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GUJARAT UNIVERSITY

DEPARTMENT OF MARITIME MANAGEMENT

B.K.SCHOOL OF PROFESSIONAL AND MANAGEMENT STUDIES

MBA IN SUPPLY CHAIN MANAGEMENT

CURRICULUM

EFFECTIVE FROM ACADEMIC YEAR 2020-21 ONWARDS

Programme structure

- a) Duration of the programme** : Two years full time programme.
- b) No. of semesters** : Two semesters each in the 1st and 2nd year for the fulltime MBA (SCM) program, 1st to 3rd semester programme are class room teaching and 4th semester will be exclusively on-site/ on job training in an organization engaged in supply chain activities.
- c) Duration of one semester** : 15 weeks of direct teaching and 2-3 weeks for examination and related activities (beginning from July/August to December and January to April/May in each academic year)
- d) Credit requirements** : A total of **108 credit** hours (one credit hour is equal to 10 hours of class room teaching)
- e) Summer project duration** : Eight to ten weeks after 2nd Semester for the programme.
- f) Validity of registration** : The students who have registered for the programme should complete the same successfully within five years. Those who could not complete the programme within this period should seek the University's approval for continuation through the School, which may be granted at the discretion of the university.
- g) Students who drop out** : Those students who drop out of the programme in an academic year after having paid the fee will be allowed to rejoin the programme in the subsequent year, subject to the discretion of the School.
- h) Attendance** : For completing the programme, Attendance in 75% of the total sessions is necessary. However it is desirable to maintain a reasonable level of attendance in every course.

The Director of the School may condone the shortage of attendance up to 25%, on a case-to-case basis, if the absence is due to compelling circumstances. Beyond that it will be the decision of the faculty and University.

- i) Annual calendar** : The annual calendar will be declared by the University in the beginning of the year, indicating the start and end of semesters, internal and external examination time slots, etc.
- j) Intake** : 60 Seats
- k) Fees** : Rs. 20000/- per semester

Gujarat University
Department of Maritime Management
B. K. School of Professional and Management Studies

List of Subjects for MBA in Supply Chain Management

Course code	Name of Subject	Credit	No. of Class Hour
First Semester			
FC101	Supply Chain Management - I (SCM – I)	4	40
FC102	Managerial Functions (MF)	4	40
FC103	Financial Accounting and Budgeting (FA&B)	4	40
FC104	Logistics Management – I (LM -I)	4	40
FC105	Quantitative & Modeling Techniques (Q&MT)	4	40
FC106	Management Information System – I (MIS-I)	4	40
FC107	International Trade & Commerce (ITC)	4	40
FC108	Warehouse Management (WM)	4	40
		32	320
Second Semester			
FC201	Operations Management (OM)	4	40
FC202	Export-Import Procedure & Documentation (EIP&D)	4	40
FC203	Global Economics & Management Decision (GE&MD)	4	40
FC204	Costing and Financial Management (C&FM)	4	40
FC205	Management Information System – II (MIS-II)	4	40
FC206	Supply Chain Management II (SCM-II)	4	40
FC207	Multi-Modal Transport (M-MT)	4	40
FC208	Logistics Management - II (LM-II)	4	40
		32	320

Third Semester			
SC301	Business Law (BL)	4	40
SC302	Insurance and Supply Chain Risk Management (I&SCRM)	4	40
SC303	Sales and Distribution Management (S&DM)	4	40
SC304	Retail Management (RM)	4	40
SC305	Marketing Strategy and Control Management (MS&CM)	4	40
SC306	Managerial Communication and Soft Skills (MC&SS)	4	40
SC307	Project Management & Research Methodology (PM&R)	4	40
SC308	Strategic Management (SM)	4	40
		32	320
Fourth Semester			
LTP	On-site Project Training / On Job Training 4 to 5 Months (Long Term)	10	100
SIP	Summer Internship Placement 6 to 8 Weeks after First MBA-I	2	20
		12	120
	Total Credits of Two Years	108	1080

- **Case studies are compulsory in every module of each subject**
- **Sector Specific cases should be taught like Pharma, FMCG, Ecommerce etc.**

Subject	FC101 - Supply Chain Management I (SCM- I)
Academic Year	2020-21 Onwards
Credits	4
Objective	This course enables the students to familiarize with the Supply Chain from the verybasic concepts.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to SCM	Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics, A model of SCM, Focus areas in SCM, Change Drivers, Evolution of SCM, Types of Cargoes. Cross docking warehousing, Agile SCM, Green SCM, Maritime SCMs. Case studies on SCM	20	8
II	Supply Chain Network Design and Demand Management	Logistics and SCM Network design, Integrated SCM Planning, Strategic Importance of Logistics/SCM network planning, Factors influencing network design decisions, Major Locational determinants, Framework - Design – and Functions, Types and Functions of Distribution Channel, Physical Distribution Management, Tasks in Physical Distribution Channel, Economic of distribution, Channel Relationships, Logistics service alliances, Alliances, Modelling approaches to Logistics/ Supply chain network design, Strategic Planning of logistics. Supply chain network, Demand Management, Relationship between customer service and demand management, Performance measures for customer service. Demand management process, The Role of forecasting and production, Nature of forecasting, Basic approach to demand forecasting, collaborative planning, forecasting and replenishment (CPFR), Customer service, Elements of customer service, how to establish customer service strategy? , Customer service audit, Development of Customer service standards Case studies on Supply Chain Network Design and Demand Management	20	8

<p>III</p>	<p>Supply Chain Planning, implementation and order processing with IT</p>	<p>Aggregate planning in a supply chain, Aggregate planning strategies, Planning supply and demand in a supply chain, Planning and managing inventories in a supply chain, Planning for optimal level of product availability, Sourcing/source management, Strategic sourcing management / Transportation management</p> <p>The customer order cycle, Order management system, Order and replenishment cycles, Order processing categories, The logistics information system, The order management system, The warehouse management system, The transportation management system.</p> <p>Case studies on Supply Chain Planning, implementation and order processing with IT</p>	<p>20</p>	<p>8</p>
<p>IV</p>	<p>Supply Chain Planning and Strategies</p>	<p>Supply chain strategies, Strategy classification, Corporate strategy, Logistics strategies, Strategic fit, Achieving strategic fit, Supply chain strategies, Supply chain strategy framework, Supply chain relationships, Customer relationship management, Supply chain integration, Push, Pull and Push Pull systems, Demand-driven strategies, Distribution strategies, Centralised control strategy versus decentralized control strategy</p> <p>Case studies on Supply Chain Planning and Strategies</p>	<p>20</p>	<p>8</p>
<p>V</p>	<p>Location and Transportation Strategy in Supply Chain</p>	<p>The need for long range planning, Major locational determinants, Historical perspectives on location problems, Single facility versus multi facility location, Methods of evaluating location alternatives</p> <p>The role of transportation in a supply chain, Traffic and transportation strategy, Carrier selection decision, Intermodal transportation, Transport documentation, Transportation economics and pricing costing of transportation services, Rate and rating, Transportation management strategy, Transportation Management System (TMS), Transportation services, Transportation cost considerations, Transportation rate profiles, Transportation documents used in International transportation, and Domestic transportation.</p> <p>Case studies on Location and Transportation Strategy in Supply Chain</p>	<p>20</p>	<p>8</p>

	Text Book	<ol style="list-style-type: none"> 1. K. Shridhara Bhat, Supply Chain Management, Himalaya Publishing House, Latest Edition 2. Sunil Chopra, Peter Meindl, Dharam Vir Kalra Supply Chain Management – Strategy, Planning and Operation, Pearson Latest Edition 		
	Reference Book	<ol style="list-style-type: none"> 1. Sarika Kulkarni, Ashok Sharma Supply Chain Management – Creating Linkages for Faster Business Turnaround, Tata McGraw-Hill Publishing Company Ltd, Latest Edition 2. James B. Ayers, Supply Chain Project Management – A Structured Collaborative and Measurable Approach, CRC Press, Latest Edition 		

Subject	FC102 –Managerial Functions
Academic Year	2020-21 Onwards
Credits	4
Objective	<p>To provide an understanding of basics of Management, the nature of organizational operation & change; the role of a manager in dealing with that change; and skills which will allow them to contribute positively to the change process.</p> <p>To develop understanding of latest management principles and get prepared to face the management challenges of 21st century.</p>
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Concepts of Management & Planning	<ul style="list-style-type: none"> • Science or Art, • Management and Administration, • Management thoughts by Management Gurus, • Functions of Management, • Types of Business Organization, • Business Ethics and Social Responsibility: Concept, Shift to Ethics, • Tools of Ethics <ul style="list-style-type: none"> • Nature & Purpose, • Steps involved in Planning, • Objectives, • Setting Objectives, • Management by Objectives, • Strategies, • Policies & Planning Premises, • Forecasting, • Decision-making. <p>Case studies</p>	20	8
II	Organizing	<ul style="list-style-type: none"> • Nature and Purpose, • Formal and Informal Organization, • Organization Chart, • Structure and Process, • Departmentation by difference strategies, • Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - • Techniques – HRD – Managerial Effectiveness. <p>Case studies</p>	20	8

III	Leading	<ul style="list-style-type: none"> • Motivation • Leadership • Teams and Teamwork • Communication and Negotiation 	20	8
IV	Directing & Controlling	<ul style="list-style-type: none"> • Scope, • Human Factors, • Creativity and Innovation, • harmonizing objectives, • system and process of Controlling, • Requirements for effective control, • The Budget as Control Technique, • Information Technology in Controlling, • Productivity, • Problems and Management, • Control of Overall, • Performance, • Direct and Preventive Control, • Reporting, • The Global Environment, • Globalization and Liberalization, • International Management and Global theory of Management <p style="text-align: center;">Case studies</p>	20	8
V	Practical	Case studies and presentation	20	8
	Text Books	<ol style="list-style-type: none"> 1. Management by J. A. F. Stoner, R. E. Freeman & D. R. Gilbert Jr. 2. Tripathy PC And Reddy, PN Principles of Management, Tata McGraw-Hill Latest edition 3. Rao VSP, Management, Text & Cases Excel Books, Latest edition 		
	Reference Books	<ol style="list-style-type: none"> 1. Organisation Theory, Structure, processes & outcome by Richard Hall 2. Wehrich Heinz & Koontez Harold, Management - A Global and Entrepreneurial Perspective, Mc Graw Hill Latest edition 		

Subject	FC103 - Financial Accounting & Budgeting (FA&B)
Academic Year	2020-21 Onwards
Credits	4
Objective	<p>To provide students with the tools to enable them to interpret and evaluate financial information and utilize financial information for decision making purposes.</p> <p>To provide competencies for:</p> <ol style="list-style-type: none"> 1. Creating draft financial statements 2. Critical analysis of information contained in financial statements 3. Select and apply financial decision making techniques to appraise projects 4. Complex investment decisions 5. Appreciate differences between financial decision-making in the public & private sector 6. Exposing the students to concepts of cost and cost accounting / classification / accounting methods
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Financial Accounting	<p>Meaning of Accounting</p> <ul style="list-style-type: none"> • Uses and Users of Accounting Information • Accounting principles • Transactions and events • Principles of Double entry system of accounting • Classification of commonly used accounts, Rules of debit and credit, Recording of business transactions • Journalisation • Preparation of Cash Book • Preparation of Ledger and trial balance • Taxation • GST (GST on Freight, Payment Rules, Payment Ledgers) 	20	8
II	Final Accounts / Financial Statements and Ship Financing	<ul style="list-style-type: none"> • Preparation of Trading Account, Profit and loss Account, Profit and loss Appropriation Account, Balance Sheet. Understanding of adjustment entries • Ship Financing <ul style="list-style-type: none"> ○ Introduction to ship finances ○ The business model ○ Profit and loss account ○ Balance sheet 	20	8

		o Employment of capital		
III	Analysis of Financial statements	<p>Meaning and objectives of financial statement analysis</p> <ul style="list-style-type: none"> • Sources of information • Standards of comparison • Types of analysis <ul style="list-style-type: none"> o vertical or horizontal methods • Techniques of analysis <ul style="list-style-type: none"> o Comparative financial statements o Common size statements • Accounting Ratios <ul style="list-style-type: none"> o Classification o Advantages and limitations of ratio analysis o Interpretation of ratios • Cash flow statement <ul style="list-style-type: none"> o meaning o usefulness, limitations o Interpretation 	20	8
IV	Understanding published financial statements	<ul style="list-style-type: none"> • Nature and significance of corporate financial statements • Corporate Balance-sheet and Profit and loss account • Notes to the accounting and significant accounting policies • Important provisions of Companies Act, 1956 for preparation of financial statements • Disclosures in published financial statements and their interpretation • Understanding about Directors' report, Auditors' report, Management discussion and analysis report, Corporate governance report 	20	8
V	Budgetary Control	<ul style="list-style-type: none"> • Meaning of budget • Budgeting and budgetary control • Organization of budgetary control • Objectives of budgetary control • Advantages and limitations of budgetary control system • Classification and preparation of budgets [functional and flexible], • Zero base budgeting <p>Case study: An integrated case based on the above modules</p>	20	8
	Text Books	<p>1. Accounting for management, Text and Cases- S.K. Bhattacharya, John Dearden by Vikas</p> <p>2. Financial Accounting for Management: An analytical perspective – Ambrish Gupta (Pearson)</p>		

	Reference Books	1. Accounting for Managers – J. Madegowda (Himalaya) 2. Financial Accounting: A managerial emphasis– Ashok Banerjee (Excel) 3. Basic Accounting for Management: Paresh Shah (Oxford)		

Subject	FC104 – Logistics Management – I (LM-I)
Academic Year	2020-21 Onwards
Credits	4
Objective	This course enables the students to familiarize with the Logistics Industry from the very basic concepts. Role of Logistic Industry in Indian Economy and advantages. How distribution cycle works with the help of logistics
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Concept of Logistics	<ul style="list-style-type: none"> • Introduction • Concept of Logistics • Objectives of Logistics • Importance of Logistics • Types of Logistics • Concept of Logistics Management • Evolution of Logistics • Role of Logistics in an Economy • Case studies 	20	8
II	Advantages of Logistics	<ul style="list-style-type: none"> • Difference between Logistics and Supply Chain Management • Logistics and Competitive Advantage • Logistics Mix • Logistics in Organized • Case studies 	20	8
III	Integrated Logistics	<ul style="list-style-type: none"> • Concept of Integrated Logistics • Inventory flow, Information flow • Operational Objectives of Integrated Logistics • Barriers to Integration • Organization structure • Measurement system • Inventory ownership • Knowledge transfer capability • Logistical Performance Cycle • Logistics Performance Cycle • Manufacturing support Performance Cycle • Procurement Performance • Case studies 	20	8

IV	Demand Forecasting	<ul style="list-style-type: none"> • Introduction • Objectives • Concept of Demand Forecasting • Impact of Forecasts on Logistics and Supply Chain Management • Forecasting Process • Forecasting Techniques • Selecting the Appropriate Forecasting Technique • Operating Principles of Forecasting • Case studies 	20	8
V	Customer Service	<ul style="list-style-type: none"> • Customer Service • Key Element of Logistics • Concept of Customer Service • Attributes of Customer Service • Different phases of Customer Services • Customer Service for Competitiveness • Value-added Logistical Service <p>Case study and presentations</p>	20	8
	Text Books	1. Logistics Management : Reji Ismail (Excel Books)		
	Reference Books	1. Maritime Logistics : Dong-Wook Song & Photis M Panayides (The Chartered Institute of Logistics and Transport – UK) 2. Logistics : David J. Bloomberg, Stephen Lemay, Joe B. Hanna (Eastern Economy Edition)		

Subject	FC105 - Quantitative Analysis & Modeling Techniques (QA&MT)
Academic Year	2020-21 Onwards
Credits	4
Objective	This module is designed to provide the students with a conceptual framework of quantitative techniques, strategies and methods associated with current business environment. Also to enable them to analyze situations & generate structured decisions that will stand up to critical scrutiny.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Basic Statistics	<ul style="list-style-type: none"> Descriptive Statistics: Central Tendency Measures of Dispersion, Skewness, Review of permutation and Combination Introduction to Probability and Baye's Theorem; Random variable and Probability distribution, Expected Value, Variances & Covariance; Decision Analysis, Expected Value, Expected Opportunity Loss, Decision Tree 	20	8
II	Probability Distribution and Sampling	<ul style="list-style-type: none"> Discrete Probability Distributions - Binomial, Poisson, Uniform; Continuous Density function Uniform, Normal distribution, Sampling and Sampling distribution; Determinate of sample size; Testing of Hypothesis; Chi-square test - Test for Independence, Goodness of fit; 	20	8
III	Correlation, Regression and ANOVA	<ul style="list-style-type: none"> Correlation & Simple Regression: One-way Analysis of Variance, etc. 	20	8
IV	Introduction to OR and Linear Programming	<ul style="list-style-type: none"> Introduction to Operations Research (OR): Nature of OR problems; Decision Science, Modeling Techniques, • Introduction to Linear Programming: Formulations; Graphical Methods of solution; Duality & its implications; Sensitivity Analysis, • Exposure to available computer packages: Transportation & 	20	8

		<ul style="list-style-type: none"> • Transshipment Problem; Assignment & Traveling Salesmen Problems; 		
V	Management Science Model	<ul style="list-style-type: none"> • Introduction to Integer Programming: Markov Analysis; • Introduction to Network:- Shortest path / max-flow / Minimum spanning tree , Simulation; Queuing Problems (only Elementary Models); • Case studies 	20	8
	Text Books	<ol style="list-style-type: none"> 1. Statistics for Management - Richard Levin & David S Rubin, PHI (latest edition) 2. Introduction to Management Science: A Quantitative Approach to Decision Making by Anderson, David R. 		
	Reference Books	<ol style="list-style-type: none"> 1. Miller & Freund's Probability & Statistics for Engineers – Richard A. John 2. Probability and Statistical Inference, 5th edition., - Hogg R V & E.A. Tanis 3. Quantitative Techniques – Theory & Problems - by P.C. Tulsian and Vishal Pandey 4. Statistics for Business and Economics, 6th edition., - McClave J T & P.G. Benson 5. Applied Linear Statistical Models, 2nd edition - Neter J W Wasserman & M H Kutner 6. Introduction to Management Science, 5th edition - Cook T M & R A Russel 		

Subject	FC106 –Management Information System - I (MIS)
Academic Year	2020-21 Onwards
Credits	4
Objective	To enable students to understand the latest technology available in the Information Technology sector (both hardware & software), their comparative advantages & finally assess the suitability for implementation in the organization in a manner as to provide a synergistic environment of working in a mutually beneficial manner with the stakeholders.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Management Information System	<ul style="list-style-type: none"> • Management Information Systems • Need, Purpose and Objectives • Contemporary Approaches to MIS • Information as a strategic resource • Use of information for competitive advantage • MIS as an instrument for the organizational change • Case studies 	20	8
II	Decision Support System	<ul style="list-style-type: none"> • Information, Management and Decision Making • Models of Decision Making • Classical, Administrative and Herbert Simon's Models • Attributes of information and its relevance to Decision Making • Types of information • Decision Support Systems • Group Decision Support Systems • Executive Information Systems • Executive Support System • Expert Systems and Knowledge Based Expert Systems • Artificial Intelligence • Case studies 	20	8
III	Information Technology	<ul style="list-style-type: none"> • Information Technology • Definition, IT Capabilities and their organizational impact • Telecommunication and Networks • Types and Topologies of Networks • IT enabled services such as Call Centres, Geographical Information Systems etc. 	20	8

		<ul style="list-style-type: none"> • Overview of Block Chain • Overview of Android Operating System • Overview of operating system of iPhone • Logistics & Supply Chain Mobile Applications • Case studies 		
IV	Database Management Systems	<ul style="list-style-type: none"> • Data Base Management Systems • Data Warehousing and Data Mining • Systems Analysis and Design • Systems Development Life Cycle • Alternative System Building Approaches • Prototyping • Rapid Development Tools • CASE Tools • Object Oriented Systems • Case studies 	20	8
V	System Development Strategies	<ul style="list-style-type: none"> • Management Issues in MIS • Information Security and Control • Quality Assurance • Ethical and Social Dimensions • Intellectual Property Rights as related to IT Services / IT Products • Managing Global Information Systems • Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies. • Logistics & Supply Chain Management – IT use in Railways (port –rail interface inIT) • EDI – Electronic Data Interface (Custom / Bank / Shippers /Agents) <p>Case study: An integrated case based on the above modules</p>	20	8
	Text Books	1. Management Information Systems by James O'Brien (TMH)		
	Reference Books	<ol style="list-style-type: none"> 1. Management Information Systems: Managing the Digital Firm by Laudon, Kenneth C. and Laudon, Jane P (Pearson) 2. Management Information System: Conceptual Foundations – Structure and Development” by Gordon Davis and Margrethe Olson 		

Subject	FC107 - International Trade & Commerce (ITC)
Academic Year	2020-21 Onwards
Credits	4
Objective	To grow and stay competitive in the global economy, business professionals in organizations of all sizes-from entrepreneurial companies to large corporations- must have a thorough understanding of the dynamics of international business. The International 2020-21 Onwards unit is designed to provide this broad & comprehensive curriculum which shall expose the students to the business, economic, and political forces dominating the rapidly increasing international marketplace which shall finally make them confident to pursue careers in International organizations, logistics and allied sectors dealing with trade and international markets.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	International Business	<ul style="list-style-type: none"> • Definition, nature, approaches and theories of International business • International economic environment • Economic and political environment • Different theories like Adam Smith Model/ Ricardo / H-O Model / specific Factor Model / Neo-Ricardian Theory / Sraffa trade theory etc • International; trade policy, Tariffs, Subsidies, Restraints and administrative Policies <p>Case studies</p>	20	8
II	Modes of International Business	<ul style="list-style-type: none"> • Export-Import Policy • Licensing • Franchising • Contracting • Turnkey Projects • Mergers & Acquisitions • Joint Ventures • International Marketing Channels • Case studies 	20	8
III	World Trade Organization and Trade Blocks	<ul style="list-style-type: none"> • Economic Integrations – free trade area, custom unions, common markets • Economic unions • EEC, ASEAN, SAARC, SAFTA, EFTA, OAU, NAFTA, OECD, LAPTA, CIS, GATT, 	20	8

		<p>WTO,</p> <ul style="list-style-type: none"> • Liberalization of agriculture trade • Case studies 		
IV	International Finance	<ul style="list-style-type: none"> • Introduction – Foreign Exchange, Types of foreign exchange rates • Convertibility of Rupees and its implications • Direct Foreign Investment: Reason of Direct foreign investment • Strategies of Direct Foreign Investment • International Institutions and their role in Capital Market- I.M.F., World Bank and ADB • Case studies 	20	8
V	The Global Pattern of Maritime Trade	<ul style="list-style-type: none"> • Introduction • The West Line Theory • TFA, WCO, UNCTAD, ICC, IATA, FIATA, IPA, IPPA, CSLA, FFAI, CAI, CFSAJ, NACFS • Free Trade Agreement <p>Case study: An integrated case based on the above modules</p>	20	8
	Text Books	<ol style="list-style-type: none"> 1. Roger Bennett International Business 2. Justin Paul International Business 		
	Reference Books	<ol style="list-style-type: none"> 1. Ajamiet.al International Business: Theory and Practice 2. P. Subba Rao, International Business –Text and cases 3. Francies Cherunilam, International Business 		

Subject	FC108 – Warehouse Management
Academic Year	2020-21 Onwards
Credits	4
Objective	This course enables the students to familiarize with the warehouse management from the very basic concepts. Characteristics of an ideal warehouse management. Understanding of how operation and storage systems works.
Total Hours	40 hours
Instructor	

Module	Description	Content	Weightage	Sessions
I	Procurement System	<ul style="list-style-type: none"> • Objectives of Procurement System, • Principles of Procurement, • History of procurement function: from administrative to strategic, • Value added role, • Procurement Cycle, Procurement • Planning, Purchasing Mix: Six Rights, • Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability, Bidding process Case studies	20	8
II	Warehouse Management	<ul style="list-style-type: none"> • Meaning of a Warehouse, • Need for warehousing management, • Evolution of warehousing, • Role of a warehouse manager, • Functions of Warehouses, • Types of Warehouses, • Warehousing Cost, • Warehousing Strategies, • Significance of Warehousing in Logistics, • Warehousing Management Systems (WMS) • Role of government in warehousing, • Characteristics of an ideal warehouse Case studies	20	8
III	Warehouse operations	<ul style="list-style-type: none"> • Storing products in a warehouse, • Warehousing and Supply Chain • Bar Code Scanners, • Wireless LAN, • Mobile Computers, • Radio Frequency Identification (RFID) • Warehouse Operations, • Receiving inventory, • Picking inventory, • Locating inventory, • Organising inventory, 	20	8

		<ul style="list-style-type: none"> •Despatching inventory, • Equipment Used for a Warehouse •Case studies 		
IV	Storage Systems	<ul style="list-style-type: none"> • Storage and Warehousing Information system -Storage Equipment: • Storage option - shuttle technology - very high bay warehouse - • Warehouse handling equipment - vertical and horizontal movement - • Automated Storage/ Retrieval System (AS/RS)-specialised equipment- • Technical advancements- Resourcing a warehouse- warehouse costs- • Types of cost - Return on Investment (ROI) – • Charging for shared-user Warehouse service – • Logistics charging methods • Warehousing- Performance management • Outsourcing Decisions. • Case studies 	20	8
V	Material Handling and Warehouse safety	<ul style="list-style-type: none"> • Material handling • Product movement - concept- costs- product load activity—dispatch activity unload • Activity-control device - • impact of the computer technology automatic Identification- • issues and trends in product transport-- Packaging - Pallet - Stretch wraps - Cartons –Labeling- Health and safety- Risk • Assessment - Layout and design - Fire safety- Slips and trips - Manual • Handling - Working at height - Vehicles - Forklift trucks - Warehouse • Equipment legislation. Warehouse safety check list- Warehouse • Environment - Energy production - Product waste - waste disposal - • Hazardous waste- Sustainable warehouse Management. <p>Case study: An integrated case based on the above modules</p>	20	8
	Text Books	1. Gwynne Richards (2014) Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern		

		Warehouse. The Chartered Institute of Logistics and Transport, Kegan page limited. 2. David E. Mulchy & Joachim Sidon (2008) A Supply Chain Logistics Program for Warehouse Management. Auerbachian Publications		
	Reference Books	1. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin. 2. Arnold, J.R., Chapman, S.N. (2012). The Introduction to Materials Management. (7 th ed.), Prentice-Hall. Coyle, J.J., Jr. Langley, C.J., Novack, R.A., & Gibson, B.J. (2013). Managing Supply Chains: A Logistics Approach. (9 th ed.), McGrawHill. Edward, F. (2002).		

Subject	FC201 – Operation Management (OM)
Academic Year	2020-21 Onwards
Credits	4
Objective	To provide a comprehensive outline of the different types of Operations. This subject will give exposure to the students to get a first-hand experience in Operation Management, Vendor & Inventory management, Methods of Operations and Concept of quality management and manufacturing management philosophies.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Introduction of Operation Management	<p>Understand the importance of the OM function and its strategic importance, various types of manufacturing and service systems,</p> <p>The systems approach to OM. Introduction to Operations Management, operations strategy and competitiveness, product design and process selection for manufacturing and services.</p> <p>Facility location and layout.</p> <p>Case studies</p>	20	8
II	Vendor & Inventory Management	<p>Vendor management - new vendor selection, vendor performance monitoring, Lean Manufacturing basics mainly 5S, Kaizen</p> <p>Understand the basis of inventory management decisions, LIFO & FIFO Method.</p> <p>The hierarchical approach to planning and various methods of inventory management.</p> <p>Forecasting, inventory systems for independent demand, inventory management under uncertain demand, inventory systems for dependent demand, aggregate planning.</p> <p>Case studies</p>	20	8

III	Ops Excellence Methods of Operations	Define Operation Excellence Understand various methods of operations scheduling and the management large projects. Operations scheduling, project management. Case studies	20	8
IV	Understanding of Issues and Supply chain Management	Understand the issues associated with the management of queues and the management of supply chains. The management of queues, applications in manufacturing and services, supply chain management. Case studies	20	8
V	Concepts of quality management and manufacturing management philosophies Control and Command Centre	Understand the concepts of quality management and the usage of statistical tools for quality management. QM certifications and their importance in SCM like ISO 9001, IATF 16949, etc., Develop an understanding of Japanese manufacturing management philosophies. Quality management, statistical quality control, JIT production systems. Explain to provide end to end visibility on the operations process Case study	20	8
	Text Books	1. William J Stevnsos, Operations Management, Tata Mc graw Hill 2. Heizer, Jay and Render, Barry, Jagadish Rajshekar, Operations Management, Pearson education, 9th edition		
	Reference Books	1. Russell, Roberta S. and Taylor, BernardW, Operations Management Along the Supply Chain, John Wiley and Sons (WileyIndia), 6th Edition 2. Robert Klassen, Larry J. Menor, Cases in Operations Management, SAGE, Latest Edition		

Subject	FC202 - Export-Import Procedure & Documentation (EIP&D)
Academic Year	2020-21 Onwards
Credits	4
Objective	To provide comprehensive understanding on export and import procedures and documentation process (both national & International) thus enabling students complete comprehension and ability to manage & redefine the commercial processes in the context of total logistics scenario.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	International Finance	<ul style="list-style-type: none"> • Export and Import Finance • Foreign exchange Management • Exchange Control Regulation • Trade Payment Methods • Uniform customs and practices for Documentary Credits • Finance for Short Term and Long Term Trade from Exim Bank • Case studies 	20	8
II	International Marketing	<ul style="list-style-type: none"> • Changing Global Market Place and Trends in Foreign Trade • How to get Useful Information and to do Desk Research • International Marketing • Opportunities and Challenges • Element of Global Marketing Success • Market approach and Strategies • International Marketing and Indian Context • Case studies 	20	8
III	Export Incentives– Procedure and Documentation	<ul style="list-style-type: none"> • Advance Authorization • Duty Free Import Authorization • DEPB-Duty Draw Back • EEFC Account – Packaging Credit • Summary of Pre and Post Export Incentives • Participating Government Agencies • Case studies 	20	8

IV	Foreign Trade Policy and Customs- An Overview	<ul style="list-style-type: none"> • Structure of Foreign Trade Policy • Who can Import, What can be Imported • Modes of Import of Capital Goods • Modes of Import of Raw materials and Components • Custom Concepts • Classification and Valuation • Adjudication <p>Case studies</p>	20	8
V	Shipping, Logistics and Marine Insurance	<ul style="list-style-type: none"> • Elements of Export Import Contracts • Bill of Lading, Letter of Indemnity, Delivery Order, Mate Receipt, Airway Bill • Conference Line Vessel • Charter Party Vessel • Type of Containers • Container Dimension • Incidence of Rates and Mode of Computation • Role of Planning of Logistic in Import and Export Business • Case studies 	20	8
	Text Books	Export - Import And Logistics Management by Rai, Usha Kiran PHI		
	Reference Books	<ol style="list-style-type: none"> 1. Export/Import Procedures and Documentation Thomas Johnson, Donna Bade, TMH 2. EXIM Policy & Handbook of EXIM Procedure, VOL I & II 3. A Guide on Export Policy Procedure & Documentation, by Mahajan, Snow White Publications Pvt. Ltd, Latest Edition 4. Practical Guide to the Foreign Trade of India, Arora R.S., National Publishing House 		

Subject	FC203 –Global Economics and Management Decision (GE&MD)
Academic Year	2020-21 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • To impart knowledge, with respect to concepts, principles and practical applications of Global Economics • Identify sources of economic value. Ability to design competitive strategies, based on the understanding of concepts of managerial economics • To apply economic analysis in the formulation of business policies • Understanding of the role of managers in an enterprise
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction of Global Economics and Management	<ul style="list-style-type: none"> • Ten principles of economics • The market forces of supply and demand • Elasticity and its applications • The costs and economics of production, Economies of scale Case studies	20	8
II	The Global Economy	<ul style="list-style-type: none"> • Globalization of Culture and Economy. IT and Globalization. • Globalization vs. Diversity. • 4 major Questions of World Economy. • Types of Political Economies. • Historical Development of Capitalism: Emergence and Nature. • Industrial Revolution. Colonialism, Historiography of Conquest. Cultural Westernization. • Theoretical Considerations. Factors of Location. • Alfred Weber and location theory. • Principles of Scale Economics, Industrial Location • Theory, Geographic Organization of Corporations. • Notions of Comparative and competitive advantage. International Money and capital markets. 	20	8

III	Market structure and Pricing Measuring a nation's income	<ul style="list-style-type: none"> • Perfect competition • Monopoly competition • Oligopoly competition • Monopolistic competition • Measuring the cost of living • Savings and investment • Production and growth, Concepts of GDP, GNP, PPP • The monetary system, Money growth and inflation • Open-economy macroeconomics – Basic concepts •Case studies	20	8
IV	Aggregate demand and aggregate supply	<ul style="list-style-type: none"> • The influence of monetary and fiscal policy on aggregate demand • The short-run trade-off between inflation and Unemployment Case studies	20	8
V	Analysis	<ul style="list-style-type: none"> • Case: Pricing, admission to a museum. (Module I) • Case: The De Beers Diamond Monopoly (Module I) • Case: Near empty restaurants and off-season miniature golf. (Module II) • Case: OPEC and the World Oil Prices (Module II) • Case: Advertising and the price of eyeglasses (Mod II) • Case: International difficulties in GDP and Quality of life. (Module III) • Case: Case study using IBM Analytics or any other alternate software. • Price Leadership and Market Leadership Model. Basics of Game Theory and the relevance of the same in the real world scenario • Analysis of Union Budget, Monetary policy, Economic Survey Case study: An integrated case based on the above modules	20	8
		<ol style="list-style-type: none"> 1. Gregory Mankiw, Economics: Principles & Applications, Cengage, Latest Edition 2. Dr D. M. Mithani, Managerial Economics: Theory & Applications, Himalaya, 2010, Latest 		

	Reference Book	<ol style="list-style-type: none"> 1. G. S. Gupta, Managerial Economics, TMH Hill 2. D. Salvatore, Managerial Economics in a Global Economy, Cengage, Latest 3. R.L. Varshney and K.L. Maheswari, Managerial Economics, Sultan Chand, 19th / Latest 4. H.L Ahuja, Managerial Economics, S Chand, Latest Edition 5. C. Rangarajan and B. H., Principles of Macroeconomics, TMH, Latest Edition 6. Samuelson and Nordhaus, Economics, TMH, 16th ed. / Latest 		
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Subject	FC204 - Costing and Financial Management (C&FM)
Academic Year	2020-21 Onwards
Credits	4
Objective	<p>Enabling students to take up financial management in Industries by providing current, updated & relevant inputs on -</p> <ul style="list-style-type: none"> • The fundamentals of financial management and its application into industry. • The meaning and nature of cost and cost accounting • Various classifications of cost and elements of cost in detail. It also includes methods and techniques of costing • Working Capital issues & cost of capital • Project Finance
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Fundamentals of Financial Management & costing	<ul style="list-style-type: none"> • Financial Management <ul style="list-style-type: none"> ○ Scope of finance ○ Functions of financial management ○ Goals of financial management ○ Role of finance manager ○ Organization of finance functions • Costing <ul style="list-style-type: none"> ○ Meaning of costing and cost accounting, difference between ○ Financial accounting and cost accounting ○ Classification of costs, cost center and cost unit ○ Objective of cost accounting, advantages and limitations ○ Designing and installation of a costing system 	20	8
II	Working Capital Management and Time Value of Money	<ul style="list-style-type: none"> • Working Capital Management <ul style="list-style-type: none"> ○ Meaning and importance of working capital management ○ Types and determinants of working capital requirement ○ Understanding and calculation of operating cycle ○ Estimating working capital requirements ○ Sources of working capital finance • Time Value of Money <ul style="list-style-type: none"> ○ Time preference for money • Future value of single cash flow and an annuity 	20	8

		<ul style="list-style-type: none"> ○ Present value of single cash flow and an annuity 		
III	Cost of Capital and Capital structure	<ul style="list-style-type: none"> ● Cost of Capital <ul style="list-style-type: none"> ○ Meaning and importance ○ Components of Cost of Capital <ul style="list-style-type: none"> ✓ Cost of Debt ✓ Cost of Preference Capital ✓ Cost of Equity ○ Weighted Average Cost of Capital ● Capital Structure <ul style="list-style-type: none"> ○ Meaning and determinants ○ Approaches to determine appropriate capital structure <ul style="list-style-type: none"> ✓ EBIT – EPS Analysis ✓ ROI – ROE Analysis ✓ Leverage Analysis 	20	8
IV	Capital Project Appraisals	<ul style="list-style-type: none"> ● Nature and types of investment decisions ● Investment evaluation criteria <ul style="list-style-type: none"> ✓ Return on Investment ✓ Payback period ✓ Net present value ✓ Profitability index ✓ Internal rate of return 	20	8
V	Costing Methods and Techniques	<ul style="list-style-type: none"> ● Costing Methods <ul style="list-style-type: none"> ○ Unit costing <ul style="list-style-type: none"> ✓ Meaning and applications ✓ Cost sheet and Estimated cost sheet ○ Service costing <ul style="list-style-type: none"> ✓ Meaning and applications ● Costing Techniques <ul style="list-style-type: none"> ○ Marginal costing <ul style="list-style-type: none"> ✓ Break even analysis ✓ Decision making using marginal costing <p>Case study: An integrated case based on the above modules</p>	20	8
	Text Books	<ol style="list-style-type: none"> 1. Financial Management – I.M. Pandey (Vikas) 2. Financial Management – Khan and Jain (TMH) 		
	Reference Books	<ol style="list-style-type: none"> 1. Financial Management – G. Sudarsana Reddy (Himalaya) 2. Cost Accounting – M.C. Shukla, T.S. Grewal, S.C. Gupta (S.Chand) 3. Cost Accounting – Jawaharlal (TMH) 		

Subject	FC205 – Management Information System - II (MIS-II)
Academic Year	2020-21 Onwards
Credits	4
Objective	This will help the students to explore various tools so that in every walk of business, they can use the software thereby increasing efficiency, productivity and working with minimum resources.
Total Hours	40 hours
Instructor	

Module	Description	Content	Weightage	Sessions
I	Finance and Controlling (FICO)	Includes overview of: <ul style="list-style-type: none"> • FI – Finance • CO – Controlling • IM – Investment Management • TR – Treasury • EC – Enterprise Controlling 	20	8
II	Sales and Distribution and Material Management	Overview of Sales & Distribution: <ul style="list-style-type: none"> • Setting up Organization Structure • Assigning Organizational Units • Defining Pricing Components • Setting up sales document types, billing types, and tax-related components • Setting up Customer master data records and configuration Overview of Material Management: <ul style="list-style-type: none"> • Logistics, • supply chain management, • sales and delivery, • warehouse management, • Production and planning. 	20	8
III	Logistic Execution and Supplier Relationship Management	Overview of: <ul style="list-style-type: none"> • Warehouse Management • Shipping • Transportation Overview of: <ul style="list-style-type: none"> • Direct materials, • Indirect materials, • Services 	20	8
IV	Customer Relationship Management (CRM)	Overview of : <ul style="list-style-type: none"> • Marketing • Sales • Support • Orders 	20	8

V	Human Resource (HR)	Overview of : <ul style="list-style-type: none"> • Business trip management • Recruitment • Payroll • Personal development • Organizational Management • Time Management • Workforce Planning • ESS • MSS • Training and event management • CATS • Benefits • Compensation management • Personal Administration 	20	8
	Text Books	SAP R/3 Business Blueprint: Understanding the Business Process Reference Model (Enterprise Resource Planning) by Thomas A. Curran ,Gerhard Keller, Andrew Ladd		
	Reference Books	Special Edition Using Sap R/3: The Most Complete Reference by Asap World Consultancy		

Subject	FC206 – Supply Chain Management - II (SCM- II)
Academic Year	2020-21 Onwards
Credits	4
Objective	This course will enables the students to understand the Organization and Control in a supply chain, Managing Inventories, Purchasing and supply chain decisions, coordination and information technology in supply chain management, performance management and benchmarking.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	MANAGING INVENTORIES, PURCHASING AND SUPPLY CHAIN DECISIONS	<p>Inventory management basics, Impact of demand on inventory management, Inventory models, Importance of inventory management, Inventory control systems, Selective inventory control, Materials requirement planning (MRP-I), Manufacturing resources planning (MRP - II), “Just-in- time” system, Additional approaches to inventory management, Special concerns in inventory management</p> <p>Role of procurement or purchasing in a supply chain, Supply scheduling, Sourcing versus purchasing, Sourcing decisions in supply chain management, Insourcing and outsourcing, Key sourcing-related processes, Sourcing strategies, Strategic sourcing, Strategic sourcing management, Procurement, Objectives of procurement or purchasing, Procurement/purchasing process, Strategic role of purchasing, Managing supplier relationships, Supplier/vendor selection criteria, The special consideration-procurement price, Buyer-seller relationships, Collaborative buyer-seller relationships, Strategic alliance, Supply scheduling, Procurement strategies</p> <p>Case studies</p>	20	8
II	ORGANISATION AND CONTROL IN A SUPPLY CHAIN	<p>Need for logistics/supply chain organizational structure, Importance of logistics/supply chain organization, Organisational development, Organisational structures in integrated logistics, Organisational design, Organisational choice and Organisational scope, Alliances and partnerships,</p>	20	8

		Logistics/supply chain control, The logistics/supply chain control model, Control information, Measurement and Interpretation Case studies		
III	CO-ORDINATION AND INFORMATION TECHNOLOGY IN A SUPPLY CHAIN	Co-ordination in the supply chain, Bull-whip effect, The impact of lack of co-ordination on supply chain, Managerial obstacles to co-ordination within a supply chain, Building strategic partnership and trust within a supply chain, Internal supply chain management, Managing supplier relationships, Information technology in a supply chain, Drivers of new supply chain systems and applications, Information for strategic supply chain management, Logistics/supply chain information technologies, computer based information systems, Logistics information systems, New information technologies, Enterprise resource planning systems, Designing the information system for logistics and supply chain management Case studies	20	8
IV	SUPPLY CHAIN PERFORMANCE MEASUREMENT AND BENCHMARKING	Performance measure defined, Dimensions of performance measures, Overview of performance measurement, Performance measurement in supply chain management, performance categories, Logistics quantification pyramid, Purchasing/materials management performances, Supply chain performance measures, Developing a performance measurement and evaluation system, Supply chain metrics, Supply Chain Operations Reference (SCOR) model, Balanced score-card approach Relevance of finance in the supply chain, financial impact of the supply chain, Financial statements used, Financial impact of supply chain decisions, Financial implications of supply chain services What is benchmarking? And What is a benchmark?., Benchmarking the logistics process, Mapping the supply chain process, Supplier and distributor benchmarking, Setting priorities for benchmarking, Identifying logistics performance indicators, Role of critical success factors in benchmarking Case studies	20	8

V	GLOBAL SCM , CURRENT ISSUES AND CHALLENGES FOR THE FUTURE	<p>Globalisation of business, Drivers of globalization, Global strategy, The concept of global logistics and global supply chains, Global supply chain management versus domestic supply chain management, The Trend towards globalization in the supply chain, Global economic environment, Global logistics and supply chain management, the global supply chain strategy, Global sourcing, Global purchasing and supplier relations Outsourced manufacturing, Review questions.</p> <p>Benchmarking the supply chain, Reengineering the supply chain, Virtual supply chain, Continuous replenishment supply chains, Lean supply chains, Agile supply chains, Green supply chain, Flexible supply chain, World class supply chain management</p> <p>Strategic planning for logistics and supply chain management, Time-based strategies, Time reduction logistics initiations, Asset-productivity strategies, Technology based strategies, Relationship based strategies, Future direction for supply chains, New business models for new supply chains, The imperative of new operating model for next generation supply chains, Living supply chains, Managing inherent complexity in supply chains</p> <p>Case study</p>	20	8
	Text Books	<ol style="list-style-type: none"> 1. K. Shridhara Bhat, Supply Chain Management, Himalaya Publishing House, Latest Edition 2. Sunil Chopra, Peter Meindl, Dharam Vir Kalra, Supply Chain Management – Strategy, Planning and Operation, Pearson Latest Edition 		
	Reference Books	<ol style="list-style-type: none"> 1. Sarika Kulkarni, Ashok Sharma Supply Chain Management – Creating Linkages for Faster Business Turnaround, Tata McGraw-Hill Publishing Company Ltd, Latest Edition 2. James B.Ayers, Supply Chain Project Management – A Structured Collaborative and Measurable Approach, CRC Press, Latest Edition 		

Subject	FC 207 - Multi-Modal Transport (MMT)
Academic Year	2020-21 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To acquaint the participants with the basics of Multi Model Transport. To provide the participants practical understanding about functional and Managerial aspects of Multi Model Transport System.
Total Hours	40 hours
Instructor	

Course Content

Module	Description	Content	Weightage	Sessions
I	<p>Containerization and MMT System</p> <p>Transport Geography</p>	<p>Unit Load and Containerisation, New Dimensions of Containerisation – Handling -Economics of Scale - Evolution of Containerisation, The Container Load Centre - through Transport - The Computer - Inland Operations – Competition, Transport System – Segmented Transport - Transport Logistics – Implications, What is Multimodal Transport? - Unimodal Transport - Intermodal Transport - Combined Transport, Aim of Multi Modal Transport, How to Organize Multimodal Transport, Terms of Reference for a National Multimodal Transport Committee (NMTC), Multimodal Transport in Practice today, Geography and Intermodality, Rail Intermodality, Performance Measures for SCM</p> <p>A brief history of transportation and Geography, Network measures and Indices, Networks and Connectivity, Multi-modal Network Analyst, Transportaion and Environment, External Cost of Transport, Transportation Policy and Planning, Regulation of Transport</p> <p>Case studies</p>	20	8
II	Transportation, Logistics and Supply Chain Management	<p><u>Trade and Transportation</u>: Objective, Introduction, Classification of Trade, Distribution Channels in Trade, The Role of Transportation in Trade, Organizational Arrangements Affecting Trade, Transportation Infrastructure, Design Areas for Transporters, Problems in Trade Transportation linkage</p> <p><u>Transport Logistics and Supply Chain Management</u>: Objective, Introduction, issues in</p>	20	8

		<p>Logistics and SCM and Some Examples, Decision Areas in Logistics and SCM, Some Perspectives of SCM, Key Factors in Logistics, Classification of Logistics Applications, Warehousing, Decision Areas in Warehousing, Transportation, Packaging, materials Handling and Order Processing, Models in Logistics and SCM, Total Logistics Cost and the Value Added Concept</p> <p>Case studies</p>		
III	Mode of Transport and Planning	<p><u>Modes of Transport and Planning:</u> Objective, Introduction, Components of Service - Cost of Service - Quality of Service. Container Carriage by different modes of Inland Transport</p> <p>- Characteristics of Rail Transport - Inland Waterways Transport - Road Transport , Transport Cost - Railways V/s Roadways - Railways V/s Inland Waterways - Inland Waterways V/s Roadways, Carriage of a 20ft Container by Road Vehicle - Quality of Service for Container Movement – Speed - Door-to- Door Capability - Reliability and Security – Safety - Availability and Flexibility - Energy Efficiency</p> <p><u>Container Carriage by Rail:</u> Objective, Introduction, Planning for the Railway Sector - Infrastructure Requirement for Container Carriage by Rail - Review of the Existing Infrastructure - Track Requirement, Investment in Rolling Stock - Container Stock - Special Container Cars - Problem of Tare Weight - Types of Container Wagons in use in India - New Stock of Low platform Container flat Wagons - Preparing for higher speed - Piggy Back Transport, Future Plan by Railway Authorities</p> <p><u>Container Carriage by Road:</u> Objective, Introduction, Planning for the Road Sector - The Policy issues - Road Planning Procedures - Forecasting of future Transport, Standards - Number of lanes and width - Road Bridge - The lateral and Vertical clearance for overpasses and tunnels - Gradients and Horizontal Curvature - The Relationship of axle load and Payload capacity - Vehicle requirement for container carriage</p> <p><u>Inland Waterways and Containerization:</u> Objective, Introduction, Planning for the Inland Waterways Sector, Infrastructure</p>	20	8

		<p>Requirements - Waterway Requirement - Minimum depth of Waterways - Minimum width of Waterways - Minimum vertical Clearance - Minimum width of turning area, Minimum equipment with Navigational aids, Vessel requirement, Terminal requirements, Inland Waterways in India - Progress under IWAI Act - Inland water Transport Policy - Interlinking waterways and ports</p> <p>Case studies</p>		
IV	Cargo and Container Handling	<p><u>Packaging and Stowage of Cargo:</u> Objective, Introduction, Three Basic Functions of Packaging, Guidelines on the choice of Packaging, Type of Packaging for Break Bulk Cargo, Process of Marking and labeling, Standard shipping marks, Cargo handling instructions , shipping marks</p> <p>Handling and transport of Dangerous Cargo:</p> <p>Objective, What are dangerous goods?, Classification of dangerous goods , IATA dangerous goods regulations, Responsibilities of consignor and freight forwarder, Shippers declaration for transport of dangerous goods, Trained personnel., Right , Duties and Responsibilities for Carriage of Goods by Road, Rail , Sea and Air</p> <p><u>Cargo Handling System:</u> Objective , Chassis System, Straddle Carrier System, Fork Lift Truck System, Transtainer System, Container Handling System, Quayside Gantry Cranes - Straddle Carriers - RTG Operation - RMG Operations - Terminal trailers - Lift Trucks</p> <p>Case studies</p>	20	8
V	Logistics for ports, airports and ICDs	<p><u>Logistics And Port:</u> Factors of logistics and costs, Area requirement for a port, Container Handling Systems, Container Terminal for operations and productivity, Container freight station, Planning for a rail yard in container terminal, Custom bonded area</p> <p><u>Logistics And Airport:</u> Types of IATA containers, Planning for Airports - Requirement of land and airports - Airport Operations - Safety Features - Environmental factors, Facilities for handling Air Cargo - Handling Equipments for Aircargo, Aeronautical and Non Aeronautical Revenues, Position of Airports in India, Functions assigned to AERA, Growth Potential for Indian Airports, Investment</p>	20	8

		and Development of Airports <u>Containerisation and ICDs:</u> Containerships and need for hub port, Reefer container and cold chain management - Infrastructural Requirement for cold chain management - Monitoring and technology, Development of Hub ports in world and in India, Introduction of Dry ports, Planning of Dry port - Trade volume - Traffic flow - Traffic forecasts : containerized and Break-bulk cargo, Site selection for ICD - Planning for CFS inside ICD - Railway sidings in ICD - Port linkages - Container yard, Growth of inland container depots in India. Case study		
	Text Book	Dr. K. V. Hariharan Containerisation, Multimodal Transport and Infrastructure Development in India, Shroff Publishers and Distributors Pvt. Ltd, 5 th edition (August 21, 2007)		
	Reference Book	<ol style="list-style-type: none"> 1. Dr. K. V. Hariharan, A Textbook on Container & Multimodal Transport Management, Shroff Publishers and Distributors Pvt. Ltd, Latest Edition 2. Dr. K. V. Hariharan, Laws Of Carriage Of Goods By Sea & Multimodal Transport In India, Shroff Publishers and Distributors Pvt. Ltd, Latest Edition 		

Subject	FC208 – Logistics Management - II (LM-II)
Academic Year	2020-21 Onwards
Credits	4
Objective	This course enables the students to familiarize with the Logistics Outsourcing, Ecommerce Logistics, Material Handling and Green Logistics from the very basic concepts. Practical implication of how the industry manage the logistics.
Total Hours	40 hours
Instructor	

Module	Description	Content	Weightage	Sessions
I	Logistics Outsourcing	Introduction, Objectives, Concept of Logistics Outsourcing, Catalyst for logistics outsourcing, Benefits of logistics outsourcing, Issues in logistics outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider, Logistics Service Contract, Outsourcing-Value Proposition	20	8
II	E-Commerce Logistics	Introduction, Objectives, Concept of E- Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM)	20	8
III	Material Handling	Introduction, Objectives, Concept of Material Handling, Objectives of material handling, Principles of material handling, Equipment Used for Material Handling, Points to be Considered While Handling Materials, Role of Material Handling in Logistics	20	8
IV	Green Logistics	<p>Concept, Key drivers, Benefits</p> <p><u>Logistics and Environmental Cost:</u> Carbon footprint , Carbon audit, Carbon credits Performance measures</p> <p><u>Waste Management:</u> Minimizing negative environmental impact, Environmental checklist, Reuse and refurbishment of waste, Waste management asa part of reverse process</p> <p><u>Government Role and Policy Measures:</u> Public policy and initiatives by government, Energy efficiency, Cutting emissions</p>	20	8

		Environment Protection Act : Various provisions.		
V	Practical Application	Visit a company/organization/Division/Logistic Park and prepare a case study/report on Logistic Management process. Present in a class.	20	8
	Text Books	1. Logistics Management, V.V. Sople, Pearson, Latest Edition		
	Reference Books	<ol style="list-style-type: none"> 1. Logistics Management, Reji Ismail, Excel Books, Latest Edition 2. Logistics Management, Vijay Kumar, Print Media Publications, Latest Edition 3. Logistics Management, Sussna K. Miller, Random Exports, Latest Edition 		

Subject	SC301 - Business Law (BL)
Academic Year	2020-21 Onwards
Credits	4
Objective	To sensitize the students as also help them appreciate the overall legal Framework within which business activities are carried out. To create awareness in respect of rules and regulations affecting various Managerial functions.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Business and its Environment Meaning and Nature of Law	<ul style="list-style-type: none"> • Business and its environment • Legal environment of business • Case study • Meaning and nature of Law • Classification Of Law • Sources of Indian Law • Mercantile (or Business) Law • Basic Legal Concepts • Essentials of Law 	20	8
II	Law of Contract	<ul style="list-style-type: none"> • Introduction • Meaning and Essentials of a valid Contract • Proposal (Or Offer) And acceptance Capacity to Contract • Consent and free Consent Consideration • Unlawful consideration and object Agreements Declared Void Contingent Contracts • Quasi Contract Performance of Contracts • Different Modes of Discharge of Contracts • Remedies for Breach of Contracts Freedom to Contract • Case study , Sample Contracts 	20	8
	Law of Torts	<ul style="list-style-type: none"> • Meaning and Scope of Torts • Different Classes of Torts • Torts Founded on contract • General defenses in an action for Tort Case Study 		

	Contracts of Guarantee and Indemnity	<ul style="list-style-type: none"> • Introduction • Purpose and Meaning of the Contract of Guarantee • Kind of Guarantees • Rights and Obligations of the Creditor Rights, Liabilities and Discharge of Surety • Contract of Indemnity Case Study 		
	Contract of Bailment and Pledge	<ul style="list-style-type: none"> • Introduction • Definition of Bailment and its kinds Duties and Rights of Bailor and Bailee Termination of Bailment • Finder of Lost Goods Definition of Pledge or Pawn Pledge by Non-owners • Rights and duties of a Pledge or and a Pledge • Case Study 		
	Contract of Agency	<ul style="list-style-type: none"> • Introduction • Definition of agent and Agency Different Kind of Agencies Classification of Agents • Duties and rights of Agent • Principal's Duties to the Agent and his Liability to Third parties • Personal Liability of Agent Termination of Agency Power of Attorney • Case Study 		
	Law of Sale of Goods	<ul style="list-style-type: none"> • Introduction • Definition and Essentials of a Contract of Sale • Goods & their Classification Meaning of Price Conditions and Warranties • Passing of Property in Goods Transfer of Title by Non-Owners Performance of a Contract of Sale of Goods • Unpaid Seller and his Rights Remedies for Breach of a Contract Sale by Auction • Case Study 		
III	Law of Carriage of Goods	<ul style="list-style-type: none"> • Definition of a Contract of Carriage Classification of Carriers • Rights , Liabilities & Duties of Shipper & Carrier Under : • Indian Carriage of Goods by Sea Act Carriage of Goods by Rail • Carriage of Goods by Road Carriage of Goods by Air Multimodal transportation • Bill of Lading Act , Charter Party Contracts • (a) Voyage Charter (b) Time Charter 	20	8

		<ul style="list-style-type: none"> • Hague Rules • Hague – Visby Rules • Rotterdam Rules 		
	The Consumer Protection Act	<ul style="list-style-type: none"> • Object and Scope of the Act Definition of Terms and Concepts Rights of Consumers • Nature and Scope of Remedies available to Consumers • Model form of complaint Requirements of petition to be filed Case Study 		
	Law of Arbitration and Conciliation	<ul style="list-style-type: none"> • Objectives and Scope of the Act Arbitration Agreement and Arbitrators Conduct of Arbitral Proceedings Making of Arbitral Award and Termination of Proceedings Miscellaneous Provisions • Enforcement of Certain Foreign Awards Conciliation • Models of Arbitration Clauses Case Study 		
IV	Multimodal Transport of Goods Act, 1993 Indian Customs Act, 1962 Inland Waterways Acts and Regulations	<ul style="list-style-type: none"> • Introduction of MMT of Goods Act • Definitions • Regulation of MMT • MMT Document • Responsibilities and Liabilities of Multimodal Transport Operator • Miscellaneous Rules • Introduction to Custom Act • Definitions • Role of Customs • Appointment of Customs at Ports, Airports, ICDs and CFS. • Prohibitions on Import and Export of Goods • Detection of illegally Imported Goods and Prevention of the Disposal thereof • Prevention or Detection of illegal Export of Goods • Levy of, and Exemption from custom duties • Provisions relating to Conveyance carrying Imported or Exported Goods • Clearance of Imported Goods and Export Goods • Goods in Transit • Warehousing • Drawback 	20	8

		<ul style="list-style-type: none"> • IWAI Act, 1985 • The National Waterways Act, 2016 • Indo Bangladesh Protocol • Rules and Regulations under IV Act 		
V	Conventions	<ol style="list-style-type: none"> 1. Concept of Bill of lading <ul style="list-style-type: none"> • Contents in Bill of landing • Types of bills of lading • Date on bill of lading • Clean bill of lading – reservations by carrier • Letter of indemnity 2. Charter parties <ul style="list-style-type: none"> • Bare Boat (Demise) Charter • Voyage Charter • Lay time • Demurrage • Time charter • Clauses in Charter party 3. International Conventions relating to sea <ul style="list-style-type: none"> • The Brussels convention (Hague Rules) Responsibilities and liabilities of the carrier 	20	8
	Text Books	<ol style="list-style-type: none"> 1. Mercantile LAW by S SGulshan 2. Carriage of Goods by Sea, Air and Road by Dr. Avatar Singh 		
	Reference Books	<ol style="list-style-type: none"> 1. Various Law Books (Bare acts & commentaries) 2. Various Acts / Law Books (Bare Acts & Commentaries) on Port & Shipping Management 3. Various Code framed by IMO 4. Dictation of Shipping Terminology / Terms 		

Subject	SC302 - Supply Chain Risk Management (I&SCRM)
Academic Year	2020-21 Onwards
Credits	4
Objective	To provide a comprehensive exposure to Risk involved in Supply Chain Process.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Risk Management and Supply Chain Risk	<ul style="list-style-type: none"> • Risk and Management, • Growth of risk management, • Risk in supply chains, Feature of risk, Decisions and risk, • structure of decision, • Decision with certainty & uncertainty, Decision with risk, • Decision with ignorance, • Managing Risk, • Development of risk management, • Supply chain risk management, • Aims of SCRM, • Steps in Risk Management, • Principles of SCRM • Case studies 	20	8
II	Identifying & Analysing risks	<ul style="list-style-type: none"> • Types of Risks, • World Economic Forum, • Identifying Risk, • Tools for analyzing past events, • Tools to collect opinions, • Tools to analyse operations, • Problems with risk identification, Measuring risk, • likelihood of a risky event occurring, Consequences when a risk occurs, Evaluation consequences, • Tools for risk analysis • Case studies 	20	8
IV	Response to risks and A network view of risk	<ul style="list-style-type: none"> • Responses to risk, • Alternative responses, • Mnemonics for Risk Management, Defining options, • Choosing the best response, Implementation and activation, 	20	8

		<ul style="list-style-type: none"> Shared risks, • Achieving an integrated approach, Identifying risks, • Analysing and responding to risks, Problems with integrating SCRM, Levels of SCRM integration • Case studies 		
V	Creating resilient supply chains and BCM	<ul style="list-style-type: none"> • Design of a resilient chain, • Principles of designing a resilient supply chain, • Physical features of a resilient supply chain, • Relationship within resilient supply chain, • Risk compensation and business continuity, • Features of a resilient supply chain, Emergencies and crises, • Use if BCM, Steps in business continuity management, Deliverables <p>Case study</p>	20	8
	Text Books	<ol style="list-style-type: none"> 1. Donald Waters, Supply Chain Risk Management – Vulnerability and resilience in logistics, Kogan Page, Latest Edition 2. John Manners-Bell, Supply Chain Risk Management: Understanding Emerging Threats to Global, Supply Chains, Kogan Page, Latest Edition 		
	Reference Books	<ol style="list-style-type: none"> 1. Gregory L. Schlegel and Robert J. Trent, Supply Chain Risk Management – An Emerging Discipline, CRC Press, Latest Edition 2. Omera Khan, George A Zsidisin, Handbook for Supply Chain Risk Management – Case Studies, Effective Practices and Emerging Trends, J.Ross Publishing, Latest Edition 3. George A Zsidisin, Bob Ritchie Supply Chain Risk – A Handbook of Assessment, Management and 		

		<p>Performance, Springer, Latest Edition</p> <ol style="list-style-type: none">4. Teresa Wu, Jennifer Blackhurst, Managing Supply Chain Risk and Vulnerability – Tools and Methods for Supply Chain Decision Makers, Springer, Latest Edition5. George A Zsidisin, Michael Henke, Revisiting Supply Chain Risk Springer, Latest Edition6. Sime Curkovic, Thomas Scannell, Bret Wagner, Managing Supply Chain Risk – Integrating with Risk Management, CRC Press, Latest Edition		
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Subject	SC303 - Sales and Distribution Management (SDM)
Academic Year	2020-21 Onwards
Credits	4
Objective	The objective of this course is to help students understand the Sales and Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.
Total Hours	40 hours
Instructor	

Course Content

Module	Description	Content	Weightage	Sessions
I	Introduction to Sales & Distribution Management Sales Force Analysis	Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis. Captures, Universe, onboard, signoff, measurement, efficiency of sales people and closures. Case studies	20	8
II	Personal Selling Process, Sales Territories & Quotas:	Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organization structures, case analysis Case studies	20	8
III	Sales Force Management	Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the sales force, case analysis	20	8
IV	Distribution Management	Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management, case analysis.	20	8
V	Market logistics and supply chain management	Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in international markets,	20	8

		Case study		
	Text Books	<ol style="list-style-type: none"> 1. Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management, Tata McGrawHill, Latest Edition 2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management : Decisions, Strategies & Cases, Pearson, Latest Edition 3. Johnson F.M., Kurtz D.L., Scheuing E.E., Sales Management: Concepts, Practice, and Cases, Tata McGrawHill, Latest Edition 		
	Reference Books	<ol style="list-style-type: none"> 1. David Jobber, Geoffrey Lancaster, Selling & Sales Management, Pearson, Latest Edition 2. Tanner, Honeycutt, Erffmeyer, Sales Management, Pearson, Latest Edition 3. Mark W. Johnston, Greg W. Marshall, Sales Force Management, Tata McGrawHill, Latest Edition 4. William L. Cron, Thomas E. DeCarlo, Sales Management, Wiley, Latest Edition 5. Dr. S. L. Gupta, Sales & Distribution Management, Excel, Latest Edition 6. Panda Tapan K., Sahadev Sunil, Sales & Distribution Management, Oxford Latest Edition 7. Jackson, D.W. (Jr.); Cunningham, W. H. Cunninham, I.C.M., Selling The Personal Force in Marketing, John Willey & Sons, Latest Edition 8. Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I El Ansary, R. C. Natarajan, Marketing Channels, Pearson, Latest Edition 9. John L. Gattorna, Handbook of Logistics & Distribution Management, Jaico, Latest Edition 		

Subject	SC304 – Retail Management (RM)
Academic Year	2020-21 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • To familiarize the students with the concept of modern retailing and understand the significance of retailing in the current business environment. • To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth. • To understand the role of several support functions in enhancing the performance of the retail business.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to retail	<ul style="list-style-type: none"> • What is Retail, • The Functions of a Retailer, • The Marketing - Retail Equation, • The Rise of the Retailer, • The Global Retail Market: Issues & Challenges • The Concept of Organised Retail • The Evolution of Retail in India • Drivers of Retail Change in India • The Size of Retail in India • Segment I : Food and Grocery • Segment II: Clothing & Textiles • Segment III: Consumer Durables • Segment IV: Footwear • Segment V: Jewellery Retail • Segment VI :Books, Music & Gift Retail • Another Significant Sector • Retail Realities: Beyond Urban Boundaries • Foreign Direct Investment (FDI) in Retail • Challenges to retail development • Ecommerce • Case studies 	20	8
II	Theories of Retail Development & Business Models in Retail and Internationalisation of Retail	<ul style="list-style-type: none"> • The Evolution of Retail Formats • Theories of Retail Development • The Concept of Life Cycle in Retail • Business Models in Retail • Services Retail • Retail Formats and the Concept of the Lifecycle 	20	8

		<ul style="list-style-type: none"> • Traditional Business Models in Indian Retail • India Specific Retail Models • The Concept of Internationalisation • Determining the Market of Entry • Retail in Asia • Case studies 		
III	Understanding the Retail Consumer; Retail Strategy; Store Site Selection And Retail Franchising	<ul style="list-style-type: none"> • The Need for studying Consumer Behavior • Factors Influencing the Retail Shopper • The Customer Decision-Making Process • Market Research - A Tool for Understanding Retail Markets and Consumer • What is Strategy • The Concept of the Business Model • Strategy - The Retail Perspective • International Expansion - A Growth Strategy • Retail value chain • Ethics in Retailing • Types of Retail Locations • Steps Involved in Choosing a Retail Location • Methods of Evaluating a Trading Area • Trends in Retail Property Development in India • The Concept of Franchising • Evolution of Franchising • Types of Franchising • Advantages & Disadvantages of Franchising • Franchising in India • Legal Issues in Franchising in India • Case studies 	20	8
IV	Basics of Retail Merchandising; The Process of Merchandise Planning; The Methods of Merchandise & Retail Pricing and Evaluating Merchandise Performance	<ul style="list-style-type: none"> • What is merchandising? • The Evolution of Merchandising • Factors Affecting the Buying Functions • The Merchandiser : Role and Responsibilities • The Buyer : Role and Responsibilities • The Function of Buying for Different Types of Organisations • Buying for a Single/ Independent Store • The Concept of Lifestyle Merchandising • The Concept of Merchandise Planning • The Implications of Merchandise Planning 	20	8

		<ul style="list-style-type: none"> • The Process of Merchandise Planning • Stage 1 : Developing the Sales Forecast • Stage 2 : Determining the Merchandise Requirements • Stage 3 : Merchandise Control - The Open to Buy • Stage 4: Assortment Planning • Technology Tools and Merchandise Planning • Procurement • Merchandise Sourcing • The Age of Global Sourcing • The Concept of Retail Price • Elements of Retail Price • Determining the Price • Retail Pricing Policies/Strategies • Adjustments to Retail Price • A Comparison of Markups and Markdowns • Merchandise Allocation • Evaluating Merchandise Performance • The Concept of Gross Margin Return on Investment (GMROI) • GMROI is calculated as Gross Margin/Average Inventory at Cost • Case studies 		
V	<p>Private Labels, Category Management, Store Operations & Profitability, The Concept of Store Design, Servicing the Retail customer, Store Design and Visual Merchandising and Retail Marketing and Branding</p>	<ul style="list-style-type: none"> • The Concept of the Private Label • The Need for a Private Label • The Evolution of Private Labels • The Process of Private Label Creation • The Concept of Category Management • The Components of Category Management • The Category Management Business Process • The Role of the Category Captain • Drawbacks of Category Management • Key Roles in a Store Environment • Key Components of Retail Operations • Retail Economics • The 5 S' of Retail Operations 	20	8

		<ul style="list-style-type: none"> • The Principles of Store Design • Elements of Store Design • Visual Merchandising • The Future • The Concept of Customer Service • Importance of Service in Retail • Customer Service as a Part of the Retail Strategy • Measuring the Gaps in Service • Gathering Customer Information and Enhancing Loyalty • Customer Relationship Management • The Role of Personal Selling • The Retail Selling Process • The Role of Marketing in Retail • The Retail Marketing Mix • The STP Approach • The Retail Image • The Retail Communication Mix • The Concept of Branding • Case studies 		
	Text Book	Retailing Management: Text and Cases by Swapna Pradhan		
	Reference Book	Retail Management by Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava, Second Edition		

Subject	SC305 - Marketing Strategy & Control Management (MS&CS)
Academic Year	2020-21 Onwards
Credits	4
Objective	<p>To provide tools for investigating the role and function of marketing within the context of changing markets and increasing international competition. To providespecific inputs for:</p> <ul style="list-style-type: none"> • Critically evaluation the information needs of the marketing function in terms of its contribution to the strategic processes and tactical decision-making. • Integration of marketing decision-making with organizational strategy • Establishment of a broad base of marketing knowledge and the strategic implications. • Develop and implement marketing plans for a product or service in the context of Supply chain • Appreciating an international perspective in the global context of decision-making in marketing planning.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Understanding Marketing Management, Marketing Environment & Marketing information systems	<ul style="list-style-type: none"> • Marketing concepts & practices • Developing marketing strategies & plans • Scanning the marketing environment • Marketing Information system including Marketing Research & demand forecasting and estimation • Case studies 	20	8
II	Analyzing Buying Behaviour and Strategic Marketing	<ul style="list-style-type: none"> • Analyzing Consumer markets and Consumer Buying Behavior • Analyzing Business Markets and Business Buying Behavior • Market Segmentation & targeting • Differentiation & positioning strategies • Product life-cycle marketing strategies • Dealing with market competition • Case studies 	20	8
III	Product Strategies, Designing Services, Branding and Pricing	<ul style="list-style-type: none"> • Setting Product strategy • Creating brands and brand equity • Developing Pricing strategies and programs • Introducing New Market offerings • Case studies 	20	8

IV	Designing Integrated Marketing Channels and Integrated Marketing Communications	<ul style="list-style-type: none"> • Designing and managing Services • Designing and Managing Integrated Marketing Channels • Managing Retailing, Wholesaling and Logistics • Designing and Managing IMC • Case studies 	20	8
V	Creating Long-term Growth and Contemporary Marketing Practices	<ul style="list-style-type: none"> • Managing Mass Communications • Managing Personal Communications • Tapping Global markets • Managing a Holistic Marketing Organization • Rural Marketing (Handouts to be distributed from contemporary literature) <p style="text-align: center;">Case study</p>	20	8
	Text Books	1. 'Marketing Management: A South Asian Perspective', Kotler, Keller, Koshy and Jha, 13 th Edition (Latest Ed.), Pearson Education, New Delhi.		
	Reference Books	<ol style="list-style-type: none"> 1. 'Marketing' – Paul Baines, Chris Fill and Kelly Page, Indian edition, Oxford University Press, New Delhi. 2. 'Marketing Management – Planning, Implementation and context,' - Ramaswamy and Namakumari, 3rd Ed., Macmillan India Ltd., New Delhi. 3. 'Marketing' – Michael J. Etzel, Bruce J. Walker William J. Stanton, Tata McGraw-Hill, 13th Edition, Delhi. 		

Subject	SC306 - Managerial Communication and Soft Skills (MC&SS)
Academic Year	2020-21 Onwards
Credits	4
Objective	<p>This course aimed at enabling students to manage business professionally through oral & written communication in concise and precise manner.</p> <p>Also included in this is the practice of writing of business e-mails, letters and reports. It is meant to gain an understanding of the layout, convention and style of these different types of business writing and will address common areas of miscommunication.</p> <p>“Presentation skills” is one more area which is also covered.</p>
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction - Communication & Business Ethics	Importance of Communication Types of Communication The right way to communicate Communication in Organization Managers and Communication Inter personal Communication Ethical Practices in Organisation (Case Studies) Handling Ethical Dilemmas at Work. Corporate Responsibility Case studies	20	8
II	Writing Office Memos, Orders & Circulars-Meetings & Reports	Planning for writing Select format and draft Drafting office memos, routine letters and circulars Structure of Report writing Checklist for report Presentation of final report in meeting Case studies	20	8
III	Dress for Success and Stress Management	To learn selection of proper attire as per the situation How to carry one's self How to project one's self in the right frame and spirit. To learn kinds of stress To identify the right reason/s of stress How to handle the pressure and perform	20	8

		efficiently in such situations Techniques to cope with stressful situation at workplace Professional antiquates and working style Case studies		
IV	Time Management and Multi-Tasking	Goal setting and the importance of time How to prepare the time line and allocatetetime to complete various tasks How to successfully follow the prepared time-schedule. How to prioritize the work Importance of multi-tasking and concerns related to multi-tasking To identify what to multi-task. Case studies	20	8
V	Speech / Presentation and GroupDiscussion Skills	Types of presentation Organizing & delivering speech Organizing structure of presentation Planning visual aids and handouts Finding information Processing information Evaluation of information Reading skills Listening skills Writing skills Case studies	20	8
	Reference Books	<ul style="list-style-type: none"> • Guide to Managerial Communication, Mary Munter • Business Communication by Helen Rothschild Ewald and R. E. Burnett, N. J. Prentice Hall • Lesikar’s Basic Business Communications by R. V. Lesikar • Business Communication Today : Courtland Bovee & John Thrill – Tata McGraw Hill • The Essence of Effective Communication : Ron Ludlow & Fergus Panton – Prentice Hall • Business Communication : SushilBahl – Prentice Hall • Soft Skills for Everyone – Jeff Butterfield – • Personality Development and Softskills – Barun K. Mitra 		

Subject	SC307 - Project Management and Research Methodology (PM&RM)
Academic Year	2020-21 Onwards
Credits	4
Objective	To equip the students with entrepreneurial skills like project formulation, appraisal, evaluation, monitoring and control, etc. To understand the concepts of project planning and organization, budgeting and control, and project life cycles
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction Key areas	<ul style="list-style-type: none"> • Definition and concepts • Consequences of poor Project Management • Factors affecting success or failure of a Project. Triple constraints • VED Analysis (Vital - Scope / Cost / Time / Quality, Essential - Communications / Risk / Issues / Change Control, Desirable – Conflict/HR – Motivation / SupplyChain) • Project Life Cycle & Phases • Case studies 	20	8
II	Planning and Analysis	<ul style="list-style-type: none"> • Project as Capital Budgeting decision • Phases of Capital Budgeting (Planning, Analysis, Selection, Financing, Implementation and Review) • Overview of capital budgeting • Capital allocation strategy (Concepts, models and considerations for forming strategy) • Generation of project ideas and screening • Gathering and analyzing project information • Market and demand analysis • Technical analysis • Financial Estimations and projections • Case studies 	20	8

III	Selection Role & Responsibilities of a Project Manager	<ul style="list-style-type: none"> • Principles of compounding and discounting • Various investment appraisal criteria's • Defining project cashflows • Concept & measurement of cost of capital • Project risk analysis • HR & Motivation & Transparency in MIS • Tips for Successful Project Management / Project Scheduling • Contract Management ; Legal& Consequential Precautions • Information Technology Enabled Services (ITES) in Project Management (not for exam) • Use of MS-Excel, MS Project, Primavera etc. for Project management Case studies	20	8
IV	Financing Implementation, monitoring and Review	<ul style="list-style-type: none"> • Various sources of finance • Infrastructure financing • Concepts of Venture Capital and Private Equity • Forms of project organizations (line, staff, matrix etc) • Use of network techniques for project planning scheduling and control (Bar Charts / Gantt Charts/ CPM / PERT Concepts • Work Break-down Structure • Project lifecycle • Variance analysis • Project implementation, monitoring, review and reporting • Case studies 	20	8
V	Research	<ul style="list-style-type: none"> • Research Methodology: An Introduction • Defining the Research Problem • Research Design • Interpretation and Report Writing • Proposal Writing 	20	8
	Text Books	<ol style="list-style-type: none"> 1. Projects by Prasanna Chandra, 7th Edition, McGraw Hill 2. Research Methodology Method & Techniques by C R Kothari, New age International Publishers 		
	Reference Books	<ol style="list-style-type: none"> 1. Your Project Management Coach, Wiley Publication 2. Project Management and Appraisal, 1/e, Sitangshu Khatua– Oxford Uni. India 		

Subject	SC308 – Strategic Management (SM)
Academic Year	2020-21 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • Understand the concept of strategic management and its significance in managing business successfully • Understand the strategies at corporate, business and functional levels. • Understand and analyze a firm’s external environment, its resources and SWOT analysis for strategy formulation to compete with rivals • Understand the process of strategy implementation and the challenges of managing change.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Strategic Management: An Introduction Stakeholders in Business	<ul style="list-style-type: none"> • The I/O Model and • Resource-based Model of Above Average Return, • Vision, Mission and Purpose; Strategic Intent • Emergent Strategy • Business Model and Strategy <p>Case studies</p>	20	8
II	Environmental Analysis & Internal Analysis	<ul style="list-style-type: none"> • External and Industry Environmental Analysis using PEST and Porter’s Five-Force Model, • Understanding concepts such as Key Success Factors; Driving Forces • Strategic Groups • Concept of Value Chain, • SWOT Analysis; • Resources, Capabilities and Competencies; Dynamic Capabilities • Core Competence of Organizations; • Competitive Advantage and Sustainable Competitive Advantage 	20	8

		<ul style="list-style-type: none"> • Case studies 		
III	Strategy Formulation	<ul style="list-style-type: none"> • Strategy formulation at Business and Corporate levels, Diversification • Strategic Alliance and Joint Ventures, Cooperative Strategies • Acquisitions and Restructuring • Global Strategy, International Corporate-level and Business-level Strategies. • Porter’s Generic Strategies • Case studies 	20	8
IV	Nuances of Strategy Implementation	<ul style="list-style-type: none"> • Corporate Social Responsibility and Sustainability, Triple Bottom Line (TBL) approach • Structure and Controls • Strategic Leadership; Balanced Scorecard • Case studies 	20	8
V	Contemporary Topics in Strategy Practical Application with reference to strategic perspective	<ul style="list-style-type: none"> • Management of Change through VUCA • Strategic and Corporate Entrepreneurship • Blue Ocean Strategy, Blue Ocean Shift • Innovation: Grassroots, Jugaad • A project report on Industry and Company comprehensive analysis based on General, Industry, • Competitor and Internal Environment, SWOT summary and Implementation. • It can be done as a group project which should also include suggestions based on problem identification and solution/s (alternatives). <p>Case study</p>	20	8
	Text Books	<p>1. Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty, Strategic Management: A South-Asian Perspective, Cengage Learning, Latest Edition</p> <p>2. Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain Crafting and Executing Strategy: The Quest for Competitive Advantage Concept and Cases, McGrawHill, New Delhi</p>		

	<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Robert Grant, Contemporary Strategic Management, Wiley India Pvt. Ltd. 2. Michael Porter, Competitive Advantage: Creating and Sustaining Superior Performance 3. W. Chan Kim and Renee Mauborgne, Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth, Hachette Books 4. Azhar Kazmi, Strategic Management and Business Policy, McGrawHill 5. Gerry Johnson, Kevan Scholes and Ricard Whittington Edition, Exploring Corporate Strategy: Text and Cases, Pearson Education 6. Anil K. Gupta, Grassroots Innovation: Minds On The Margin Are Not Marginal Minds, Random Business 7. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel Strategy Safari, Free Press, New York. 8. Gary, Hamel and Prahalad, C. K., Competing for the Future, HBS Press 9. Navi Radjou, Jaideep Prabhu, Simone Ahuja, Jugaad Innovation, Random Business 		
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Subject	LTP-On-site Project Training / On Job Training 4 to 5 Months (LongTerm)
Academic Year	2020-21 Onwards
Credits	10
Objective	To give exposure to the students to supply chain process in logistic or allied organization to get hands on experience to different technical, functional and managerial aspects of industry.
Total Hours	4 to 5 Months
Instructor	

STRUCTURE OF THE PROJECT WORK DURING SEM-IV OF MBA (MM)

Basically it is expected that students must get the actual operational and applied experience during the project period so as to make them familiar with the working environment of prospective organizations they are likely to join after the completion of their course.

During the project following stages are expected

- 1 Understanding of the organizational set up and its key functional areas.
- 2 Collection of relevant data/ analysis/graphical presentation/inferences/conclusions and recommendations with respect to subject chosen as in 2 above.(To be finalized in consultation of the faculty in last fortnight of training period)
- 3 Submission and presentation of report and *viva-voce*

Broadly the evaluation will be carried out in the following aspects and their tentative weight-age.

The details are provided in the section of evaluation pattern.

1 Understanding of concept and its application	30%
2 Analysis and inferences	30%
3 Presentation and <i>viva-voce</i>	40%

Faculties shall identify and make available the tentative list of concepts/subjects of likely studies that can be taken up at least a month before the commencement of project training if possible.

SIP - GUIDELINES FOR SUMMER INTERNSHIP PLACEMENT

Summer placement (summer internship programme, i.e., now popularly known as **SIP**), is an integral part of the academic curriculum of MBA Supply Chain Management. For the successful completion of the MBA programme, the students are required to complete the SIP. After completion of the 1st year of the programme, i.e., after the 2nd semester and before the commencement of the second year of the programme, the students are required to work with an organisation for hands on experience. The duration of the SIP is six to eight weeks. In some cases this period may be a little longer, but in no case the duration should be more than 10 weeks.

SIP aims at widening the student's perspective by providing an exposure to real life organisational and environmental situations in Industries. This will enable the students to explore an industry/organisation, build a relationship with a prospective employer, or simply hone their skills in a familiar field. SIP also provides invaluable knowledge and networking experience to the students. During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA supply chain into practice while working on a business plan or trying out a new industry, job function or organisation.

The organisation, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute. The summer interns also serve as unofficial spokespersons of the organisation and help in image building on campus.

In case the scope of the project is large, even more than one student also can undertake the SIP project jointly. Similarly, if the scope of the project is limited, the student can undertake more than one project during the specified period with the same organisation or with another organisation.

An additional benefit that organisations may derive is the unique opportunity to evaluate the student from a long-term perspective. Thus the SIP can become a gateway for final placement of the student.

The student should ensure that the data and other information used in the study report is obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organisation.

The SIP process involves working under the mentorship of an executive of the concerned organisation and also with a faculty member of the institute where the student is studying, if required. The student is expected to first understand the organisation and its setting and the industry/field in which the organisation is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.

Thereafter, the student should prepare a report and submit one copy to the organisation and one copy each to the institute and the university. The student should also obtain a certificate from the organisation/s where the SIP was done and attach the same with the copy submitted to the institute.

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty members from the institute who will be the examiners. The student/s is/are expected to make a 15 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners.

The total marks for the SIP project will be 100. The marks will be awarded for the following aspects:

- i) **Introduction:** Clear understanding of the topic/subject; understanding of the organisation/unit/field.
- ii) **Literature Review:** Published studies, review of similar studies
- iii) **Details about the study:** Objectives, formulation of the problem, scope, and rationale of the study.
- iv) **Methods/methodology adopted for the study:** Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
- v) **Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- vi) **Contribution and learning from the project:** Details of the contribution of the study, the benefit to the organisation, the learning from the study for the student, etc.
- vii) **Acknowledgements:** References/Citations and Bibliography and help, if any, received from other individuals/organisations.
- viii) **Presentation of the report format of the report, flow of the report, style, language, etc.**
- ix) **Presentation of the report to the examiners:** Substance and treatment of the topic, style of presentation, and performance in the question answer session, time management, language, etc.
- x) **Overall impression.**

Note: *Similar Guidelines as mentioned for summer internship placement (SIP) will be applicable for long-term project (LTP) on-site/ on job training during the semester IV of the programme.*

GUJARAT UNIVERSITY
B. K. SCHOOL OF PROFESSIONAL AND MANAGEMENT STUDIES
MBA IN SUPPLY CHAIN MANAGEMENT (EVALUATION PATTERN)

(The University Examinations for all the semester will be held only once a year. The examinations for semester I and III will be normally held in the month December / January. The semester II will be held in May / June. The Semester IV examination (Presentation and VIVA-VOCE) will be after the completion of the onsite long term training of 4-6 months.)

1. Evaluation of the course

The evaluation will be totally internal and will be conducted by the faculty who are teaching the subjects as this is a unique course and it will be difficult to get outside experts for evaluation. The grading system will be followed for the purpose, minimum requirement of attendance, etc., are given below:

2. Grading Point

The evaluation will be done on the grading pattern. The idea of the evaluation is to help the students' perform better.

Grade	A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
Meaning	4.3	4	3.7	3.3	3	2.7	2.3	2	1.7	1.3	1	0.7	0

3. Meaning of Grades

- A : Excellent
- B : Good
- C : Fair
- D : Poor
- F : Fail
- I : Incomplete

+ & - : These symbols indicate the variations above & below the above description. Total grade

point is calculated by adding the grade points obtained in various courses.

$$GPA = \frac{\sum xiwi}{\sum wi}$$

Grade Point Average: (GPA): G.P.A is calculated by dividing the total grade point by number of credits.

4. Absenting from examination:

- a) It will be compulsory for every student to appear in the university exam for all the subjects/ courses in every semester. In case a student fails to attempt any one or more university examination, he/she will be given “I” in that component of the course, which may be converted into “F” for calculation of grade point of that subject/course.
- b) If a student fails to appear in the mid-semester examination he/she may be given one more chance by the concerned faculty/Director by a make-up examination. However, in the make-up examination the maximum grade awarded will be “C”. This clause is put to discourage the students from absenting from the mid- semester examination.
- c) If a student has not been able to complete any course (internal or continuous component), he/she will be given “I” grade, implying incomplete. The “I” grade will have to be removed by completing the course requirements within a specified time period allotted by the faculty concerned. If this is not done, the student will be treated as failed in that component of the course and will be given an ”F” in that component.

5. Equivalence between grade and GradePoint

Tentative Guideline regarding equivalence between Grade, Grade Point and Marks are given hereunder. However faculty member can design grading system based on the performance of the students.

GPA	Marks (Out of 100)	Grade
□ 4.16	□ 75	A+
3.86 - 4.15	□ 70&□ 75	A
3.51 - 3.85	□ 65&□ 70	A-
3.16 - 3.50	□ 60&□ 65	B+
2.86 - 3.15	□ 55&□ 60	B
2.51 - 2.85	□ 50&□ 55	B-
2.16 - 2.50	□ 48&□ 50	C+
1.86 - 2.15	□ 45&□ 48	C
1.51 - 1.85	□ 40&□ 45	C-
1.16 - 1.50	□ 35&□ 40	D+
0.86 - 1.15	□ 30&□ 35	D
0.5 - 0.85	□ 20&□ 30	D-
less than 0.5	□ 20	F

6. Equivalence among class, grade, GPA

Second Class ($\geq 50\%$)	→ (B- If GPA=2.51-2.85)
Higher Second Class ($\geq 55\%$)	→ (B If GPA=2.86-3.15)
First Class ($\geq 60\%$)	→ (A- If GPA=3.51-3.85), (B+ If GPA=3.16-3.50)
First Class with Distinction ($\geq 70\%$)	→ (A+ If GPA ≥ 4.16), (A If GPA=3.86-4.15)

7. Passing a Semester

To pass any semester of the year the student should fill the following condition:

- Should obtain Grade Point Average of 2.
- Should not obtain more than one 'F' in a year including external and internal grades taken together.
- Should not obtain 'D' in more than four courses, provided he/she does not get 'F' in any course in the year including external and internal grades taken together. ("+" and "-of "D" will be treated as "D").
- Should not obtain 'D' in more than two courses if he/she obtains 'F' in one course in the year including external and internal grades taken together. ("+" and "-of "D" will be treated as "D").

If a student fails in a semester he/she will have to re-appear for all those courses of that semester where the grades are less than C only in the internal examinations and he/she should cover-up the short fall by appearing in internal examinations. For this the student will have to fill-up the examination form for that semester and pay the fees for the exams.

8. Year-wise Promotion

Passing Criteria for 1st year of MBA in Supply Chain Management:

- Minimum G.P.A. required: 2.00
- Should not obtain more than one 'F' in any course.
- Should not obtain more than four 'D' without 'F'
- Should not obtain more than two 'D' with 'F'
- There should be no 'I' (Incomplete) in any of the course.

9. Award of Degree

Passing Criteria for 2nd year of MBA in Supply Chain Management:

- Minimum G.P.A. required: 2.00
- Should not obtain more than one 'F' in any course
- Should not obtain more than three D without F
- Should not obtain more than two D with F
- There should be no 'I' (Incomplete) in any of the courses

10. Examination Pattern:

There are two semesters in each year duration 15 weeks of teaching. There will be two exams in each semester: 1. Mid Semester Exam

2. End Semester / Uni. Exam

Details of each exam:

MID SEM EXAM	INTERNAL EVALUATION	END SEM EXAM
a. Duration of the exam: 2hrs b. Total marks evaluated: Out of50 c. Marks carried forward to final result : Out of 30	Internal Evaluation is done on class-room presentation, Quiz, class test, attendance etc., Total internal evaluation carried forward to final result : Out of 30	a. Duration of the exam :3 hrs b. Total marks evaluated : out of70 c. Marks carried forward to final result : out of40

Evaluation of Summer Internship Project (SIP):

Project work at the end of 1st year: Summer Project.

Duration: 8 – 10 weeks

Evaluation: Presentation and Viva-voce out of 50 marks (By a committee appointed by the university) and project report (By examiner/School) out of 50 marks.

Evaluation of Long Term Project (LTP):

Project Study (P.S.) on-site training / on job training in the Last and Fourth semester of the programme:

Duration: Starting of Fourth semester minimum 3 months (Max 4 months) consisting of work related to Supply Chain & allied industries understanding, analyzing, issues and working on a specific supply chain related project on site and preparation of report. (Data collection, field work, analysis, report writing etc.)

Evaluation: Presentation and Viva-voce out of 50 marks (By a committee appointed by the university) and project report (By examiner/School) out of 50 marks.