

**BHARATHIARUNIVERSITY: COIMBATORE-641 046****MBA FLEET MANAGEMENT****(For the CCII students admitted from the academic year 2016-17 onwards)****SCHEME OF EXAMINATION - CBCS PATTERN**

PART	Course Title	Hrs/WEEK	EXAMINATION				CREDITS
			Duration	CIA	Uni. Extam	TOTAL	
<b>SEMESTER-I</b>							
1.1	Principle of Management & Organisational Behaviour	5	3	25	75	100	4
1.2	Management Economics	5	3	25	75	100	4
1.3	Management Accounting	5	3	25	75	100	4
1.4	Corporate Communication	4	3	25	75	100	4
1.5	Strategic Management	4	3	25	75	100	4
1.6	Evolution of Shipping Industry	5	3	25	75	100	4
1.7	Computer Applications in Management	2	-	-	-	-	-
<b>SEMESTER=II</b>							
2.1	Financial Management	5	3	25	75	100	4
2.2	Human Resource Management	5	3	25	75	100	4
2.3	Marketing Management	5	3	25	75	100	4
2.4	Quantitative Methods For Management	5	3	25	75	100	4
2.5	Research Methods For Management	4	3	25	75	100	4
2.6	Management Information System	4	3	25	75	100	4
2.7	Computer Applications in Management (PRACTICAL)	2	3	40	60	100	4
<b>SEMESTER - III</b>							
3.1	Business Ethics and Global Business Environment	5	3	25	75	100	4
3.2	Overview of Maritime Business	5	3	25	75	100	4
3.3	Shipping Laws	5	3	25	75	100	4
3.4	Ship Management Practice	5	3	25	75	100	4
3.5	Strategic Management	5	3	25	75	100	4
3.6	Marine Survey and Insurance	5	3	25	75	100	4
3.7	Summer Placement, Project Report – Viva voce *	-	-	-	-	100	4
<b>SEMESTER – IV</b>							
4.1	Ship Agency Management	6	3	25	75	100	4
4.2	Coastal Shipping, Security and Safety Management	6	3	25	75	100	4
4.3	Cultural Diversity and Business	6	3	25	75	100	4
4.4	Supply Chain Management	6	3	25	75	100	4
4.5	Export-Import Management and Documents	6	3	25	75	100	4
<b>TOTAL</b>						<b>2500</b>	<b>100</b>

\*For Project Report - 80% Marks &amp; Viva-Voce – 20% Marks

## 1.1 PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

### OBJECTIVE:

This course enables the students to learn basic functions, principles and concepts of management

### UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

### UNIT II

The Nature of Organizing - Organizational Structure:Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

### UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance

### UNIT IV

Organisational Behaviour - Challenges & opportunities - disciplines, management functions and relevance to Organisation Behaviour - Organizational Behaviour responses to Global and Cultural diversity - Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories - Emotions and Emotional Intelligence as a managerial tool - Attitudes - ethics and types of management ethics - Perception - Learning - classical and social cognitive approaches - Implications of learning on managerial performance

### UNIT V

Stress - Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation -Foundations of group behaviour - team decision making - Issues in Managing teams - Organisational change - Managing planned change - Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - corporate culture

### REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.

## 1.2 MANAGERIAL ECONOMICS

### OBJECTIVE:

To enable the students to learn the application of the economic principles and policies on managerial decision making

### UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

### UNIT II

Supply- meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function. Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

### UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing

### UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

### UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

### REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.

## 1.3 MANAGEMENT ACCOUNTING

### OBJECTIVE:

The student will understand the basic accounting concepts, principles, ratios and the importance of cost account concepts in management decision making in this course

### UNIT I

Basic Accounting concepts - Kinds of Accounts - Double Entry Book Keeping – Rules of Double Entry System – Preparation of Journal and Ledger Accounts- problems - Subsidiary books - cash book – types of cash book - problems - purchase book - sales book - sales return and purchase return books

## UNIT II

Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts - Depreciation Methods-Straight line method, Written down value method.

## UNIT III

Accounting Ratios - construction of balance sheet using ratios (problems)-DuPont analysis - Fund Flow Statement - Preparation of Fund Flow Statement - Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement

## UNIT IV

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

## UNIT V

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

## REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, “Financial Management – Theory and Practice”, Tata McGraw Hill, New Delhi

## 1.4 CORPORATE COMMUNICATION

### OBJECTIVE:

This course will prepare the students for effectively tackling the corporate communication

#### Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolutions – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

#### Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

#### Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables' constitution – charts – writing the report – documenting the sources – proof reading

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

References:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler&Flat lay, Basic Business communication. Tata Mc Graw Hill.

## 1.5 STRATEGIC MANAGEMENT

OBJECTIVE:

In this course the students will learn strategy as a management tool to plan and achieve organizational goal.

UNIT I

Strategy – Meaning and application – Need for strategic management - Importance & Significance of Strategic Management --Strategic Management usefulness as a precise & handy tool for any corporate Management to decide next course of action in near future & long term considering global competitiveness in Business

UNIT II

Method of Judging success or failure of strategy - Understand each of the following Methods to derive Strategy--SWOT Analysis--TOWS Analysis--BCG Matrix--Porter's FIVE FORCE Analysis

UNIT III

Strategic Management Approach to long term solutions for business - Formulation of Strategy - Selection of Strategy – Strategy as a tool to gain competitive edge

UNIT IV

Implementation, Monitoring & Auditing of Strategy - Levels of Strategy - Corporate Strategy - Business Strategy - Functional Strategy--Analysis of Strategy & Effectiveness Measurement of Strategy

UNIT V

Contemporary Issues- Industry Attractiveness & Strategic Opportunity--Resources, Capabilities, Core Competence & Strategic

Text Books:-1. Essentials of Strategic Management Hunger, J. David, Wheelen, Thomas L

Reference Books:-

1. Strategic Management by Trehan, Wiley India
2. Strategic Management Creating Value in a Turbulent World by Fitzroy, Wiley india

## 1.6 EVOLUTION OF SHIPPING INDUSTRY

### OBJECTIVE:

The students will be introduced to the origin of shipping, its evolution and modern outlook

### UNIT - I

Introduction to Shipping - Origin of Transport System - Various inventions and inventors in Transport Systems - Various means of Transport - Branches of Shipping - Citations from the Vedas about shipping - Citations from the Book of Genesis about Shipping - India's role in shipping development.

### UNIT - II

Shipping Geography - Usage of Maps and Atlas - Resource Geography - Economical Geography - Industrial Geography - Agricultural Geography - International Trade Geography - Transport Geography - Advantage of Canals and Rivers - Oceans and Seas - Ocean route

### UNIT - III

Origin of Ships -Authentication - Origin of Documents - Reminiscence from the Maritime history - Ships and Vessels - Those men who braved the sea - HMS Victory the living legend - Age of Navigation - European expansion and Colonisation - Age of Sails and paddles - Age of Steam - Maritime events during World War 1 and World War 2

### UNIT - IV

Ships with Sails - Ships with Oars and Paddles - Various types of ships - Ships Positions - Main Branches in Shipping - Various roles in Shipping - Cargo stowage space in ships according to the nature of cargo - World tonnage - 20th century development - Multimodal Transport System

### UNIT - V

Comparison - Ocean and other means of Transports System - Railways - Lorries and Trucks - Air craft's - River - Ocean Transport System - World's Largest Ship owners - Ports in India - DG shipping - mercantile marine department - port health - port authorities - customs and central excise authorities - plant quarantine authorities - income tax and reserve banks.

### Reference

1. Oxford Encyclopedia of Maritime History
2. Indian Maritime History
3. The Spanish Armada by Robert Appleton

## **1.7 COMPUTER APPLICATIONS IN MANAGEMENT - Practical**

### **OBJECTIVE:**

To introduce the concepts of information technology and their application in management decision making

### **UNIT I**

Components of a Computer - Hardware and Software – Operations Systems – Directories and File properties - MS OFFICE – Introduction to WORD, EXCEL and POWERPOINT

### **UNIT II**

WORD – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – header and footers – Finding and replacing text – spell check and Grammar check – Formatting text - paragraph formats - adjusting margins, line space – character space – Changing font type, size – Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – merging & splitting cells

### **UNIT III**

EXCEL – Working with worksheets – cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – switching between worksheets – moving, copying, inserting & deleting worksheets – Using formulas for quick Calculations – Working & entering a Formula – Formatting a worksheet – Creating and editing charts – elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts.

### **UNIT IV**

POWERPOINT – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying , hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.

### **UNIT V**

TALLY – Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation, Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

Practical: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics

### **References:**

OFFICE 2000 Complete – BPB Windows 98 Complete – BPB Windows 98 6 in one by Jane Calabria and Dorothy Burke – PHI Using Microsoft Office 2000 by Ed, Bott -TALLY

## 2.1 FINANCIAL MANAGEMENT

### OBJECTIVE:

Financial Management emphasizes the functions of financial management explaining the Investment, finance, dividend and working capital function along with the practical Management problems.

### UNIT I

Functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Legal, Regulatory and tax framework - Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues

### UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

### UNIT III

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

### UNIT IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy

### UNIT V

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

### References :

1. Richard A.Brealey, StevartC.Myers, “Principles of Corporate Finance” McGraw Hill, New York.
2. James C.Van Horns, “Financial Management & Policy” Prentice Hall of India (P) Ltd., New Delhi.
3. John J.Hampton, “Financial Decision Making – Concepts, Problems and Cases” Prentice Hall of India (P) Ltd., New Delhi (1994).
4. PrasannaChandra, “Financial Management–Theory&Practice”, Tata McGraw Hill, New Delhi (1994).



## 2.2 HUMAN RESOURCE MANAGEMENT

### OBJECTIVE:

The students will be introduced to the value of human resources and the limitation as well as its advantages over other resources for meeting the organisational goals will be discussed.

### UNIT I

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers

### UNIT II

Job analysis - Methods - IT and computerised skill inventory - Writing job specification - Recruitment and selection process - Employment planning and forecasting - Building employee commitment - Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet - Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### UNIT III

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet - Developing Managers - Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation - Management Developments and CD-ROM - Key factor for success - Performance appraisal - Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice - Managing careers - Career planning and development - Managing promotions and transfers

### UNIT IV

Establishing Pay plans - Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation - Pay for performance and Financial incentives - Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations - Benefits and services - Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment

### UNIT V

Industrial relation and collective bargaining- Trade unions - Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and separation - Labour Welfare - Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function

### REFERENCE

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
3. Dr.R.Venkatapathy&AssissiMencheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.

## 2.3 MARKETING MANAGEMENT

### OBJECTIVE

The students will understand the marketing concepts and managing business in e-environment.

#### Unit I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalized economy - Digitalization, Customizations, Changing marketing practices, e-business – setting up websites; Marketing Information System, Strategic marketing planning and organization.

#### Unit II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

#### Unit III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

#### Unit IV

Integrated marketing communication process and Mix - Advertising - Sales promotion and Public relation decisions - Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation

#### Unit V

Identifying and analyzing competitors, Designing competitive strategies for leaders, challengers, followers - Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Controlling of marketing efforts - Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.

#### References :

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
4. Marketing Management – S. Jayachandran - TMH, 2003.

## 2.4 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

### OBJECTIVE:

This course is intended to familiarize the students with the nature of application of quantitative techniques in business scenario

### UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode - Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

### UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

### UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

### UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

### UNIT V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method. Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

### REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – KantiSwarup, Gupta And Man Mohan
4. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

## 2.5 RESEARCH METHODS FOR MANAGEMENT

### OBJECTIVE:

This course introduces the students to the statistical tools available to the management for optimum solutions.

### UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying Research problem – concepts, constructs and theoretical framework.

### UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

### UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection – constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

### UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - (NO Problems). SPSS and its applications

### UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

### References:

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Donald R. Cooper and Pamela S. Schindler - Business Research Methods - Tata McGraw Hill, 2007
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
5. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.

## 2.6 MANAGEMENT INFORMATION SYSTEM

### OBJECTIVE:

To help students understand how MIS is developed and implemented for various levels in an organization, the phases involved in the development of a system, the factors determining their success and the relationship of MIS with various functional areas of organization

### UNIT – I:

Foundations of Information Systems: A framework for business users - Roles of Information Systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities

### UNIT – II:

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage

### UNIT – III:

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis -Overviews of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems

### UNIT – IV:

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

### UNIT - V:

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

### Reference:

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.

### **3.1 BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT**

#### **OBJECTIVE:**

The students will understand the social responsibilities of business units and also the ethical way of conducting business to benefit the society at large

#### **UNIT – I:**

Business and society - Social responsibility - Environmental Pollution and Control - Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - constituents of business environment

#### **UNIT – II:**

Managing Ethics - Frame work of organizational ethic - theories and sources - ethics across cultures - factors influencing business ethics - ethical decision making - ethical values and stakeholders - ethics and profit - Corporate governance Structure of boards - reforms in boards - compensation issues - ethical leadership for improved Corporate governance and better business education

#### **UNIT – III:**

Introduction - The Globalization of the World Economy – The Changing Nature of Indian and International Business - National differences in political, legal and culture- The Global Trade and Investment Environment- International trade Theory - Mercantilism -Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond - The Revised Case for Free Trade - WTO & development of World trade - Regional grouping of countries and its impact

#### **UNIT – IV:**

Foreign Direct Investment: Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries - The Global Monetary System The Foreign Exchange Market: Introduction - The Functions of the Foreign Exchange Market

#### **UNIT – V:**

The Strategy and Structure of International Business - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice - Entry Modes – Selecting the Entry Mode- Strategic Alliances - Making Alliances Work, Exporting, Importing and Counter trade - The Promise and Pitfalls of Exporting - Improving Export Performance – Export and Import Financing - Export Assistance – Counter trade

#### **References :**

1. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001
2. Davis & Keith William C. Frederik - Business and society
3. Francis Cherunilam - Business Environment
4. Shaikh Saleem – Business Environment, Pearson Education, 2006

### 3.2 OVERVIEW OF MARITIME BUSINESS

#### OBJECTIVE

To help students understand overall maritime business starting with types of ships, various cargoes carried, major trade types – liner, bulk & tanker, use of ports & their features and introduction to freight forwarding

#### UNIT I

General-International Trade – Role of Shipping – Major Trade lanes, features & patterns of trade – Commodities traded – Major origins and destinations – Seasons & Effect of Weather on shipping – Latitude, Longitude – Types of ships used for various cargoes & ship design – Major Maritime Nations– International Shipping organizations – Basic Shipping Terminology

#### UNIT II

Liner Shipping Overview-Liner Shipping Business – Concept of Sectors in Liner Shipping – Types of Liner Ship Operators – Ship owning operations – NVOCC operations – MTO operations – Types of Liner Services – Independent Service – Consortium / Alliance services – Principles of Container Operations

#### UNIT III

Bulk & Tanker Trade Overview -Bulk Shipping Business – Dry Bulk operations – Tanker operations – Principles of chartering – Bulk pool operations

#### UNIT IV

Ports, Canals & Waterways-Overview of ports, canals & waterways – Inland Terminals – Port Features required for various cargo types – Port ownership / Management models – Environmental issues

#### UNIT V

Freight Forwarding-International Freight Forwarding – Logistics Service Providers – Project Cargo Forwarding – Multimodal operations – Warehousing Operations

#### References:

Commercial Shipping Handbook - Peter Brodie (2nd Edn, Informa Finance)

Logistics Management & World Seaborne Trade – KrishnaveniMuthiah (Himalaya Publishing House 2009)

Start Your Own Freight Brokerage Business - Lynn & Jacquelyn (3<sup>rd</sup>Edn, Entrepreneur Press) Freight Forwarding & Multimodal Transport Contract – D. Glass (1<sup>st</sup>Edn, Informa Legal Publishing UK 2004)

Logistical Management – The Integrated Supply Chain Process – D.J.Bowersox&D.J.Gloss (Tata Mcgraw Hill, 2008)

### 3.3 SHIPPING LAWS

#### OBJECTIVE

This paper provides the student with an understanding of how shipping Laws are framed and practiced and the importance of Business Ethics in the role of managers in their profession.

#### Unit I

Law of Contract – general principles, essential features of a contract, types of contracts– Indemnity and Guarantee. Law of Agency – general principles, types of agencies, legal relationship between the parties involved, breach of warranty of authority and termination of agency

#### Unit II

The Indian Bills of Lading Act 1856 – The Indian Carriage of Goods by Sea Act 1925 – The Indian Lighthouses Act 1927 – The Inland Steam Vessels Act – The Indian Post Health Rules. Maritime and Possessory liens – claims - order of priorities; subjects maritime liens ; arrest and jurisdiction

#### Unit III

Indian Ports Act, 1908 - Port officials, their powers and duties – port dues, fees and other charges - Major port Trusts Act, 1963, The Indian sale of Goods Act, 1930 – Sections 18 to 25 – Transfer of property in Goods, Convention on Facilitation of International Maritime Traffic 1965

#### Unit IV

Law of Carriage – Hague Rules, Indian Carriage of Goods by Sea Act, 1925, Hague- visby Rules and Hamburg Rules. Collision law Related convention and apportionment of blame. Salvage and Towage - Related contracts; Lloyds Open Form Limitation of Liability of carrier – Related conventions and Admiralty Jurisdiction

#### Unit V

Maritime Arbitration – methods of dispute resolution - The Arbitration and Conciliation Act 1996- Marine Frauds – Preventive measures and role of international Maritime Bureau. International Conventions related to pollution claims – civil Liability Protocol 1992 and Fund protocol 1992, OPA 1990.

#### REFERNCES

1. Maritime Law of India – Dr.Nagendra Singh, 1<sup>st</sup> Ed.1979 (Bhandarkar)
2. Major Port Trusts Act, 1963 – A.B. Gandhi, 1st Ed. 1982 (Milan)
3. The Merchant Shipping Act, 1958 – J.S.Gill, 1994 Ed (Bhandarkar)
4. Mulla on the Indian Contract Act – H.S. Pathak, 11th Ed. 1995 (Tripathi)
5. Maritime Law – C.Hill, 2nd Ed. 1985 (LLP)
6. International Commercial & Maritime Arbitration – F.Rose, 1st Ed. 1988.
7. Arrest of Ships – C.Hill, 1st Ed. 1985 (LLP)
8. Shipping Law – Chorley & Giles, 8th Ed.1987(Pitman)
9. Bills of Lading – Capt. D.E.Driver, 2nd Ed.1995 (Navaneet).



### 3.4 SHIP MANAGEMENT PRACTICE

#### OBJECTIVE:

In this course the student will understand the structure of shipping company and the performance of various functions of departments

#### Unit I

Shipping Company Structure: Organization of a shipping company – Roles of Commercial, Technical & Crewing departments – In house vs outsourcing of Ship Management functions – Ship Registries, National vs Open Registries – Ship Classification societies

#### Unit II

Commercial Operations - Chartering – Voyage estimates – Time charter yield calculations – Bunkering operations – Factors affecting vessel performance – Post fixture Management – Laytime calculation – Demurrage, Despatch calculation

#### Unit III

Technical Management : Technical Management – Ship acquisition methods – Induction of a vessel in the fleet – Planned maintenance & emergency repairs – Dry-docking and annual / special surveys – Management of ship spares

#### Unit IV

Crew Management :Crew Management – Manning regulations, international conventions viz. STCW, SOLAS – Crew management companies – Maritime training establishments – Maritime Training administration

#### Unit V

Ship Management Contracts -Standard Ship Management contracts (BIMCO Shipman) – International Safety Management (ISM) code – ISMA code of Ship Management Practice

#### References:

1. Ship Management (Business of Shipping) – Malcolm Willingale (4th Edn, LLP Professional Publications 2005)
2. Professional Ship Management – Panayides P (Ashgate Publications 2001)
3. Guidelines on ISM Code – International Shipping Federation (ISF 3rd Edition, New Guidelines 2010)
4. Commercial Management in Shipping – R.Tallack (Nautical Institute)

### 3.5 STRATEGIC MANAGEMENT

#### OBJECTIVE

This course covers the basic elements of strategic analysis—the content of a sound strategy, the analysis of industries and competitors, and the generic forms of strategy, addresses the central role of corporate purpose in strategy formulation, the development and leveraging of core competence, the importance of strategic analysis and choice and the ways and means of strategy evaluation and control.

#### Unit I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

#### Unit II

Environment Analysis & Internal Analysis of Firm: General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit – core competence - Stockholders' expectations, Scenario-planning - industry analysis.

#### Unit III

Strategy Formulation: Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, nonprofit organisations and large multi product and multiple market organisations.

#### Unit IV

Tools of Strategy : Planning and evaluation : Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

#### Unit V

Strategy implication & Control : Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - Porter's approach for Globalization - Future of Strategic Management.

#### References :

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. Gregory G. Dess and Alex Miller, Strategic Management, McGraw Hill.
5. Fred R. David, Strategic Management Concepts & Cases, Pearson, 2003.
6. R. Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

### 3.6 MARINE SURVEY AND INSURANCE

#### OBJECTIVE:

This course is designed as an introduction to survey and insurance practices prevailing in marine industry. The peculiar nature of problem and resolution faced by the shipping industry is dealt in detail to enable the student to understand the enormity of the facts

#### UNIT - I

Bills of Lading - Delivery Order - Mate's Receipt - - Clean Bill of Lading - Bearer Bill of Lading - Surrender Bill of Lading - Bill of Lading as a Contract of Afreightment - Issuance of Letter of Indemnity in lieu to obtaining Clean Bill of Lading - Mates Receipt and Bill of Lading - Charter Party and its legalities - NOR and its legalities

#### UNIT - II

Importance of a Survey - A qualified Surveyor - Types of Surveys - Surveyors License and Authorization - Private Surveyor - Government Surveyors - Classification Surveyors - Container Surveyors - General Duties of a Marine Surveyor - Basics of survey- Reasons for a Survey - Tanker survey- Hatch and draft survey- continuous discharge and delivery survey

#### UNIT - III

Origin of Marine Insurance - - Practices and Principals - Insurance Companies and their functions - General principles of Marine insurance – Marine insurance market structure – Effecting marine insurance cover – Types of marine insurance covers – Institute clauses – war & strike clauses –Marine insurance claim process – Marine Insurance claim during General average situations - Charterers Liability Insurance - Hull and Machinery Insurance - Cargo Insurance - General Average and Adjusting - War Risk Insurance - P&I Clubs and representation - Principal functions of P&I Clubs

#### UNIT - IV

Specialist policies - Warranties and Conditions - Re assurance - Salvage and Prizes - Maritime Insurance Acts - Failures to settle claims - Insurance companies in India - Actually in Transit - Inland Marine Insurance- Ministry of Surface Transport, Carriers Act - Port Trust Act - National Maritime Development Programme - Director General Shipping - Merchant Shipping Act - Multi-modal Transport of Goods Act - Ministry of Civil Aviation - SEZ Regulations and Law

#### UNIT V

Arbitration - force majeure, ice, new Jason, paramount, Hague and Visby, deviation, carriage of goods by sea act, jettisoning, limited liability - - Act of God with Case sheet - Hague and Visby Rule with Case Sheet - Carriage of Goods with Case Sheet - Limited Liability and Port to Port Shipment with case sheet - Charter Party Breach with Case Sheet - Time Charter breach with case sheets

#### Reference :

1. Shipping Finance - Graham Burns and Stephenson Harwood
2. P & I Clubs: Law & Practice - Stephen J. Hazelwood.

### **3.7 SUMMER PLACEMENT – INDUSTRIAL INTERNSHIP PROGRAMME.**

A requirement of this program is to complete a period of internship which requires 30 days on the job training during which the students are expected to practice in the workplace those skills they acquired at class, thus gaining valuable ‘hands on’ experience and exposure to the real nature and environment of the ‘world of work’.

The main objectives of INTERNSHIP are to:

1. Broaden the student’s awareness of workplace practice.
2. Provide the student with relevant practical experience.
3. Establish and maintain contacts between INSTITUTE and people in key positions in the private and public sectors.
4. Maintain strong links with employers.
5. Monitor employers’ requirements and adjust services and programs accordingly.
6. Promote INSTITUTE services and activities with industry.
7. Satisfy awarding body requirements.

#### **STUDENT ASSESSMENT**

Assessment integrity is maintained by a commitment to the following principles:

1. Assessment of competence is based on performance criteria
3. Continuous assessment is conducted in both education and work environments.
4. Assessment is conducted by qualified assessors.
5. All assessments are sample-checked by qualified internal verifiers to confirm that they meet the assessment criteria, in particular validity, consistency and objectivity.
6. Feedback from students provides a basis for the evolving learning and assessment strategies.

#### **PROGRAMME EVALUATION -**

It is the practice at INSTITUTE to have its program evaluated by both students and employers. Results of these program evaluations, which are rated by professional external evaluators, show consistently high levels of satisfaction. INSTITUTE is firmly client-oriented. Programs are developed to meet the needs of clients, particularly the employers and students. This approach has enabled to develop high quality education program to meet the needs of a variety of clients from a wide range of organizations.

### **PROJECT WORK PHASE**

#### **COURSE OBJECTIVE**

A requirement of this program is to complete the project work where the students are expected to write reports in their chosen field of interest within the various verticals of the fleet personal management industry which will enable the student to gain more in depth knowledge of the chosen vertical.

The completed report which shall be done under the guidance of the respective project guides and shall include the current business practices and also suggest improvements to the existing processes which shall be submitted to the University for the Conduct of a viva voce.

## 4.1 SHIP AGENCY MANAGEMENT

### OBJECTIVE:

In this chapter the student will understand the important role played by Agents in bridging the gap between various stake holders viz. the buyer, seller, government authorities and other partners for smooth functioning of the industry

#### Unit I

General Principles of the Law of Agency – Types of Agents in Maritime Business and the Roles performed by them – Duties and Rights of Principals – Duties and Rights of Agents – Agents Authority and breach of Warranty of Authority

#### Unit II

Role of Tramp Ship Agents (Port Agency) – Organization of a typical Port Agency – Services offered by Port Agency – Process of Appointment of Port Agency – Services offered by Owners Protecting Agency – Operational Aspects – Preparation of Statement of Facts – Disbursement Accounts

#### Unit III

Role of Liner Agents – Organization of a typical Liner Agency – Services offered by Liner Agency – Process of Appointment of Liner Agency – Marketing activities performed by Liner Agents – Operational Aspects – Delivery of Cargo to Consignees – Disbursement Accounts

#### Unit IV

Role of agents during cargo claim – Role of Agents during General Average situation – Role of Agents during Ship Arrest situation -Liner Agency - Pre alerts - Cargo Booking - Boarding and Clearance - Summoning authorities for discharge and escort of high value cargo - Interaction with Owners - Ship officers - Cargo Arrival Notice - Delivery Order - Mate's Receipt - Bills of Lading - Ships Documents - Note of Protest - Tramp Alert Cycle - Liner Alert Cycle - Selection of Vendors - Role of Stevedore - Role of Surveyors - Joint Survey - Discharge and Delivery tally - Lashing and Dunnage

#### Unit V

Ship Agents and E-commerce – Information flow through Ship Agents – Electronic Data Interchange – Use of Internet, Access to Principals Systems for conducting Day to Day Work – Use of electronic systems namely Bolero, Liner Portals

### References:

1. Elements of Shipping – Branch.A.E (8th Edn, Sterling/Routledge 2007)
2. Ship Broking & Chartering Practice – Ihre.R&Gordon.L (Lloyds List Jun 2002)
3. Ships &Shipping : A comprehensive guide – Neresian.R (Pennwell Corp Feb 1981)
4. Laytime calculating – Packard.W.E (1st Edn, 1979 Fairplay)
5. Thomas Stowage: Principles and Stowage of Cargo – Thomas.O.O (1st Edn, Brown 1983)

## **4.2 COASTAL SHIPPING, SECURITY AND SAFETY MANAGEMENT**

### **OBJECTIVE:**

This course will introduce the students to the perils at sea , security issues , regulations and safety management of coastal shipping.

### **UNIT I**

Importance of Coastal Shipping--Introduction to Different coastal shipping acts - Status of coastal shipping in different states of India--Shipping Cycle

### **UNIT II**

Coastal regulation zone management-- displacement of human habitant--Role of Regulatory authorities

### **UNIT III**

Defining Coastal security--Coastal Security and the law of the sea and land--Support of International agency in Coastal Security--Regulation on Coastal Security--Challenges and issues pertaining to costal security

### **UNIT IV**

Coastal Risk Assessment--Coastal public safety guideline--Regulations--Monitoring and management system--Introduction to Coastal public rescue equipment

### **UNIT V**

Introduction to Integrated coastal zone management (ICZM)--Regulations regarding ICZM - Issues and challenges of ICZM--Implementation and Monitoring of ICZM scheme

### **Text Books:-**

1. Integrated Coastal Zone Management by ErlendMoksness, Josianne G. Støttrup, By Wiley.

### **Reference Books:-**

1. Maritime Security: An Introduction by Michael McNicholas - Butterworth- Heinemann.
2. An Introduction to Coastal Zone Management, Timothy Beatley, David Brower –Island Press

## **4.3 CULTURAL DIVERSITY AND BUSINESS**

### **OBJECTIVE:**

The objective of this course is to make the student aware of the cultural impact on business, leisure & work concept, leadership in international scenario and communication

### **UNIT- I**

Cultural Anthropology and International Business – Need for greater awareness of CulturalEnvironment – Culture and its effect on Organisations – Culture Variables and dimensions– Contrasting cultural variables.

### **UNIT – II**

Cross – cultural research on motivation – need hierarchy in International contest – motivatingthe culturally diverse workforce- rewards system.

### UNIT – III

Leadership across cultures – contingency leadership – the culture variable – leadership around the world- Effective international leader

### UNIT – IV

Communicating across cultures – influence of culture and language – Vice versa – language and social context – linguistic diversity – Non verbal dimensions of communication – Effective cross cultural communication

### UNIT – V

Conceptualisation of work, family and leisure by managers in western and eastern cultures - Meaning and determinants of quality of life in different cultures -Negotiating styles - Cross cultural research finding

### REFERENCE

1. Harris P.R and R.T.Moran “Managing Cultural Differences”, Gulf Publishing, 1991, Houston
2. E.T.Hall and M.R.Hall, “Understanding Cultural Differences”, Yarmouth, Maine, Intercultural Press,.

## **4.4 SUPPLY CHAIN MANAGEMENT**

### OBJECTIVE

To familiarize the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods.

### UNIT – I

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management

### UNIT – II

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub-contracting – Purchase insurance – Evaluation of Purchase performance (performance indices) - Inventory management – Financial impact of inventory.

### UNIT – III

Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.

### UNIT – IV

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.

## UNIT – V

Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – Organizational issues to implement SCM.

## REFERENCE

1. Supply Chain Management – For Global Competitiveness – B.S. Sahay – Macmillan India Limited, 1999.
2. Supply Chain Management: Strategy planning and operations – Sunil Chopra and Peter Meindal, 3<sup>rd</sup> Edition, PHI, 2007
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies – Simchi-Levi, Kaminsky and Simchi-Levi, 2<sup>nd</sup> Edition, TMH, 2007
4. Robert B. Handfield & Ernest L. Nichols, Jr., Introduction to Supply Chain Management, Prentice Hall of India, New Delhi

## 4.5 EXPORT-IMPORT MANAGEMENT AND DOCUMENTS

### OBJECTIVE:

In this course the students will understand the various documents associated for the export and import of goods through seaway.

### UNIT I

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

### UNIT II

Changing Global Market Place - Trends in Foreign Trade-- Desk Research--International Marketing--Opportunities and Challenges--Element of Global Marketing Success--Market approach and Strategies--International Marketing - Indian Context

### UNIT III

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

### UNIT IV

Foreign Trade Policy and Customs- An Overview - Structure of Foreign Trade Policy—Policies on import – Negative list of cargo - Modes of Import of Capital Goods--Modes of Import of Raw materials and Components--Custom Concepts--Classification and Valuation

### UNIT V

Shipping Documents -Elements of Export Import Contracts - Marine Insurance - Bill of Lading- Charter Party --Container Dimension - Incidence of Rates and Mode of Computation

**Text Book** 1. Export - Import And Logistics Management by Rai, Usha Kiran PHI

**Reference Book** 1. Export/Import Procedures and Documentation Thomas Johnson, Donna Bade, TMH