-of-rural-marketing/</a>
<b>5</b>	<a href="https://www.researchgate.net/publication/318983492_Winning_Rural_Markets_in_India_through_Sustainable_Marketing">https://www.researchgate.net/publication/318983492_Winning_Rural_Markets_in_India_through_Sustainable_Marketing</a>

SEMESTER – 2															
GENERIC COURSE : CAREER MANAGEMENT															
Course Code		Course Name			Category		Lecture hr		Tutorial hr		Practical hr		Credit		
MGT-GC-521		Career Management			GENERIC COURSE		38		4		3		2		
Course Objectives:															
1		To discuss the requirements for management of organizational career development													
2		To examine the concepts of the managerial competency approach, and its relevance to career management													
3		To discuss the importance of counselling for employee development													
Course Outcomes (COs): On successful completion of the course, the students will be able to															
CO Number		Course Outcome (CO) Statement										Blooms Taxonomy Knowledge Level			
CO1		Understand the elements of career development										K2			
CO2		Discuss Career Paths, Transitions and Plateaus										K2, K3			
CO3		Conceptualize Counselling for Employee Development										K2, K3			
CO4		Categorize application of Assessment Centers in Competency building										K3, K4			
CO5		Discuss the relevance of ethics in Career Development										K5			
CO6		Appraise intervention strategies										K6			
Programme Outcomes (POs):															
COs/POs		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	
CO1		S	M	M	S	L	S	L	S	M	M	M	S	S	
CO2		S	M	L	S	M	M	L	S	M	M	M	S	S	
CO3		S	S	M	S	S	M	M	S	M	L	S	S	S	
CO4		S	S	M	S	S	M	M	S	M	S	S	S	S	
CO5		S	S	S	S	S	S	M	M	S	S	S	S	S	
CO6		S	S	S	S	S	S	M	M	S	S	S	S	S	
S- Strong; L- Low; M-Medium															
Module		Course Contents												Hours	
I		Introduction to career management: - Concepts, career management and motivation- Career Development – Concepts, definitions etc., Theories of Career Development												8	
II		Career Paths, Transitions and Plateaus, types of career plateaus and tips for smooth career transitions, Managerial Succession Planning – Dual – Laddering for Career Development.												8	
III		Counselling for Employee Development, concept of competence, role of competencies, Competency Approach to Development.												8	
IV		Application of Assessment Centers in Competency building – Issues in Career management												7	
V		Relevance of Ethics in Career Development and Competency Mapping Practices												7	
VI		Intervention strategies – PCMM – case studies												7	
												TOTAL		45	
Facilitating the Achievement of Course Learning Outcomes:															
Unit No.		Course Learning Outcomes				Teaching & Learning Activity					Assessment Tasks				
I		Introduction to career management				Introducing the theoretical foundations of career development and its theories through lecture and case studies					Assignment, Presentation				

<b>II</b>	Career Paths, Transitions and Plateaus	Explaining career path and laddering for career development with examples	Group discussion
<b>III</b>	Counselling for employee development	Discuss counselling for employees and importance of competency in career development	Assignment, Class test
<b>IV</b>	Application of assessment centers and issues in career development	Discussion on assessment centers in career building with cases	Assignment, Presentation
<b>V</b>	Ethics in career development	Discussion on relevance of ethics and competency mapping in career development with examples	Case study, Presentation
<b>VI</b>	Intervention strategies in career management	Explaining intervention strategies in career management through case studies	Case study, Class test

## References

<b>1</b>	Arulmani, G., Bakshi, A. J., Leong, F. T., & Watts, A. G. (2014). Handbook of career development. International Perspectives. New York: Springer.
<b>2</b>	Gray, D. A., Gault, F. M., Meyers, H. H., & Walther, J. E. (2014). Career planning. In Career stress in changing times (pp. 44-59). UK: Routledge.
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<b>2</b>	<a href="http://www.businessballs.com/businessballs-site-map.html">www.businessballs.com/businessballs-site-map.html</a>
<b>3</b>	<a href="http://www.betterup.com">www.betterup.com</a>
<b>4</b>	<a href="http://www.sk.sagepub.com">www.sk.sagepub.com</a>
<b>5</b>	<a href="http://www.ncda.org">www.ncda.org</a>

**SEMESTER - 2**  
**GENERIC COURSE: MANAGING DIVERSITY IN WORKPLACE**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-522	Managing Diversity in Workplace	GENERIC COURSE	38	4	3	2

**Course Objectives:**

1	To discuss the business case and organizational reasons for diversity and inclusion
2	To examine the principles of inclusion, diversity, multiculturalism, and social justice in the context of human resource practices
3	To discuss the best practices and policies for creating more inclusive work environments

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concepts of diversity at individual perspectives	K1, K2
CO2	Discuss primary dimensions of diversity	K2
CO3	Conceptualize social identity and culture in diversity	K2, K3
CO4	Categorize secondary dimensions of diversity	K3, K4
CO5	Understand the ethical and legal implications in diversity	K4, K5
CO6	Familiarize organizational strategies in managing diversity	K1, K2

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Foundations of Diversity Learning: Individual Perspectives of Diversity Prejudice-stereotypes-discrimination -Privilege -Differences and Conflict Organizational diversity.	8
II	Primary Dimensions of Diversity: Race, ethnicity, age, gender, sexual orientation, physical and mental challenges-Differences between primary and secondary dimensions of diversity.	7
III	Group memberships: Social Identity-Organizational adaptation—Culture-Practice-Policies-Effective communication among cultures.	7
IV	Secondary Dimensions of Diversity: Social class, Religion, Appearance/weight, language/communication, Military Service-Impact on work and Personal experiences -Ramifications of social class privileges.	8
V	Ethical, legal, media and marketing issues in managing diversity: Ethical and Legal implications in managing diversity-Business opportunities and diverse consumers-Media effectiveness in reaching diverse consumers.	7
VI	Organizational Strategies for Managing Workforce Diversity: Workplace inclusion strategies through corporate leadership-Diversity Training-Mentoring, Employee resource groups-supplier diversity programs-Corporate social responsibility initiatives.	8
<b>TOTAL</b>		<b>45</b>

Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Analyse individual perspectives of diversity	Explain the concept of diversity with examples	Assignment, Presentation
II	Analyse primary and secondary dimensions of diversity	Discuss the role and relation between primary and secondary dimensions of diversity with case studies	Group discussion
III	Effective communication and culture in managing diversity.	Explain group membership in diversity with case studies	Assignment, Class test
IV	Secondary dimensions of diversity	Discuss the elements in secondary dimensions of diversity with examples	Assignment, Case study
V	Assess ethical issues in managing diversity	Discuss the ethical and legal implications in managing diversity using case studies	Role play, Group discussion
VI	Assess contemporary organizational strategies for managing workforce diversity	Explain strategies in diversity and its importance with real cases	Case study, Class test
References			
1	Kirton, G., & Greene, A. M. (2015). The dynamics of managing diversity: A critical approach.United Kingdom: Routledge.		
2	Triana, M. (2017). Managing diversity in organizations: A global perspective.United Kingdom: Routledge.		
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8	Cross, E. Y. (2000). Managing diversity--the courage to lead. New York: Bloomsbury Publishing.		
9	Mensi-Klarbach, H., & Risberg, A. (Eds.). (2019). Diversity in organizations: Concepts and practices. New York: Bloomsbury Publishing.		
10	Syed, J., & Ozbilgin, M. (2019). Managing diversity and inclusion: An international perspective. New York: Sage.		
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2	<a href="http://www.edf-feph.org">www.edf-feph.org</a>		
3	<a href="http://www.eeoc.gov">www.eeoc.gov</a>		
4	<a href="http://www.globaledge.msu.edu">www.globaledge.msu.edu</a>		
5	<a href="http://www.ec.europa.eu">www.ec.europa.eu</a>		

**SEMESTER - 3**  
**GENERIC COURSE : ECOTOURISM**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-531	Ecotourism	GENERIC COURSE	36	6	3	2

**Course Objectives:**

1	To discuss the fundamental principles and objectives of ecology
2	To examine the various types of ecosystems and their sustainable management techniques
3	To analyze the function of ecological indicators and their role in assessing the health and stability of ecosystems
4	To examine the relationship between tourism and ecology, including the impact of pollution on natural environments
5	To familiarize the knowledge and skills necessary for planning and implementing eco-friendly tourism initiatives, promoting sustainable development and community involvement

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concept, functions and management of ecology	K1, K2
CO2	Familiarize tourism geography and the concept of sustainable development	K2, K4
CO3	Conceptualize ecotourism, its trends, and functions	K2, K3
CO4	Familiarize ecotourism policies, planning and implementation	K4, K5, K6
CO5	Understand the various ecotourism development agencies	K2, K4
CO6	Analyze and evaluate various eco-tourism scenario of various destinations	K4, K5

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Environmental Ecology : Ecosystems - Sustainable Ecosystems - Food chain, Food Web, Ecological Indicators - Environment - Biodiversity and its Conservation	7
II	Sustainable Development : Pollution and its effect - Types & Measures to control pollution - Environmental degradation - Energy Environment Nexus - Ecological Footprints - Carrying Capacity - Environmental Impact Assessment (EIA)	9
III	Ecotourism : Trends and Functions of Ecotourism - Ecotourism in Protected Areas - Ecofriendly Products - Mass Tourism Vs Ecotourism - Ecotourism Activities - Trekking, Canoeing, Angling, Paragliding, Scuba Diving, Folk Dance and Music, Ethnic Cuisine. etc	9
IV	Eco-Development : Community-Based Ecotourism - Ecotourism & Poverty Alleviations - Rio Summit 1992 - Kyoto Protocol 1997 - Paris Conference on Climate Change 2015	7
V	Eco-Tourism Development Agencies: The International Ecotourism Society (TIES), UNWTO, UNDP, UNEP, WWF, Ministry of Tourism (GOI), The Ministry of Environment, Forests and Climate Change (MoEF&CC)	7

<b>VI</b>	Protected Areas and Ecotourism Destinations: Nandadevi Biosphere Reserve - Sundarban National Park - Periyar Tiger Reserve - Neyyar Wildlife Sanctuary - Thenmala Ecotourism - Ecotourism in Uttarakhand & Himachal Pradesh	<b>6</b>
<b>TOTAL</b>		<b>45</b>

### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand ecology principles and their significance, including objectives and basic laws.	Engage students in discussions on ecology principles, laws, and objectives, encouraging active participation and understanding.	Presentation, Case study
<b>II</b>	Explore the diversity of ecosystems and their sustainable management.	Visit diverse ecosystems and study sustainable management practices through real-world examples, fostering hands-on learning experiences.	Class test
<b>III</b>	Analyze the function of ecological indicators and their role in ecosystem health.	Conduct experiments to analyze ecological indicators and their implications for ecosystem health, followed by data analysis sessions.	Assignment, Case study
<b>IV</b>	Evaluate the concept of biodiversity and its conservation strategies.	Assign research projects on biodiversity conservation, culminating in presentations to share findings and insights with peers.	Group discussion
<b>V</b>	Assess the relationship between tourism and ecology, including the impact of pollution.	Analyse the impact of pollution on ecosystems, followed by discussions on mitigation measures.	Group discussion, Presentation, Class test
<b>VI</b>	Develop skills in eco-friendly tourism planning and implementation.	Engage students in planning eco-friendly tourism initiatives through role-playing exercises and collaborative group projects, emphasizing community participation and stakeholder engagement.	Case study, Field visits

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<b>1</b>	Chaudhury, S. K. (Ed.). (2006). Culture, ecology, and sustainable development. New Delhi: Mittal Publications.
<b>2</b>	Raina, A. K. (2005). Ecology, wildlife and tourism development: principles, practices and strategies. New Delhi: Sarup & Sons.
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<b>6</b>	Prabhas C Sinha, (2006) 'Guidelines for Human Environmental Sustainable development, Global environment law, Policy and action plan. New Delhi: SBS publications.
<b>7</b>	Patterson, C. (2007). The Business of Ecotourism: The Complete Guide for Nature and Culture-based Tourism Operators. United States: Trafford Publishing.
<b>8</b>	Garrod, B., & Wilson, J. C. (Eds.). (2003). Marine ecotourism: issues and experiences. UK: Channel View Publications.
<b>9</b>	Fennell, D. A. (2014). Ecotourism. United Kingdom: Routledge.
<b>10</b>	Higham, J. E. (Ed.). (2007). Critical issues in ecotourism: Understanding a complex tourism phenomenon. United Kingdom: Routledge.

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<b>2</b>	<a href="https://sustainabledevelopment.un.org/">https://sustainabledevelopment.un.org/</a>
<b>3</b>	<a href="https://www.thenmalaecotourism.com/index.html">https://www.thenmalaecotourism.com/index.html</a>
<b>4</b>	<a href="https://en.unesco.org/">https://en.unesco.org/</a>
<b>5</b>	<a href="http://wiienviis.nic.in/Home.aspx">http://wiienviis.nic.in/Home.aspx</a>

**SEMESTER - III**  
**GENERIC COURSE: BASICS OF RETAILING**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-532	Basics of Retailing	GENERIC COURSE	35	6	4	2

**Course Objectives:**

1	To develop marketing competencies in retailing and retail consulting
2	To equip for positions in the retail sector or positions in the retail divisions of consulting companies
3	To foster the development of the students more about retailing and retail consulting
4	To impart with necessary knowledge base of retailing and understand the importance of retailing in the application of strategic marketing
5	To assess basics of management of retail marketing

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concept of retail marketing	K1, K2
CO2	Discuss on retail marketing	K3
CO3	Conceptualize, Pricing and Channel of Distribution	K2, K3
CO4	Categorize Retail Operation	K3
CO5	Discuss on Retail in India and its evolution	K3
CO6	Discuss on Non retail formats	K3

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Retail management concept and trend - Definition and meaning – Characteristics – Functions – Trends in retailing – Types of retailing – Forms of retailing – Factors influencing retailing – Retail theories – Wheel of retailing.	7
II	Retail Marketing - Advertising and sales promotion – Store positioning – Retail marketing mix – CRM advertising in retailing – Retail merchandising – Merchandise planning – Buying function – Markups and markdown in merchandise management – Visual merchandising – Category management – Shrinkage in retail merchandise management.	7
III	Pricing And Channel of Distribution - Retail pricing – Pricing factors – Pricing methods – Retail pricing strategies - Promotion pricing – Competitive pricing – Clearance pricing – Pre-emptive pricing – Value Pricing - Every Day Low Pricing (EDLP) strategy – Retailing channels – Criteria for selection of suppliers – Channel choice - Intensive – Selective and home delivery models – Careers in retailing – Recruitment – Selection - Training.	8
IV	Retail Operation - Elements or components of retail store operation – Store administration – Store manager – Responsibilities – Store maintenance – Store security – Store planning – Design and layout – Location planning and its importance – Retailing image mix – Effective retail space management – Floor space management – Inventory management – Management of receipts – Customer service – Management of Retail Outlet or Store.	8

<b>V</b>	Retail in India - Evolution and size of retail in India – Drivers of retail change in India – Challenges to retail developments in India – Emergence of MNCs in retailing.	<b>7</b>
<b>VI</b>	New retail formats – Malls: Types – Membership- Category killers – Warehouse clubs – Ethnic and home design centres – Multi channel retailing – Foreign direct investment in retail industry.	<b>8</b>
<b>TOTAL</b>		<b>45</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Gain a deep idea in retail concepts and its connecting elements.	A deep lecture in the basic concept and provide presentation for the retail elements.	Presentation
<b>II</b>	Know about retail promoting and its various pattern of practice.	A narration on the retail promotion and discussion on current practices.	Assignment
<b>III</b>	Perceive understanding in Pricing and Channel of Distribution	Presenting the idea of pricing and distribution and engages with brain storming discussion.	Class test
<b>IV</b>	Attain knowledge about Retail Operation and its various elements.	A real-life example of retail operation and situation analysis.	Case study, Presentation
<b>V</b>	Understanding about retail evolution in India.	A complete literature review and learner based self-written assignment.	Assignment, Presentation
<b>VI</b>	Knowledge about non retail formats.	Explain the concept with examples and case studies.	Case study, Class test

#### **References**

<b>1</b>	Gibson G. Vedamani,(2017). Retail management – functional principles and Practice, Mumbai: Jaico.
<b>2</b>	Harjit Singh,(2018). Retail Management, New Delhi S. Chand Publication.
<b>3</b>	Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava,(2014). Retail Management, USA: Oxford University Press.
<b>4</b>	Michael Levy (2017), Retailing management, New York: Mc Graw Hill.
<b>5</b>	Vaja, M. B. R. (2015). Retail management. Ahmedabad: International Journal of Research and Analytics Reviews, 2(1), 22-28.
<b>6</b>	Berman &Evans,(2016). Retail Management A strategic Approach ,UK: Pearson
<b>7</b>	John J.Coyle , C. John Langley .JR., Robert A. Novack , Brian Gibson,(2017), Supply ChainManagement A Logistics Perspective – New Delhi: Cengage,
<b>8</b>	SN Mitra,(2013).Retail Management, New Delhi: Indian Books
<b>9</b>	Madhavan,(2009). Introduction to Retailing , Chennai: Vijay Nicole Imprints Private Limited.
<b>10</b>	Joel D.Wisner , Keah – Choon Tan , G.Keong Leong,(2007).Principles of Supply Chain Management A Balanced Approach– New Delhi: Cengage,

#### **e-Contents**

<b>1</b>	<a href="http://www.online.berklee.edu">www.online.berklee.edu</a>
<b>2</b>	<a href="http://www.garyasanchez.com">www.garyasanchez.com</a>
<b>3</b>	<a href="http://www.open.ac.uk">www.open.ac.uk</a>
<b>4</b>	<a href="http://www.beefretail.org">www.beefretail.org</a>
<b>5</b>	<a href="https://fileman.csuglobal.edu/course_support/syllabi/MKG410_CV_Syllabus.pdf">https://fileman.csuglobal.edu/course_support/syllabi/MKG410_CV_Syllabus.pdf</a>

**SEMESTER - 4**  
**GENERIC COURSE : SIX SIGMA**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-541	Six Sigma	GENERIC COURSE	36	3	6	2

**Course Objectives:**

1	To discuss the concept of six sigma
2	To examine the levels of six sigma
3	To familiarize the six sigma methodologies
4	To discuss measure and improvement phase in six sigma
5	To assess sampling analysis in six sigma

**Course Outcomes (COs): On successful completion of the course, the students will be able to**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Familiarize with the basic concepts in six sigma	K1,K2
CO2	Evaluate the quality practices of world class firms	K5
CO3	Facilitate the selection and use of six sigma methodology	K2, K3
CO4	Detailed understanding of six sigma tools used in define phase	K2
CO5	Detailed understanding of six sigma tools used in measure and analyse phase	K2
CO6	Apply process optimization tools	K3

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Six Sigma-Origin,Basic concepts, Goals of six Sigma, Concept of root cause Analysis,need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation	7
II	Cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies such as Motorola, GE,Bosch and in service sector- case study on Mumbai Dabbawalas	7
III	Six Sigma Improvement Methodologies-Problem Solving Concept, Selection of Improvement projects, Six Sigma Process Models, Shanin Design of Experiments, Taguchi Approach, Applications of DOE	8
IV	Define phase, Measure and Improve Phase-Phenomenon, Detailing and illustration on DOE tools for problem Solving with examples-Paired Comparison, Product/Process Search, Component Search, Modified Component Search,Multivariate Analysis, Variable Search, Criteria for identifying the cause and root cause	8
V	Six Sigma-Improve, Control Phase-root cause validation-Better Vs. Current Estimation approach-Tools used in Improve &Control Phase, Precontrol Charts for on line monitoring of process ,Variation Analysis, Steps in Variation Analysis	7

<b>VI</b>	Sampling Analysis-Introduction to Process Optimization-Stages in Process optimization-Planning, Analysis, Improvement, control-Factorial Analysis, Construction of Math model for process optimization, Concept of Optimal Solution	<b>8</b>
<b>TOTAL</b>		<b>45</b>

#### Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Introduction to six sigma	Presentation and discussion on concept, role and levels in six sigma	Assignment
<b>II</b>	Cost of quality at various levels of sigma	Explain the methodologies and levels in six sigma	Case study, Presentation
<b>III</b>	Six Sigma Process Models	Discussion on various approaches in six sigma	Class test, Assignment
<b>IV</b>	Measurement and tools used in six sigma	Presentation on Component Search, Modified Component Search, Multivariate Analysis,	Assignment
<b>V</b>	Tools used in Improve & Control Phase	Discussion on Variation Analysis, Steps in Variation Analysis,	Presentation, Assignment
<b>VI</b>	Introduction to sampling analysis	Presentation on Stages in Process optimization-Planning, Analysis	Class test

#### References

<b>1</b>	Joseph A. De Feo, William Barnard(2010), "Juran Institute's Six Sigma Breakthrough And Beyond: Quality Performance Breakthrough Methods.", New York, McGraw Hill Books
<b>2</b>	Goh, T. N. (2002). A strategic assessment of Six Sigma. Quality and reliability engineering international, 18(5), 403-410. Hoboken: John Wiley & Sons
<b>3</b>	Eckes, G. (2003). Six Sigma for everyone. Hoboken: John Wiley & Sons.
<b>4</b>	Basu, R. (2009). Implementing six sigma and lean. United Kingdom: Routledge.
<b>5</b>	Patel, S. (2017). The tactical guide to six sigma implementation. New York: Productivity Press.
<b>6</b>	Adams, C., Gupta, P., & Wilson, C. (2007). Six sigma deployment. United Kingdom: Routledge.
<b>7</b>	Gygi, C., & Williams, B. (2012). Six sigma for dummies. Hoboken: John Wiley & Sons.
<b>8</b>	Thomsett, M. C. (2004). Getting started in six sigma. Hoboken: John Wiley & Sons.
<b>9</b>	Yang, K., Basem, S., & El-Haik, B. (2003). Design for six sigma (pp. 184-186). New York: McGraw-Hill.
<b>10</b>	Snee, R. D. (2003). Leading Six Sigma: a step-by-step guide based on experience with GE and other Six Sigma companies. New Jersey: Ft Press.

#### e-Contents

<b>1</b>	<a href="https://www.simplilearn.com/what-is-six-sigma-a-complete-overview-article">https://www.simplilearn.com/what-is-six-sigma-a-complete-overview-article</a>
<b>2</b>	<a href="https://www.isixsigma.com/getting-started/what-six-sigma/">https://www.isixsigma.com/getting-started/what-six-sigma/</a>
<b>3</b>	<a href="https://www.emerald.com/insight/content/doi/10.1108/09544780410541909/full/html">https://www.emerald.com/insight/content/doi/10.1108/09544780410541909/full/html</a>
<b>4</b>	<a href="https://www.tandfonline.com/doi/pdf/10.1080/08982110008962595?casa_token=Aq3rLEQDHcAAAAA:Kt-L4oe02C3W9x6aAGjB7t9rSzjqc5YLRBdS0iwdqNGoJyy6LkhgylaBwr5a_wqxxTzau8TFZEPI">https://www.tandfonline.com/doi/pdf/10.1080/08982110008962595?casa_token=Aq3rLEQDHcAAAAA:Kt-L4oe02C3W9x6aAGjB7t9rSzjqc5YLRBdS0iwdqNGoJyy6LkhgylaBwr5a_wqxxTzau8TFZEPI</a>
<b>5</b>	<a href="https://onlinelibrary.wiley.com/doi/abs/10.1002/qre.491?casa_token=C6rAB4Mr9_wAAAAA:MTN5e0ym3VX8PndOyM5Gattoo5XV1frykHhoZx663Ug45frUGqldJEpnGVGingqpsog-MSRvKSIYwBw">https://onlinelibrary.wiley.com/doi/abs/10.1002/qre.491?casa_token=C6rAB4Mr9_wAAAAA:MTN5e0ym3VX8PndOyM5Gattoo5XV1frykHhoZx663Ug45frUGqldJEpnGVGingqpsog-MSRvKSIYwBw</a>

**SEMESTER - 4**  
**GENERIC COURSE - RESPONSIBLE TOURISM**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-542	Responsible Tourism	GENERIC COURSE	35	5	5	2

**Course Objectives**

1	To define key concepts of responsible tourism
2	To analyze principles of responsible tourism
3	To evaluate case studies of responsible tourism initiatives
4	To develop strategies for implementing responsible tourism practices
5	To synthesize and evaluate different approaches to responsible tourism management

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the fundamental concepts and definitions of tourism and its various forms and types	K1, K2
CO2	Analyze the motivations behind travel and explore future trends in the tourism industry	K2, K4
CO3	Identify and comprehend the principles and key characteristics of responsible tourism, including its role in empowering communities	K2, K3
CO4	Evaluate the environmental, economic, and social dimensions of sustainable tourism planning and development	K3, K4
CO5	Examine the roles of different agencies, including the public sector, tourism industry, and voluntary sector, in promoting responsible tourism	K4, K5
CO6	Critically analyze current approaches to responsible tourism management and evaluate new initiatives and strategies	K5, K6

**Programme Outcomes (POs):**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	S	S	L	S	M	S	M	S	M	L	M
CO2	M	S	S	L	S	S	M	L	M	L	S	M	S
CO3	S	S	M	L	M	L	S	M	S	M	M	S	L
CO4	S	M	L	S	M	S	L	S	M	S	M	L	M
CO5	M	L	S	S	S	M	L	S	M	L	S	M	S
CO6	S	S	S	M	L	M	S	S	L	M	L	M	S

**S- Strong; L- Low; M-Medium**

Module	Course Contents	Hours
I	Introduction to tourism and concepts and definitions, Forms and types of tourism Motivation of travel , Future trends	7
II	Responsible Tourism, Key Characteristics of Responsible Tourism, Empowering Community through Tourism, Community based Tourism and Global Climate change-issues and challenges	7
III	Understanding and conceptualizing sustainable tourism planning and responsible tourist development, its dimensions Environmental Dimension, Economic Dimension, Social Dimension.	7
IV	Role of different agencies in responsible tourism: Public Sector, Tourism Industry, Voluntary Sector, Host Community, Media, Tourist In Coastal Areas and Sea, Rural Area, Urban Areas, Mountainous Regions, Islands, Developing Countries.	9
V	Responsible Tourism & its Dimensions: Nature and Scope of Sustainable Tourism, Critiques of Current Thinking in Sustainable Management, New Approaches to Responsible Tourism Management	6

<b>VI</b>	Tourism policy and tourism development, Responsible tourism initiatives of Kerala Tourism, RT mission	<b>9</b>
<b>TOTAL</b>		<b>45</b>

#### **Facilitating the Achievement of Course Learning Outcomes:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<b>I</b>	Understand the fundamental concepts and definitions of tourism and its various forms and types	Conduct interactive lectures and discussions on the fundamental concepts and definitions of tourism.	Quiz, Class test
<b>II</b>	Analyze the motivations behind travel and explore future trends in the tourism industry	Engage students in group activities to analyze different motivations for travel and discuss future trends.	Roleplay
<b>III</b>	Identify and comprehend the principles and key characteristics of responsible tourism, including its role in empowering communities	Organize case study sessions to explore examples of responsible tourism initiatives and their impacts.	Case analysis
<b>IV</b>	Evaluate the environmental, economic, and social dimensions of sustainable tourism planning and development	Facilitate workshops and exercises focusing on sustainable tourism planning and development.	Presentation
<b>V</b>	Examine the roles of different agencies, including the public sector, tourism industry, and voluntary sector, in promoting responsible tourism	Arrange guest lectures from experts in the field to discuss the roles of various agencies in responsible tourism.	Role play, Class test
<b>VI</b>	Critically analyze current approaches to responsible tourism management and evaluate new initiatives and strategies	Conduct field trips to observe and assess real-world examples of responsible tourism practices.	Field trip

#### **References**

<b>1</b>	Fennell, D. A. (2012). Ecotourism (3rd ed.). UK: Routledge.
<b>2</b>	Goodwin, H. (2011). Tourism, Responsibility, and Sustainability: Discourses and Practices. UK: CABI.
<b>3</b>	Gössling, S., & Hall, C. M. (2013). Tourism and Water: Interactions, Impacts and Challenges. UK: Channel View Publications.
<b>4</b>	Hall, C. M., & Lew, A. A. (2009). Understanding and Managing Tourism Impacts: An Integrated Approach. UK: Routledge.
<b>5</b>	Higham, J., & Lück, M. (2019). Marine Ecotourism: Issues and Experiences. UK: Channel View Publications.
<b>6</b>	Holden, A. (2017). Tourism Resilience and Adaptation to Environmental Change: Definitions and Frameworks. UK: Routledge.
<b>7</b>	Honey, M. (2008). Ecotourism and Sustainable Development: Who Owns Paradise? (2nd ed.). Washington: Island Press.
<b>8</b>	Mowforth, M., & Munt, I. (2015). Tourism and Responsibility: Perspectives from Latin America and the Caribbean. UK: Routledge.
<b>9</b>	Sharpley, R. (Ed.). (2014). Tourism and Development: Concepts and Issues. UK: Channel View Publications.
<b>10</b>	Weaver, D. B. (2014). Sustainable Tourism: Theory and Practice. UK: Routledge.

#### **e-Contents**

<b>1</b>	<a href="https://www.coe.int/ru/web/cultural-routes/world-tourism-organization">https://www.coe.int/ru/web/cultural-routes/world-tourism-organization</a>
<b>2</b>	<a href="https://itmitourtraining.com/">https://itmitourtraining.com/</a>
<b>3</b>	<a href="https://www.keralatourism.org/responsible-tourism/">https://www.keralatourism.org/responsible-tourism/</a>
<b>4</b>	<a href="https://www.lonelyplanet.com/">https://www.lonelyplanet.com/</a>
<b>5</b>	<a href="https://amenitiz.com/en/blog/importance-of-responsible-and-sustainable-tourism/">https://amenitiz.com/en/blog/importance-of-responsible-and-sustainable-tourism/</a>

## **Annexure - I**

### **INTERNSHIP**

Course Code: **MGT-CC-533** Credit Units: **06**

Internship, in general, is a part of every professional programme, particularly for an MBA. It is a known fact that functional areas of management can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The learning process in an internship focuses attention on many attributes, which are not apparent in normal classroom situations. These attributes are professional judgment and decision-making ability, inter-disciplinary approach, data gathering and analysing skills, ability in written and spoken communication, coherence to work with a team, and a sense of responsibility among others.

To acquire the skill sets, each student will maintain and submit an Internship diary and an Internship Report before the third-semester examination.

#### **INTERNSHIP DIARY**

The Internship Diary aims to keep a personal record of the students learning and achievements during the period of internship. The diary will assess the student's analytical skills and ability to present supportive evidence and the activities performed by the intern during the period of internship. Thus, the diary is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of continuous evaluation of the Internship Report and will be produced at the time of presentation of the Internship report and viva voce. The diary will include a title page to report the name of the student, name and address of the internship organization, name of the supervisor/guide and his/her designation, date started and completed, and a detailed summary of activities performed during the period of internship.

#### **INTERNSHIP REPORT**

The Internship Report is the research report that the student has to prepare on the project assigned by the organization (In case a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The layout of the report should be as per the standard layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following areas should be included in the report:

##### **Title Page**

The title page should contain the Project Title, Programme, Student's Name, Register No., Year and Semester and Name of the Faculty Guide.

##### **Acknowledgements**

Acknowledgement to any advisory or financial assistance received in the course of work may be given.

## **Executive Summary**

The executive summary states the project's main points in a concise, easy-to-understand format. It should not exceed more than 450 words.

## **Table of Contents**

Titles and subtitles are to correspond exactly with those in the text.

## **Introduction**

The introduction should cover a brief description of the area of the project, and its scope and significance.

## **Methodology**

This section should cover the sample, method of sampling, data source, tools used for data analysis etc.

## **Results and Discussion**

Present results, discuss and compare these with those from other workers, etc. Emphasis should be laid on what has been performed and achieved in the course of the work. All the areas here are to be presently systematically using necessary headings and subheadings.

## **Major Findings, Conclusion and Suggestions**

Report here the major findings based on the results and discussion. The conclusion should contain the inference of the student based on his/her findings. The suggestions should be based on the findings only.

## **Appendices**

The appendices contain material which is of interest to the reader but not an integral part of the text/report.

## **References**

References should include papers, books etc. referred to in the body of the report. Follow the APA format for writing the references

## **Layout of the Internship Report**

Paper: A4 size

Font: Times New Roman (12 points)

Line spacing: 1.5

Top and bottom margins: 1.5 Inch (Left) and 1 inch (the other three sides)

## **Evaluation Criteria for Internship**

### ***Internal Evaluation*** (By the Department)

The break-up of marks for the internal evaluation shall be as follows:

Internship diary : 10 marks

Presentation and Viva- Voce : 15

Total : 25 marks

### ***External Evaluation*** (By the CSS of the University)

The break-up of marks for the external evaluation shall be as follows:

Internship Report : 25 marks

Presentation and Viva- Voce : 50

Total : 75 marks

## **Annexure - II**

### **DISSERTATION**

**Course Code: MGT-CC-542 Credit: 07**

The dissertation aims to conduct a scholarly inquiry into a problem or issue, using a systematic approach to gathering and analysis of data, leading to the creation of a structured report. The student should ensure that the dissertation is related to your field of specialization.

The dissertation should contain the following areas:

#### **Title Page**

The title page should contain the title of the dissertation, Name of degree, Name of the student, Register No., Name of the faculty guide and designation, and month and year of submission.

#### **Declaration**

The candidate has to declare that the dissertation is original and no part of the work has been submitted earlier for the award of any degree diploma or similar title of recognition

#### **Certificate**

The certificate of the supervisor and head of the department that the dissertation has been carried out by the students independently.

#### **Plagiarism Report**

Plagiarism report using Drill Bit Plagiarism software signed both by the Supervisor and head of the department should be attached here. The similarity should be less than 10%

#### **Acknowledgements**

Acknowledgement to any advisory or financial assistance received in the course of work may be given.

#### **Table of Contents**

The contents of the report are to correspond exactly with those in the text.

#### **List of Tables**

The list is to correspond exactly with the tables in the text.

#### **List of Figures**

The list is to correspond exactly with the figures in the text.

#### **Description of the Report**

The report may include the following:

1. Introduction: Include the background of the study, review of literature, statement of the problem, scope and significance of the study, objectives of the study, methodology (Sample, Data source and tools of analysis), limitations of the study, scheme of presentation and references ( as per APA format for the sources cited in the text)

2. Theoretical Frame Work: Include the theoretical aspect of the study area to be presented using appropriate headings, figures/charts
3. Data Analysis: Include the results and discussion of the study. To be presented in the order of objectives of the study
4. Summary of Findings Conclusion and Suggestions: Include major findings, inference of the study and specific suggestions based on the findings.
5. Bibliography: General references (Follow APA format)
6. Appendices: The appendices contain questionnaires/interview schedules and other materials which are of interest to the reader but not an integral part of the text/report.

### **Test Style and Format**

Number of pages: Limited to 100 pages (one side), exclusive of bibliography and appendices

Paper: A4 size

Font: Times New Roman (12 points)

Line spacing: 1.5

Top and bottom margins: 1.5 Inch (Left) and 1 inch (the other three sides)

### **Evaluation Criteria for Dissertation**

The break-up of marks for the evaluation shall be as follows:

Internship Report	: 75 marks
Presentation and Viva- Voce	: 25 marks
Total	: 100 marks

## Annexure - III

Reg No: .....

Name.....

**First Semester MBA CSS (General, Tourism& Travel and Shipping and Logistics)**

**Degree Examination, February 2024**

**MGT-CC-515: OPERATIONS MANAGEMENT**

**Time: 3 Hrs.**

**Max.marks:60**

### SECTION A

Answer **all** questions. Each question carries **3** marks

1. List down the limitations of customisation.
2. What are the features of product layout?
3. Distinguish between design capacity and actual capacity.
4. What is the use of ERP?
5. Present a Scatter diagram using hypothetical data. **(5×3=15 marks)**

### SECTION B

Answer any **three** questions. Each question carries **10** marks

6. Discuss the new product development practices in passenger car industry in India.
7. As a consultant, suggest suitable inventory control techniques for a super market.
8. Compare and contrast the use of layout design in a retail store and a furniture production unit.
9. (a) Distinguish between conformance orientation and, target orientation in quality management.  
(b) Based on the data given below, find out appropriate location for an annual production of 2500 units. Also present the range of annual production appropriate for each location, with graphical representation.

Location	Fixed cost (Rs)	Variable Cost/unit (Rs)
Kochi	12,00,000	600
Kollam	15,50,000	450
Wayanad	11,00,500	700

10. Discuss the various applications of Computer Integrated Manufacturing in construction industry.

**(3×10=30 marks)**

### SECTION C

Compulsory question carries **15** marks

11. Maritime sector in India has been the backbone of the country's trade and has grown manifold over the years. To harness India's 7,500 km long coastline, 14,500 km of potentially navigable waterways and strategic location on key international maritime trade routes, the Government of India has embarked on the ambitious Sagarmala Program which aims to

promote port-led development in the country. Vision of the Sagarmala Program is to reduce logistics cost for EXIM and domestic trade with minimal infrastructure investment. Since about more than 90% of India's trade by volume is conducted via the country's maritime route, there is a continuous need to develop India's ports and trade related infrastructure to accelerate growth in the manufacturing industry and to assist the 'Make in India' initiative. India has 12 major ports and approximately 200 non-major ports administered by Central and State Governments respectively.

Approximately 18 percent of India's population lives in the 72 coastal districts that comprise 12 percent of India's mainland. Development of coastal communities through Marine sector related activities like fisheries, maritime tourism and corresponding skill development is an essential objective of the Sagarmala Program. Development of cruise tourism and lighthouse tourism are other activities which are being actively considered under Sagarmala Program. Vision of the Sagarmala Program is to reduce logistics cost and time for the movement of EXIM and domestic cargo. Development of port-proximate industrial capacities near the coast, in future, is a step in this direction. In this regard, the concepts of Coastal Economic Zones (CEZs), Coastal Economic Units (CEUs), Port-Linked Industrial & Maritime Clusters and Smart Industrial Port Cities have been introduced. Connectivity is one of the critical enablers for ports and the end-to-end effectiveness of the logistics system drives competitiveness for the maritime industry as well. With infusion of new technology and capacity building, the cumulative/ total capacity available at ports can match demand but will not be able to handle additional traffic if the evacuation to and from the port is restricted. It is, therefore, important that connectivity of major ports with the hinterland is augmented not only to ensure smooth flow of traffic at the present level but also to meet the requirements of projected increase in traffic. Despite having an extensive network of inland waterways in the form of rivers, canals, backwaters and creeks freight transportation by waterways is highly under-utilized. Waterways currently contribute around 6% to India's transportation modal mix, which is significantly less than that in developed economies and some of the developing economies as well.

A. Identify the potential benefits of the project.

B. Discuss the implications of the program on the drivers of supply chain performance.

**(1x15 marks)**

## Annexure - IV

Reg No.....

Name.....

First Semester MBA CSS (General, Travel and Tourism Shipping and Logistics)  
Degree Examination, February 2024

### MGT-CC-514: QUANTITATIVE TECHNIQUE

Time: 3 Hours

Max Marks: 60

#### PART -A

Write all **five** questions. Each question carries **3 marks**.

1. When and why would you use the combined mean? Provide a step-by-step explanation of how to calculate it?
2. Define correlation and explain its significance in statistics.
3. What are positional averages explain with an example.
4. For a frequency distribution Median=130.2, Mode=141.3 find mean.
5. Explain mutually exclusive events with an example.

(5x3=15marks)

#### PART -B

Answer **all five** questions. **Each** question carries **9 marks**

6. (a) For a set of 12 observations on temperature (X) and ice cream sales (Y), the following data were obtained  $\sum X=180$ ,  $\sum Y= 280$ ,  $\sum X^2 =2800$ ,  $\sum Y^2 =6000$  and  $\sum XY=4200$ . Frame two regression equations and estimate ice cream sales when the temperature is 25 degrees Celsius

OR

(b) A manufacturing company operates in two different locations, and the production output (in units) is recorded for each month. In Location A, the mean production is 350 units with a standard deviation of 20 units, and in Location B, the mean production is 400 units with a standard deviation of 30 units. The company decides to combine the production data from both locations to calculate an overall mean. Calculate the combined mean production

7. (a) Calculate Spearman's rank correlation coefficient and comment.

Marks in Accounting	35	30	60	56	40	45	54	39	52	44
Marks in Law	36	24	42	47	32	33	43	20	57	41

OR

(b) Define non-probability sampling and discuss its applications in research.

8. (a) Calculate standard deviation and coefficient of variation from the following data

Marks	0-2	2-4	4-6	6-8	8-10	10-12
Frequency	3	4	5	2	6	8

**OR**

(b) Distinguish between large sample and small sample tests illustrating with suitable examples

9. (a) Calculate Karl Pearson's coefficient of skewness for the following frequency distribution

Size	7	12	18	24	30	36	44
Frequency	4	8	9	18	8	10	5

**OR**

(b) Price index number of wheat(X) and cereals (Y) at 12 successive seasons are given below. Suggest what will be the value of Y when X is expected to be 120.

X	84	88	102	101	84	72	84	83	87	97	100
Y	79	83	97	90	82	84	88	100	88	80	102

10. (a) A car manufacturer claims that the average fuel efficiency of its latest model is 30 miles per gallon. A random sample of 50 cars of the same model is taken, and the average fuel efficiency is found to be 28 miles per gallon with a standard deviation of 4 miles per gallon. Test the manufacturer's claim at a significance level of 0.05.

**OR**

(b) Find median and mode from the following data

Marks	15-25	25-35	35-45	45-55	55-65	65-75	75-85
No. of students	4	6	9	18	7	6	3

**(5x9=45marks)**

## **Annexure - V**

**Reg No:** .....

**Name**.....

**Third Semester MBA CSS Degree Examination, February 2024**

**(Generic Course)**

**MGT-GC-531 ECOTOURISM**

**Time: 2 Hrs.**

**Max.marks:60**

### **PART A**

**(Answer all questions. Each question carries 2 marks)**

1. List out the five biosphere reserves in India.
2. Differentiate between food chains and food webs.
3. Describe the concept of environmental impact assessment.
4. Differentiate between the biotic and abiotic components of the ecosystem.
5. Write a short note on Rio Summit 1992.

**(5x2=10 Marks)**

### **PART B**

**(Answer any 3 questions. Each question carries 10 marks)**

6. Discuss the measures that can be implemented to control pollution in tourist areas. How sustainable tourism practices help mitigate pollution?
7. Describe the 17 goals of sustainable development of the United Nations.
8. Define biodiversity and discuss its importance for ecosystem functioning and human well-being.
9. Explain the concept of community-based eco-tourism and its benefits for both communities and the environment.
10. Discuss the role of ecotourism policies in promoting sustainable development and environmental conservation.

**(10x3=30 Marks)**

### **PART C**

**(Compulsory Question)**

11. A groundbreaking study, considered the largest of its kind, has revealed a staggering toll of 5 million lives lost annually worldwide due to air pollution from fossil fuel usage. This number significantly surpasses previous estimations, shedding light on the urgent need for action. Published in The BMJ, the study emphasizes the critical role of transitioning to clean, renewable energy sources in saving lives and combating climate change.

Conducted by an international team of researchers from the UK, US, Germany, Spain, and Cyprus, the study utilized advanced modeling techniques to analyze the impact of fossil fuel emissions on global health. Their findings indicate that air pollution from fossil fuels, encompassing industrial processes, power generation, and transportation, contributes to

approximately 5.1 million avoidable deaths each year globally. This alarming figure constitutes 61% of the total estimated 8.3 million deaths attributed to outdoor air pollution from all sources in 2019.

The Global Burden of Disease 2019 study, Nasa satellite observations of fine particulate matter, population demographics, and atmospheric modelling. By employing these comprehensive approaches, the researchers aimed to provide more accurate estimates of mortality linked to fossil fuel-related pollution. The results underscore the profound impact of fossil fuel emissions on public health, positioning ambient air pollution as the leading environmental risk factor for illness and premature death. Furthermore, the study highlights the variability in previous estimations of mortality attributable to air pollution sources, emphasizing the need for standardized methodologies in such assessments.

The study offers hope by suggesting that transitioning away from fossil fuels towards renewable energy sources could yield substantial health benefits. By implementing policies to reduce fossil fuel usage, societies worldwide stand to mitigate the devastating toll of air pollution on human health and well-being.

- a) What are the common sources of air pollution apart from fossil fuel usage?
- b) How does the burning of fossil fuels contribute to air pollution?
- c) What measures the individuals can take to reduce their exposure to air pollution in their daily lives?

**(1x20=20 Marks)**