

Master of Business Administration (M.B.A) Logistics Management

(From Calendar Year 2021 onwards)



தமிழ்நாடு திறந்தநிலைப் பல்கலைக்கழகம்

Tamil Nadu Open University

[A State Open University established by Government of TamilNadu, Recognized by UGC-DEB,
Member in Asian Association of Open Universities and Association of Commonwealth Universities]

School of Management Studies





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Tamil Nadu Open University, Chennai
சென்னை – 15

மேலாண்மையியல் புலம்
School of Management Studies

முதுகலை வணிக நிர்வாகம் – போக்குவரத்து
மேலாண்மை
Master of Business Administration
(M.B.A) - Logistics Management
(From Caledar Year 2021 onwards)

பாடத்திட்ட அறிக்கை & விரிவான பாடத்திட்டம்
Programme Project Report (PPR) & Detailed Syllabus



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SEPTEMBER 2020



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No- 577, Anna Salai, Saidapet, Chennai -600015, Tamil Nadu, India

Prof. K.Parthasarathy
Vice-Chancellor

FOREWORD

My dear Learners, Vanakkam,

I deem it a great privilege to extend a hearty welcome to you to the Post Graduate Programme being offered by the Tamil Nadu Open University (TNOU). I also appreciate your keen interest of know about the curriculum of the Programme, in which you shall gain an enthralling experience, and pleasurable and beneficial learning.

With passing a specific act in the Tamil Nadu Legislative Assembly (TNLA) in 2002, the TNOU came into existence as a State Open University (SOU). It has been offering the socially relevant academic Programmes in diverse disciplines with due approval of the University Grants Commission (UGC) and the Distance Education Bureau (DEB), New Delhi since its inception. This Post Graduate Programme is one among the approved Programmes.

The Board of Studies, a statutory academic body of the University, consisting of the versatile scholars, eminent teachers including both internal and external, well acclaimed industrialists, outstanding alumni, and prospective learners as members, has designed the robust curriculum of this Programme. The curriculum is overhauled to be more suitable to the socio-economic and scientific needs in the modern era based on the emerging trends in the discipline of State and National as well as International level and accordingly, modified to our local context. Moreover, the whole syllabi of this Programme have special focuses on promoting the learners to the modern learning environment.

With a Credit System / Choice Based Credit System (CBCS), this Programme is offered in semester / non-semester pattern. The Self-Learning Materials that are the mainstay of pedagogy in the Open and Distance Learning (ODL) have been developed incorporating both the traditional and the modern learning tools, like web-resources, multi-media contents, text books and reference books with a view to providing ample opportunities for sharpening your knowledge in the discipline.

At this juncture, I wish to place on record my deepest appreciations and congratulations to the Chairperson and the Members of the Board of Studies concerned for having framed the curriculum of high standard.

I would also like to acknowledge the Director, the Programme Coordinator and the members of staff of the respective School of Studies for their irrevocable contributions towards designing the curriculum of this Programme.

Last but not least, I register my profuse appreciation to Prof. S. Balasubramanian, the Director (i/c), Curriculum Development Centre (CDC), TNOU, who have compiled this comprehensive Programme Project Report (PPR) that includes the regulations and syllabi of the Programme, and also facilitated the designing in the form of e-book as well as printed book.

I am immensely hopeful that your learning at TNOU shall be stupendous, gratifying, and prosperous. Wish you all success in your future endeavours!

With regards,

Date: 05.10.2020

(K.PARTHASARATHY)



tnouv@gmail.com | drkpsbard@gmail.com



044 24306633 | 24306634



9360991143



91- 44 - 24356767



www.tnou.ac.in

MEMBERS OF BOARD OF STUDIES

Chairperson

Dr.S.Subramanian

Professor and Director
School of Management Studies
Tamil Nadu Open University
Chennai 600015.
E-mail :chisant@rediffmail.com

Faculty Members

Dr.R.Tamilmaran

Associate Professor
School of Management Studies
Tamil Nadu Open University
Chennai 600015.
E-mail:drtamilmaran@gmail.com

Dr.N.Saranya Devi

Assistant Professor
School of Management Studies
Tamil Nadu Open University
Chennai 600015.
E-mail:saranyan19@gmail.com

Subject Experts

Dr.S.N.Geetha

Professor and Director
Centre for Distance Education
Anna University, Chennai 600 025.
E-mail:geethaautc@gmail.com

Dr.R.Kasilingam

Professor
Department of Management Studies
Pondicherry University, Kalapet
Pondicherry 605014.
E-mail:kasimeena@gmail.com Chennai
600002.

Dr. J. Khaja Sheriff

Professor and Head
Department of Management Studies
University of Madras
Chennai 600 005.
E-mail:jmkhaja@yahoo.com

Dr.K.Maran

Director
Sai Ram Institute of Management
Sai Ram Engineering College
West Tambaram, Chennai 600 044.
E-mail:maranm3a65@gmail.com

Industrial Experts

Dr.M.Ramakrishnan

Senior Vice-President
Loyal Textiles Mills Ltd.,
Raja Annamalaipuram, Chennai 600 028.
E-mail:ramakrishnan@loyaltextiles.com

Dr.H.Narayanamoorthi

Vice-President
Jhonson Lifts Ltd.,
Anna Nagar West
Chennai 600040.
E-mail:hnmurti@yahoo.co.in

Alumnus

Dr.P.M.Saravanan

Addl. Commissioner of Labour (Adminis-
tration)
DMS Complex
Tynampet
Chennai 600 018.
E-mail:pmsaravanan1962@gmail.com

Dr.S.Vimala

Assistant Professor
Quide - Milleth College for Women
Anna Salai, Chennai 600002.
E-mail:vimalagopi2003@gmail.com

Students on Roll

Lenin R S

Janani Homes, New no.168, old no.49
Vanniarstreet, Choolaimedu
Chennai – 600094.
E-mail:lenninsubramaniam@gmail.com

Raman M

Tamilnadu Mercantile Bank Ltd.
33, Siva Shanmugamst.,Ground floor
West Tambaram
Chennai – 600045
E-mail: ramansiva6789@gmail.com

Master of Business Administration (M.B.A) - Logistics Management

(Distance Mode – Non-Semester)

**Programme Project Report (PPR)
(From Calendar Year 2021 onwards)**

Programme's Mission and Objectives

Post Graduate programme in Business Administration (MBA) -Logistics Management program aims to train and develop future leaders and managers in the fast-growing logistics & supply chain sector. A highly integrated program, the learners would acquire knowledge and understanding of multi-facets of logistics and supply chain business including purchasing, inventory management, supply-chain management, multi-modal transportation, customs regulations, warehousing, logistics outsourcing, global logistics and application of information technology in logistics among various other aspects.

Relevance of the Programme with HEI's Mission and Goals

The Programme MBA (Logistics Management) helps the students to sharpen their skills and leverage the advantage for industry. This program also helps an industry to identify the best talent who will shape future logistics. This programme also imparts specialized management and logistics education in a suitable and well-timed approach for constant professional development.

Nature of prospective target group of Learners

Besides providing all the essential concepts of Management, this specialized MBA Programme planned in consultation with experts in Logistics sector, adopts a holistic view of product distribution, transportation management, supply chain, inventory control, and customer service through which graduates will develop a complete understanding of the opportunities in this sector. The tremendous growth in logistics sector provides enormous employment opportunities which kindle the candidates to enroll this programme and the manpower employed in logistics sector also interested in pursuing this programme for their career growth.

Appropriateness of Programme to be conducted in ODL mode to acquire specific skills and competence:

Students in MBA (Logistics Management) Programme develop skills and competencies in vital areas of business analytics and leadership effectiveness. The programme aims to train the candidates with ample competencies in general management functional

areas and the logistics management sector and transfer the knowledge on holistic view of the logistics sector, integrating various aspects in logistics management by inculcating a variety of knowledge and skill in the logistics services.

Instructional Design

The Curriculum and the Syllabus for MBA (Logistics Management) Programme has designed covering all the aspects of Management Concepts and Logistics and Supply Chain Management. The duration of the Programme is two Years and the medium of instruction is English.

The MBA (Logistics Management) Programme is offered through the Learner Support Centres established by TNOU in the affiliated Arts and Science College, where the same Programme is offered through Conventional Mode.

The Faculty Members available at School of Management Studies of Tamil Nadu Open University and the faculties approved as Academic Counselors of TNOU at Learner Support Centres will be used for delivering the MBA (Logistic Management) Programme.

The credits systems suggested as per UGC-ODL Regulations-2020 have been assigned to MBA (Logistics Management) Programme. The total number of credit assigned for the Programme is 72. The Self Learning Materials in the form of print, e-content and audio/video materials wherever required has also been developed for the Programme.

Procedure for Admissions, Curriculum Transaction and Evaluation

The eligibility for Admission to the MBA (Logistics Management) Programme is Bachelor Degree from any recognized University. The Programme Fee is Rs.24000/- for two years, plus Registration and other Charges. The admissions are carried out by Tamil Nadu Open University and through its Regional Centres located within the State of Tamil Nadu. The Theory Counselling and the Practical Counselling (if any) will be conducted through the Learners Support Centres of Tamil Nadu Open University. The evaluation will be carried by Tamil Nadu Open University consists of Continuous Internal Assessment through Spot Assignment and External Assessment through Term End Examination.

Financial Assistance

Scholarship for SC/ST category is available as per the norms of the State Government of Tamil Nadu. Complete Admission fee waiver for the Physically Challenged/ Differently abled persons.

Policy of Programme Delivery

The Academic Calendar for the Programme will be available for the learners to track down the chronological events/ happenings. The Counselling schedule will be uploaded in the TNOU website and the same will be intimated to the students through SMS.

Evaluation System

Examination to MBA (Logistics Management) Programme is designed to maintain quality and standard. Theory Examination will be conducted by the University in the identified Examination Centres. For the Assignment students may be permitted to write with the help of books/materials for each Course, which will be evaluated by the Evaluators appointed by the University.

Assignment: 30 Marks – Through Continuous Internal Assessment (CIA)

Theory Examination

Students shall normally be allowed to appear for theory examination after completing the Assignments. The Term -End Examination shall Carry 70 Marks and the Question Paper has two Sections: A & B for the duration of 3 hours.

QUESTION PAPER PATTERN

Time: 3 Hours

Maximum Marks: 70

PART – A (5x5=25 Marks)

Answer any five questions out of eight questions in 300 words

All questions carry equal marks

Question Distribution Method:

1. From Block –I
2. From Block –II
3. From Block –III
4. From Block – IV
5. From Block – V
6. From any Block
7. From any Block
8. From any Block

PART – B (3X15=45 marks)

Answer any three questions out of five questions in 1000 words

All questions carry equal marks

9. From Block -I
10. From Block -II
11. From Block – III
12. From Block –IV
13. From Block -V

Passing Minimum:

Candidates who have secured 50 percent of the marks in each course (both Continuous Internal Assessment and Term End Examinations) shall be declared to have passed the examination in that course. All other candidates shall be declared to have failed in that course.

Classification of Successful Candidate

Candidates who pass all the Courses and whose secure 60 per cent and above in the aggregate of marks will be placed in the First Class. Those securing 50 per cent and above but below 60 per cent in the aggregate will be placed in the Second Class.

Requirement of laboratory and Library Resources

The Programme will be offered through the Learner Support Centre (LSC) maintained by Tamil Nadu Open University. The LSC has the required infrastructural facilities to conduct the Counselling for the students who wish to clear their doubts. There is no lab component in MBA (Logistics Management) Programme.

A well equipped Library is available in the University Headquarters and the Regional Centres with required books and research journals. The Learners Support Centre through which the Degree Programme is to be offered is also equipped with a full-fledged library having books and journals related Management and Logistics Discipline.

Cost Estimate of the Programme and the Provisions

The cost estimate for development, delivery and maintenance of the MBA (Logistics Management) Programme is provided in the following Table.

S.No.	Details	Amount in (Rs.)
1.	Programme Development, Delivery and Maintenance (Expenditure)	42,51,923
2.	Programme Fee Charged for 2 Years (Income)	24,000
3.	Examination Fee Charged for 2 Years (Income)	4075
4.	Examination Expenses Per Student for 2 Years (Expenditure)	1,000

Quality Assurance Mechanism and expected Programme Outcome

The Quality of the MBA (Logistics Management) Programme is maintained by adopting the curriculum suggested by the UGC and AICTE. As per UGC guidelines the Core courses, Elective courses, Subject specific elective courses, Skill enhancement courses are included in the Programme. The Curriculum of MBA (Logistics Management) Programme was approved by the Board of Studies held on 19.06.2020. As a part of Quality assurance the curriculum for the Programme will be updated once in three

years. Necessary steps will be taken to obtain feedback from the students and the Academic Counsellors who are part of the Programme for effective delivery of the Programme.

The curriculum and syllabus is designed for 19 courses along with one project with a help of academia and experts in logistics sector and approved by the board of studies which includes subject experts from various Universities, Colleges and Industries. To ensure the quality of the programme curriculum will be updated once in a three year for incorporating new requirements the subject demands. The well equipped system is evolved to obtain feedback from the learners and the academic counsellors who are the main stake holders of the MBA in Logistics Management for appraising the effective delivery of course content of the programme

After completion of the MBA (Logistics Management) Programme the Learners will acquire knowledge in Management Concepts and Logistics Management will be increased and this will in-turn help them to get employment or enabling entrepreneurial skill in the field Logistic Sectors, Business Organization and Government.

Master of Business Administration (M.B.A) - Logistics Management

(Distance Mode – Non-Semester)

Programme Project Report (PPR)

(From Calendar Year 2021 onwards)

Sl.No	Code	Title of the Courses	Cred-its	Exam hrs	Marks Distribution		Max. Marks	Passing Minimum
					CIA	TEE		
FIRST YEAR								
Semester I								
1	MSPT 10	Management Concepts and Behavior	3	3	30	70	100	50
2	MSPT 11	Economic Analysis for Managerial Decision Making	4	3	30	70	100	50
3	MSPT 12	Accounting for Managers	4	3	30	70	100	50
4	MSPT 13	Quantitative Methods	4	3	30	70	100	50
5	MSPT 15	Marketing Management	3	3	30	70	100	50
6	MSPT 16	Financial Management	3	3	30	70	100	50
7	MSPT 17	Human Resource Management	3	3	30	70	100	50
8	MSPT 18	Applied Operations Research	4	3	30	70	100	50
9	MSPT 19	Business Research Methods	4	3	30	70	100	50
10	MSPT 101	Fundamentals of Logistics	4	3	30	70	100	50
		TOTAL	36		300	700	1000	

SECOND YEAR								
1	MSPT 20	Operations Management	4	3	30	70	100	50
2	MSPT 22	Legal Aspects of Business	3	3	30	70	100	50
3	MSPT 23	Strategic Management	3	3	30	70	100	50
4	MSPT 62	Supply Chain Management	4	3	30	70	100	50
5	MSPT 102	Logistics Information Systems	4	3	30	70	100	50
6	MSPT 103	Customer Relationship Management	3	3	30	70	100	50
7	MSPT 104	Warehousing and Contract Logistics Management	3	3	30	70	100	50
8	MSPT 105	Multimodal Transport Operations	3	3	30	70	100	50
9	MSPT 106	Retail Logistics Management	3	3	30	70	100	50
10	MSPT 25	Project Work	6			200	200	50
TOTAL			36		270	830	1100	
GRAND TOTAL			72		570	1530	2100	



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus I Year

Course Title	Management Concepts & Behaviour
Course Code	MSPT 10
Course Credit	3

Course Objective :

- To develop cognizance of the importance of human behaviour
- To describe how people behave under different conditions and understand why people behave as they do.
- To analyse specific strategic human resources demands for future action.
- To synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Course Outcome :

- Highlight the management concepts and principles as an induction to the management course.
- Apply the principles in the business organisation.
- Practice various functions of Management.
- Familiarize the basic concepts of Organisation behaviour.
- Realise the importance of intrapersonal and interpersonal relations in the business organisation.

BLOCK I: Overview of Management

Evolution of Management thoughts – Management Theories – Approaches to Management– Management roles –skills for managers – Current trends in Management Practices Management functions: Planning – Process –Types of Planning and Techniques-Decision Making- Organisation: Organisation structure and design – Departmentation, Delegation and Decentralisation – Span of Management .

BLOCK II: Management Process

Staffing – Recruitment, Selection and training – Directing: Motivation–Leadership in Management -Communication – Process – Barriers and breakdown in communication –Control: process, techniques and types.

BLOCK III: Organisation Behaviour

Organisation Behaviour an overview - Individual behaviour – Personality - Determinants of Personality-Influence of Personality on Behaviour-- Perception and learning – Motivation – theories and applications – Attitudes – Theories of attitudes – Job satisfaction and its effect on employee performance and its Determinants.

BLOCK IV: Group Behaviour & Leadership

Definition and classification of groups- Stages of group development-Group structure- Difference between groups and teams- Types of teams- Leadership and theories of leadership: Trait theories, Behavioural theories, Contingency theories.

BLOCK V: Organisational Change & Development

Organisation change – Manager as a change agent – Organisation Development – O.D. interventions – Organisational Culture and Climate -Organisation Behaviour in global scenario – Future trends in Organisation Behaviour.

References:

1. Aswathappa.K ,(2012), Organisation Behaviour Text, Cases& Games, latest Edition, Himalaya Publishing House, Mumbai
2. Gupta, C.B., (2011), Management Theory and Practice, latest Edition, Sultan Chand & Sons, New Delhi
3. Heinz Weihrich, and Mark V. Cannice, Harold Koontz, (2008), Management, 12th
4. John Newstrom, Keith Davis, (2006) Organizational Behavior – Human Behaviour at
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TAMIL NADU OPEN UNIVERSITY
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Chennai-15

MBA - Logistics Management
Syllabus I Year

Course Title	Economic Analyses for Management Decision
Course Code	MSPT 11
Course Credit	4

Course Objective :

- iques of managerial economics to enable them to appreciate its relevance in decisionmaking.
- To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies.

Course Outcome :

- Understand tools and techniques of managerial economicsto enable them to appreciate its relevance in decisionmaking.
- Explore the economics of information and networkindustries
- Understand how economics affect the business strategy of companies in theseindustries.
- Develop economic way of thinking in dealing with practicalbusiness

BLOCK I: Overview of Managerial Economics & Demand Analysis

Managerial Economics – Meaning, Nature and Scope – Managerial Economics and Business decision making – Role and responsibility of Managerial Economist – Fundamental Concepts of Managerial Economics – limitations - Utility analysis -Demand Analysis – Meaning, Determinants and Types of Demand – Elasticity of demand – Demand forecasting -methods.

BLOCK II: Supply & Cost Analysis

Supply: Meaning and determinants, Law and Elasticity of Supply, Equilibrium of demand and supply; Production: factors- Types of production functions – Isoquants- law of

variable proportions, Economies and diseconomies of scale. Cost analysis: – types – cost-output relationships.

BLOCK III: Market Structure

Market Structure – Various forms – Equilibrium of a firm – Perfect competition – Monopolistic competition – Oligopolistic competition – Pricing of products under different market structures – Methods of pricing – Factors affecting pricing decision – Differential pricing – Government Intervention and pricing.

BLOCK IV: Profit & Cost Volume Analysis

The concept of profit: Profit planning, control and measurement of profits. Profit maximization – Cost Volume Profit analysis.

BLOCK V: National Income

National Income –concepts and components-computation /measurement of national income –difficulties in measurement-factors affecting national income – inequalities of income –Monetary and Fiscal Policy.

References:

1. Ahuja, H.L.,(2007) Managerial Economics, latest Edition, S. Chand & Company Ltd., New Delhi.
2. Chaturvedi, (2012),Business Economics (Theory & Application), latest Edition, IBH, New Delhi
3. Joel Dean, (2008), Managerial Economics, latest Edition, PHI Learning Private Ltd., New Delhi
4. Justin Paul, Leena, Sebastian, (2012) Managerial Economics, latest Edition, Cengage, USA
5. Maheshwari, (2003), Managerial Economics, latest Edition, Sultan& Chand, New Delhi.
6. Mithani, D.M., (2009), Managerial Economics, latest Edition, Himalaya Publishing House, New Delhi.
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TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus I Year

Course Title	Accounting for Managers
Course Code	MSPT 12
Course Credit	4

Course Objective :

- To enable students to familiarise with the basic concepts in accounting and finance
- To acquaint the students with the various concepts, techniques, methods, process of accounting data analysis and interpretation, decision making in the areas of Financial and Management Accounting.
- To familiarise on cost accounting concept.

Course Outcome :

- Understand the basic concepts of financial accounting, cost accounting and management accounting in students.
- Make use of various tools of accounting for analyze business situation and take decision
- Able to analyze the business financial position

BLOCK I: Introduction to Accounting

Introduction to Accounting: Book-Keeping and Accounting – Financial Accounting – External and Internal users of Accounting Information, Concepts and Conventions – Double Entry System - Accounting cycle - Financial Accounting – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts – Income Statement and Balance Sheet With Adjustment Entries - Capital and Revenue Expenditure and Receipts.

BLOCK II: Financial Statement Analysis

Financial Statement Analysis: Horizontal Analysis and Vertical Analysis of Company Financial Statements – Ratio analysis - Liquidity, leverage, solvency and profitability ratios - Preparation and analysis of cash flow statement and funds flow statement.

BLOCK III: Cost Accounting

Cost Accounting: Classification of Cost - Elements of Costs - Preparation of Cost Sheet - Materials Costs: Materials purchasing, receiving, storing and issuing including pricing of issues- EOQ – Overheads - Identifying the overheads with cost centre -Allocation, Apportionment and Absorption.

BLOCK IV: Marginal Costing

Marginal Costing: Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis (CVP) – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a Foreign Order, Deciding Sales Mix - Budget and Budgetary control – Objectives - Type of budgets – Preparation of Cash, flexible and master budgets

BLOCK V: Standard Costing

Standard Costing: Meaning and uses - procedure of setting standards - Variance Analysis- Classification of Variances- Material Cost, Labour Cost, Overhead Cost And Sales Variance– responsibility accounting and report writing - Excess present value method -Significance of Computerized Accounting System - Prepackaged Accounting software

References:

1. Brigham & Ehrhardt, (2010), Financial Management Text and cases, latest Edition, Cengage Learning, India
2. Chandra & Iyer, (2012), Financial Management, latest Edition, IBH, India
3. James C Van Horne, Sanjay Dhamija, (2012), "Financial Management and Policy" latest Edition, Pearson Education, India
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5. Pandey IM, (2013), Financial Management, 10th Edition, Vikas, India
6. Prasanna Chandra, (2012), "Financial Management Theory and Practice", 8th Edition. TMH , India
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MBA - Logistics Management
Syllabus I Year

Course Title	Quantitative Methods for Managers
Course Code	MSPT 13
Course Credit	4

Course Objective :

- To understand mathematical and statistical tools utilized in the business analysis.
- To learn the applications of mathematical and statistical tools in business decision making.
- To understand the process of using mathematical and statistical tools for solving business problems for maximizing the efficiency.

Course Outcome :

- Understand various quantitative & statistical methods
- Understand data and draw inference from data
- Calculate and interpret statistical values by using statistical tool (correlation & regression)
- Demonstrate an ability to apply various statistical tool to solve business problem

BLOCK I: Liner & Non-Liner Functions

Linear & Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models- Simple problem applied to business and industry - Decision making under risks and uncertainty: Minimax and Maximax Criteria – Their Implications Decision Tree

BLOCK II: Probability

Probability – Definition – Addition and Multiplication rules (only) – Simple business application problems – Probability distribution – Binomial, Poisson and normal distribution – Simple problem applied to Business.

BLOCK III: Presentation of Statistical Data

Presentation of Statistical Data – Tables and Graphs – Frequency Distribution – Histogram – Cumulative Frequency Curves - Data Analysis – UniVariant ungrouped and grouped Data – Measures of Central Tendencies – Measures of Dispersion – Bivariate Analysis – Correlation and regression.

BLOCK IV: Index Numbers

Index numbers – Simple and weighted index numbers Concept of Weights – Business Index numbers – CPI, WPI, Nifty, Production Index,

Time series, variation in time series, trend - Cyclical and random – Use of Time series for business forecasting.

BLOCK V: Testing of Hypothesis

Procedure for Testing of Hypothesis - One Sample t-test for the Population Mean - Two Sample t-test for independent Samples - Paired Sample t-test - F-test for two population Variances (Variance ratio test) - ANOVA one and two way.

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TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus I Year

Course Title	Marketing Management
Course Code	MSPT 15
Course Credit	3

Course Objective :

- To acclimatize the students about the environment of market, consumer behaviour.
- To develop the ability to design the best marketing strategy by analyzing the factors influencing the consumer decision.
- To develop an understanding of the concepts, issues and strategies in marketing and its management..

Course Outcome :

- Relate Marketing Mix as a framework for Marketing Decisionmaking.
- Understand the need, importance and process of Marketing Planning and Control.
- Learn and examine the students to the dynamic nature of Marketing Function.
- Acquire an understanding of fundamental concepts of Marketing.

BLOCK I: Introduction

Marketing – Meaning – functions – Approaches to the study of marketing – Marketing segmentation – Systems approach – Features of industrial, consumer and services marketing – Marketing information system.

BLOCK II: Marketing Mix

Marketing environment – External factors – Demographic factors – Internal factors – Marketing mix – 4ps' in marketing.

Industrial Buyer Behaviour – Nature of Industrial Buying – Objectives in Organizational Buying – Product Analysis for identifying information needs of key influencers – Interpersonal dynamics of Industrial buying behaviour - Psychological Factors on decision making – Conflict and Resolution in Joint Decision Making – Supplier Choice and Evaluation. Marketing Research: Meaning - Objectives – Procedures

BLOCK III: Product Management

Product Management – New Product –Meaning –Product Mix- Product Planning and Development – Product Policies – Product Line Decisions – Product Positioning And Targeting –Managing Product Life Cycle - Product Failures –Branding and Packaging.

Pricing –Meaning-Pricing factors – Objectives and policies – pricing methods and Procedure.

BLOCK IV: Physical Distribution Mix

Physical Distribution Mix: Distribution channel policy –Choice of channel – Channel Management –Conflict and cooperation in channels – Middlemen functions - Logistics Promotion Mix decision –Advertising role – Budgeting copywriting, media selection measuring Advertising effectiveness – Sales promotion tools and techniques, personal selling –salesman qualities –sales force determination – determining sales territory, fixing sales quota and target, public relations on role and methods.

BLOCK V: Special Areas in Marketing

Special areas in Marketing –Rural marketing-Societal Marketing –Relationship Marketing –Direct Marketing - Green Marketing:- Evolution, Concept and Strategies-green product- Enviropreneur Marketing .

References:

1. Adrian Palmer, (2013), Introduction to Marketing, Theory and Practice, 3rd Edition, Oxford India
2. Arunkumar& N. Meenakshi (2012) Marketing Management, latest Edition, Vikas, New Delhi
3. Govindarajan.M, (2012),Marketing Management, concept, cases, challenges and trends, 2ndedition PHI, India
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TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus I Year

Course Title	Financial Management
Course Code	MSPT 16
Course Credit	3

Course Objective :

- To explain the students that the finance is concerned with everything that takes place in the conduct of the business.
- To equip the students with the skills related to basic principles, tools and techniques of financial Management.
- To make them to apply various concepts and techniques of financial management for making right decisions..

Course Outcome :

- Understand various concepts related to financial management.
- Able to use various tools and techniques in the area of finance
- Develop analytical skills which facilitate the decision making in Business situations.

BLOCK I: Financial Management

Finance functions – Its Nature and Scope- objectives;-Profit vs. Wealth maximization- Role of financial manager in decision making - Significance of financial management – Changing scenario of financial management in India- Overview of Indian financial system.

BLOCK II: Sources of Finance

Sources of long term finance-Equity Shares, Preference shares, Debentures, borrowing from lending institutions: short term finance: money market, Gilt edged securities- International sources -GDR(Global Depository Receipts) and ADR(American Depository Receipts)

BLOCK III: Capital Budgeting & Cost of Capital

Capital budgeting- Concept- objectives Significance- -- Methods/ techniques: PB, ARR,NPV and IRR- risk analysis in capital budgeting - CAPM methods- Capital rationing. Cost of capital - Concept- objectives Significance-computation of cost of capital- Cost of debt, Equity, Preference share Capital, Retained earnings, Weighted average cost of Capital(WACC) .(Simple Problems).

BLOCK IV: Capital Structure & Dividend Policies

Capital Structure- Determinants-Optimal Capital Structure- Capital Structure theories- Net income approach- Net operating income approach - MM approach – Dividend policies:-- Types – Dividend theories - Valuation under Gordon and Walther Theory - Dividend irrelevance - MM theory - Factors affecting dividend decisions. (simple problems)

BLOCK V: Working Capital Management

Working Capital Management-Definition -Types-Working Capital for Policies - Factors affecting working Capital requirements - Management of cash – optimum level of cash - stochastic models, Miller and Orr model- Management of receivables -Print policies, Period, Terms - Collection Policies-Inventory Management-Inventory Level- Inventory Management Techniques.

References:

1. Brigham & Ehrhardt, (2015), Financial Management Text and cases, latest Edition, Cengage Learning, India
2. Chandra & Iyer, (2012), Financial Management, latest Edition, IBH, India
3. James C Van Horne, Sanjay Dhamija, (2012), "Financial Management and Policy" latest Edition, Pearson Education, India
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TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus I Year

Course Title	Human Resource Management
Course Code	MSPT 17
Course Credit	3

Course Objective :

- To introduce the students on various aspects of human resources management.
- To make aware of the students that HRM is the people who staff and manage the organisation.
- To prepare the students for application of management functions and principles which are applied towards acquisition, development, retention and compensation of employees in organisation.

Course Outcome :

- Demonstrate the role of HRM in an organization
- Utilise the knowledge to gain competitive advantage through people
- Develop and Design HRM system

BLOCK I: Introduction to HRM

Human Resource Management: Meaning, Nature, Objectives, Scope and Functions, - Policy and Procedures of the HRM - Department Structure and Functions – Managerial and Operating Functions – HRM as a Profession – Environmental Influence of HRM. Qualities of HR Manager, Line & Staff Roles and Responsibilities of HR Manager/ Departments, HR as a factor of Competitive Advantage

BLOCK II: Human Resource Planning, Recruitment & Selection

Human Resource Planning: Manpower Planning – Strategy consideration of Planning – Job Analysis – Job Specification – Job Description – Approaches to Job Design – Job Simplifications – Job Enlargement – Job Rotation – Job Enrichment – Absenteeism and Labour Turnover.

Recruitment & Selection: Recruitment Policy - Problems - Source of Recruitment – Recruitment Practices in India – Selection – Placement and Induction –Promotions and Transfers – Demotions and Separations.

BLOCK III: Training & Development

Training & Development: Training – Need and Importance – Steps in Training Programme – Evaluation of Training Programmes – Concept of Management Development Programme – Techniques of Training and Development – Group Discussion- Conferences and Seminar – Case Studies – Role Playing – Business Games – Sensitivity Training – Stages of Career Development.

BLOCK IV: Performance Appraisal

Performance Appraisal – Meaning - Need and Importance – Objectives – Methods and Modern Techniques of Performance Appraisal – Requisite of Good Appraisal Plan – Problems in Performance Appraisal – Compensation: Compensation Plan – Job Evaluation – Individual – Group – Incentives – Bonus – Fringe Benefits- ESOP (Employee Stock Ownership Plan)

BLOCK V: Quality of Work Life

Quality of working life – Issues in Quality of Working life – Obstacles in QWL – Quality Circles –Management By Objectives. Talent Management, Competency Mapping- - Joint Consultation and Employee Participation in Management Collective Bargaining .

References:

1. Anjali Ghanekar, (2010), Essentials of Human Resource Management, latest Edition, Everest Publishing House, New Delhi
2. Aswathappa,K (2013) Human Resource Management, Text and Cases, McGraw Hill Education; Seventh edition, India.
3. IndranilMutsuddi, (2011), Essentials of Human Resource Management, latest Edition, Newage Publishing House, New Delhi.
4. Kahok, M.A. (2012),Illustrated Case Studies in Indian Management, latest Edition, Everest Publishing House, New Delhi.
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8. Robert L Mathis, John H Jackson, ManasRanjanTripathy (2012), Human Resource Management- A South Asian Perspective , latest Edition, Cengage Learning, India
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TAMIL NADU OPEN UNIVERSITY
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MBA - Logistics Management
Syllabus I Year

Course Title	Applied Operation Research
Course Code	MSPT 18
Course Credit	4

Course Objective :

- To develop an understanding of basic management science techniques and their role in managerial decision making.
- To acquaint the student with the applications of Operations Research to business and industry.
- To grasp the significance of analytical techniques in business decision making

Course Outcome :

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimisation problems.

BLOCK I: Operation Research

Introduction to Application of OR techniques in functional areas of management
-Linear programming –Formulation, Graphical solution – Simplex method -- concept of duality –Special cases in linear programming.

BLOCK II: Transportation Model

Transportation model – Balanced and Unbalanced cases -initial basic feasible solution using North West corner rule method, least cost and Vogel's Approximation method
– Check for Optimum solution – MODI/Stepping Stone method - Simple problems -- Assignment problem – Hungarian model-Travelling sales man problem.

BLOCK III: Queuing Theory

Queuing theory – Elements of Queuing system – Characteristics of Queuing System – Single and multi channel server system – Single channel multi server system – Applications.

BLOCK IV: Network Analysis

Network Analysis – Rules for constructing a network – Different time calculations – Resource levelling – Resource smoothing – Critical Path Method (CPM) and Project Evaluation and Review Technique PERT for project scheduling.

BLOCK V: Game Theory

Game theory and strategies – Mixed Strategies games without Saddle point - Algebraic method – Arithmetic method – Graphical and L.P.P. Method – Applications of Game theory -Simulation – Monte Carlo Simulation – Applications.

References:

1. Billy E. Gilett, (2010), Introduction to operations Research, latest Edition, TATA Mcgraw hill, India.
2. Fredrick S. Hiller and Gerald J. Lie Berman, (2009), Operations Research concepts and cases, latest Edition, TATA Mc-graw Hill company, India
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9. Taha, (2010), Operations Research – An Introduction, Pearson; 9 edition, New Delhi
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TAMIL NADU OPEN UNIVERSITY
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MBA - Logistics Management
Syllabus I Year

Course Title	Research Methods in Business
Course Code	MSPT 19
Course Credit	4

Course Objective :

- To provide methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making.
- To grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.
- To evaluate various analysis tool and appraise the suitability of such tool for presenting data.

Course Outcome :

- Relate the concept and process of business research in business environment.
- Familiar to the use of tools and techniques for exploratory, conclusive and causal research.
- Apply concept of measurement in empirical systems.
- Interpret the result of statistical techniques for analysis of research data

BLOCK I: Research

Research: Meaning – Scope and Significance – Types of Research – Research Process – Problems in Research – Significance of Research in Social Sciences – Identification – Selection and formulation of problem – Review of Literature – Research Hypothesis – Meaning – Sources – Types – Formulation of Research Design – Features of Good Design – Factors affecting Research Design – Evaluation of Research Design.

BLOCK II: Sampling Design & Techniques

Sampling Design: Senses Method and Sampling Method – Principles of Sampling – Methods of Sampling –Probability and Non-Probability Sampling Methods – Selection of a sample – Size – Criteria of Good Sample Design. Scaling Techniques: Meaning, Types of Scale - Scale Construction Techniques.

BLOCK III: Data Collection

Data Collection: Types of Data – Sources of Data – Primary Data and Secondary Data -Data Collection Methods – Observation – Survey – Questionnaire – Interview Schedule - Effective in Interview Techniques and Limitations of Interview –Constructing Questionnaire – Format of Good Questionnaire – Advantages and Limitations of Schedules and Questionnaire – Pilot Study. Analysis and Processing of Data: Meaning – Editing – Coding and Tabulation –Diagrams.

BLOCK IV: Parametric & Non - Parametric Tests

Tests of Significance – Assumption about parametric and non-parametric tests –Parametric Tests –Chi Square, T-Test, F-Test and Z Test. Non-Parametric Tests UTests–Kruskal Wallis – Introduction to ANOVA – One Way –Two Way –Multivariate Analysis –Correlation and Regression only - Role of Software packages

BLOCK V: Report Writing & Ethical Issues in Research

Report Writing: Significance-Tests in Report Writing –Layout of report – Types of Reports – Oral Presentation –Mechanics of writing Research Report –Norms for using tables – Charts and Diagrams – Appendix – Index and Bibliography – Ethical issues in Research.

References:

1. Arora, P.N. & S. Arora, (2007) ,Statistics for Management, latest Edition, S. Chand & Company Ltd., New Delhi.
2. Dwiedi, R., (2011), Research Methods in Behaviour Science, latest Edition, Macmillan India Ltd., New Delhi.
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TAMIL NADU OPEN UNIVERSITY
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MBA - Logistics Management
Syllabus I Year

Course Title	Fundamentals of Logistics
Course Code	MSPT 101
Course Credit	4

Course Objective :

- To provide an opportunity to learn the fundamentals of logistics
- To relate the concepts to real life business and to become efficient suppliers.

Course Outcome :

- Explain the functions of logistics system.
- Discuss the principles and importance of packing
- Enumerate the Role of Information Systems in improving the logistics efficiency
- List the logistics techniques

BLOCK I: Introduction to Logistics

Origin of Business Logistics - Logistics organization and its role in a manufacturing unit - Role of Logistics in Economy/Organisation - Functions of the Logistics system - Inbound Logistics - Outbound logistics - In plant logistics

BLOCK II: Procurement and Outsourcing

Procurement and Outsourcing - Integrated Logistics Management - Routing of materials from origin to destination - role of physical delivery - Importance of Packaging- Principles of Packaging - Role, Cost, Economics - Packaging Materials - Customer Service functions in logistics

BLOCK III: Global Logistics

Global Logistics scenario - Logistics hubs and distribution Strategy - Role of Information Systems in improving the efficiency – Containerisation as an enabler of logistics strategy - Cargo security - Logistics strategy for perishables / Dangerous goods

BLOCK IV: Logistics Performance

Financial aspects in Logistics performance - Role of 3 PL and 4 PL - Logistics infrastructure for 3PL - Types and functions of warehouses -Expectations & Fulfilment levels for E-business - Retail Supply Chain Administration - Vendor Managed Inventory

BLOCK V: Logistics Planning and Design Techniques

Logistics Planning and Design Techniques - Organisation structure for improving the effectiveness Goods – (Automobile components) - Reverse logistics

References:

1. Donald J. Bowersox David J. Closs, International Editions (1996) Logistical Management, McGraw-Hill, Singapore.
2. JhonW.langford (2007) Logistics Principles and Applications, McGraw-Hill professional, U.S.A.
3. Nandi, S.K and Ganapathi, S.L (2015),Logistics Management, Oxford University Press,New Delhi.
4. PramodRaokalyaniGohokar (2010) Logistics Management Concepts and Cases , ICFAI University Press, Hyderabad, S.India
5. Reza ZanjiraniFarahan, ShabnamRezapour and LalehKurdor (2012) Logistics Operations and Management-Concepts and Models ,Elsevier, New York, USA
6. Vinod.V.Sople (2007),Logistics Management –The Supply Chain Imperative, Pearson Education, New Delhi.
7. Langford, J. W. (2007). *Logistics: Principles and applications*. New York: SOLE Press/McGraw-Hill.
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TAMIL NADU OPEN UNIVERSITY
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MBA - Logistics Management
Syllabus II Year

Course Title	Operation Management
Course Code	MSPT 20
Course Credit	4

Course Objective :

- To enable students with decision making process and various aspects of Operation Management.
- To understand the production Planning and Controlling aspects of a typical production and operations Organisation.
- To analyse various factors of productivity and techniques of production.

Course Outcome :

- Understand the input–process–output framework, the extensions of it, and apply them to a wide range of operations
- Examine the types of transformation processes occurring within operations
- Identify the operational issues in the value addition processes of a firm
- Apply analytical skills and problem-solving tools to resolve the operational issues

BLOCK I: Introduction

Operations management – Meaning, Importance, Objectives and Evolution – Long term and Short term issues- a Systems View of Operation Management – Functions of Operations Management – Types of production Systems

BLOCK II: Layout & Production Planning

Facility or Layout Planning and Analysis: Introduction- Objectives of Layout- Classification of Facilities- Basis for Types of Layouts- Why Layout decisions are important- Nature of layout problems- Redesigning of a layout- Manufacturing facility layouts- Types of Layouts- Layout Planning- Evaluating Plant Layouts- Assembly Line Balancing.

Production Planning Controls – Aggregate planning – Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP II – Capacity Requirements Planning.

BLOCK III: Inventory Control

Inventory Control – Functions & Types of Inventory – Safety Stock – Service Level – Inventory control system – Economic Order Quantity Models – Batch Production, Quantity Discounts – Just In Time – Bottlenecks in Implementing Just In Time in Indian Industries.

BLOCK IV: Quality Control Measures

Inspection in Quality control – Purpose – Control charts for measuring variables – Control chart for measuring attributes – Acceptance sampling, Acceptance Quality Limit LTPD – Quality Circle – Total Quality Management – Six sigma concept – ISO 9000 concepts – ISO 14000 concepts.

BLOCK V: Ergonomics

Ergonomics – Meaning – Importance – Work study – Time study – Motion study – Standard time – Time study analysis – Job designs

References:

1. Adam, EE & Ebert, R., (1995), Production and Operations Management, PHI Learning, 6th ed., New Delhi.
2. Ashwathappa.K, SreedharBhat, (2015), Production and Operations Management, latest Edition, HPH, India
3. Chary, S.N., (2010) Production and Operations Management, latest Edition, Tata McGraw Hill, New Delhi
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7. Gopalakrishnan Sundaresan, (2004), Materials Management, latest Edition, PHI Learning, New Delhi.
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TAMIL NADU OPEN UNIVERSITY
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Chennai-15

MBA - Logistics Management
Syllabus II Year

Course Title	Legal Aspects of Business
Course Code	MSPT 22
Course Credit	3

Course Objective :

- To make students understand various social, political, legal and economic and other factors that influence business in India.
- To enable students appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.
- To apply the legal knowledge to enhance the business decision.

Course Outcome :

- Acquaint with the general business law issues to become more informed, sensitive and effective business leaders.
- Understand fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

BLOCK I: Indian Contract Act

Indian Contract Act 1872: Contract – Meaning – Essential elements of valid contract – Nature of contract – Performance of contract – Essential elements of a valid contract – Discharge of contract – Breach of Contract and the remedies - Quasi contracts. Indemnity and guarantee – Bailment and Pledge.

BLOCK II: Sales of Goods Act & Law of Agency

Sale of Goods Act, 1930- Sale and Agreement to sell. Condition and Warranty, Transfer of Ownership – Performance of Contract of Sale – Remedies for Breach of Contract – Sale by Auction. Negotiable Instruments Act 1881: Kinds of Negotiable Instruments – Parties' to Negotiable Instrument – Negotiation, Presentment for Payment – Dishonour, discharge of Negotiable Instrument.

Law of Agency: Definition, Kinds of Agents – Agents' Authority – Rights of Agents, Rights and Duties of Principal, Liabilities of Principal – Termination of Agent.

BLOCK III: The Companies Act

The Companies Act,(Amended) 2013 - Company definition, meaning, features and types of Companies- Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus- Management and Meetings- Winding up of companies

BLOCK IV: Industrial Law

Factories Act, Payment of Wages Act, Industrial Dispute Act, Payment of Bonus Act, Maternity Benefit Act and EPF Act.

BLOCK V: Consumer Protection and IPR

Consumer Protection Act, 1986- Competition Act, 2000- Cyber crime and IT Act -Intellectual Property RightsI (IPR) – Copy rights, Trade marks, Patent Act.

References:

1. Kapoor, N.D (2014). Business Law. New Delhi: Sultan Chand & Sons.
2. Saravanavel, S. Mohapatra, S.R. and Balakumar,S. (2018). Business and Corporate Law, Mumbai: Himalaya Publishing House Pvt.Ltd
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TAMIL NADU OPEN UNIVERSITY
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MBA - Logistics Management
Syllabus II Year

Course Title	Strategic Management
Course Code	MSPT 23
Course Credit	3

Course Objective :

- To enable students have a grasp of various business strategies in general and functional management areas.
- To provide a strategic orientation in conduct of the business
- To aid the students to learn about the process of strategic management, strategy formulation and implication.

Course Outcome :

- Explore participants to various perspectives and concepts in the field of Strategic Management
- Develop skills for applying these concepts to the solution of business problems
- Create mastery in analytical tools of strategic management.

BLOCK I: Introduction to Strategic Management

Strategic Management: Meaning and definition- Strategic Planning and Strategic Management – Strategic Management process – Mission – Vision and Objectives- Approaches to Strategic Decision Making; Strategic Role of Board of Top Management- Global Strategic Management; Strategic flexibility and learning organization.

BLOCK II: Environment Analysis

Analysis of Environment and Resources - Environmental Analysis-Industry Analysis- competitive Analysis –Internal Analysis - Constructing Scenarios-Techniques of Environmental Scanning: ETOP, PEST and SWOT – scenario planning –Creating an Industry Matrix.

BLOCK III: Strategy Formulation and Analysis

Strategy Formulation and Analysis: Strategy Formulation – Strategic factor analysis
Corporate level strategy – Global Strategy – Business strategy-TOWS matrix - Strategic Analysis and choice.

BLOCK IV: Strategy Implementation

Strategy Implementation: Structural Implementation – Corporate Culture –Matching Organisation Structure to Strategy –Mergers and Acquisition and Diversification – Strategic Leadership.

BLOCK V:Strategy Evaluation and Control

Strategy Evaluation and Control: Overview – Strategic control process – Operational control – Techniques – Dupont control model – Quantitative and qualitative tools – Porters Approach for globalization – Emerging Strategic Management issues- Strategic Information System

References:

1. Charles W.L.Hill& Gareth R.Jones (2007), Strategic Management Theory, An Integrated approach, Biztantra, Wiley India.
2. Hill, Charles W.L. and Gareth R. Jones, (2012), Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, India.
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5. Kazmi, A., (2014), Business Policy and Strategic Management, Third Edition reprint, Tata McGraw Hill, New Delhi.
6. Subbarao, (2017), Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House. Reprint Edition.
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MBA - Logistics Management
Syllabus II Year

Course Title	Supply Chain Management
Course Code	MSPT 62
Course Credit	4

Course Objective :

- To learn about Supply Chain, Operations, Channels of Distribution fit in to various types of Business.
- To understand the management components of supply chain management
- To know the various management inventories and network design techniques useful in implementing supply chain management

Course Outcome :

- To provide the analytic model based approach for solving logistics and supply chain problems.
- To underline the importance of using total supply chain costs in all analysis,
- To provide students with techniques for measuring and managing supply chain uncertainty.
- To explain the idea of using segmentation and a portfolio of solutions, rather than a single approach, for real-world logistics problems.

BLOCK I: Introduction to Supply Chain Management

Introduction to Supply Chain Management –Concept of SCM Building –Components of Supply Chain - a strategic framework to analyze supply chains. Understanding the supply chain – Supply chain performance: Achieving strategic fit and scope –Supply chain Drivers and Obstacles-Value Chain Management.

BLOCK II: Supply Chain Management

Customer Focus in SCM -Planning demand and supply in a supply chain . Demand forecasting in a supply chain – Aggregate planning in a supply chain – Planning supply and demand in a supply chain .Managing predictable variability.

BLOCK III: Managing Inventories

Planning and managing inventories in a supply chain - Managing Economies of scale in a supply chain : Cycle inventory – Managing uncertainty in a supply chain. Safety inventory – Determining optimal level of product availability.

BLOCK IV: Network Design

Transportation, Network design and information technology in a supply chain- Facilities decisions. Network Design in a supply chain – Information Technology in a supply chain

BLOCK V: Recent Trends in Supply Chain

Coordinating a supply chain and the role of E-Business - Coordination in a supply chain- E-business and the supply chain- Financial evaluation of supply chain decisions-Best Practice in Supply Chain.

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1. Bowersox, Closs, Cooper, (2012), Supply Chain Logistics Management, latest Edition, McGraw Hill, New Delhi
2. Burt, Dobbler, Starling, (2003), World Class Supply Management, latest Edition, TMH, New Delhi
3. Chopra, S, and P. Meindl, (2010), Supply Chain Management Strategy, Planning and Operation, latest Edition, Pearson Education New Delhi
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MBA - Logistics Management
Syllabus II Year

Course Title	Logistics Information System
Course Code	MSPT 102
Course Credit	4

Course Objective :

- To understand the general concepts of logistics information
- To have exposure on fundamentals for achieve efficiency and effectiveness by information systems
- To analyses the distribution channels, starting from producers to customers.
- To apply the global trends in logistics information such as the information systems application is provided

Course Outcome :

- Discuss the relevance of Information Systems
- Explain Logistics data centre management
- Describe the ethics in information system
- Enumerate System Analysis and Design

BLOCK I: Overview of Information System

Information system: Managers' view – Information needs for a logistics ecosystem
-Concepts of systems and Organisations – Strategic uses of Information Technology -
Role of information system in managing multiple functions

BLOCK II: Computer System Resources

Computer System Resources: Computer Hardware and Computer software – File and DBMS – Distributed System – Internet and Office Communications - Cloud based systems architecture - Logistics data centre management

BLOCK III: Application of Information System

Application of Information System to functional Business Areas: Operational Information System –Tactical and Strategic Information system – Decision support system and Expert system - Logistics Software as a Service

BLOCK IV:Planning and Development of Information System

Planning and development of Information system: Information system planning – System Analysis and Design – Alternative application development approaches - Outsourcing of System functionality

BLOCK V:Management Of Information Systems

Management of Information systems: Organisation of Information System's and End user computing – Security and ethical issues of Information Systems.

References:

1. Ali Salehnia,(2001), Ethical Issues of Information Systems, Idea Group Inc (IGI), Kolkata.
2. Andre Blokdijk, (2014), Planning and Design of Information Systems, 1st Edition, Kindle Edition, Amazon Digital Services LLC.
3. Andrew S. Tanenbaum, (2012),Distributed Operating Systems, Pearson Education, India.
4. Efraim Turban, (2011), Information Technology for Management, 8th Edition, International Student Version Edition, Wiley.
5. HojjatAdeli and K V Balasubramanyam, (1988), Expert System for Structural Design, Prentice Hall,NewDelhi.
6. IndrajitChatterjee, (2010),Management Information Systems, PHI Learning,NewDelhi.
7. Jane P. Laudon& Kenneth C. Laudon,(2007), Essentials of Business Information Systems, 7th Edition, *Pearson India* Education Services Pvt. Ltd., Noida.
8. V. S. Janakiraman, K. Sarukesi, (2008), Decision Support Systems,PHI Learning Pvt. Ltd., NewDelhi.
9. Kenneth EinarHimma, JD Herman T. Tavani, (2009), The Handbook of Information and Computer Ethics, Wiley Online Library.
10. Kenneth EinarHimma, JD Herman T. Tavani, (2009), The Handbook of Information and Computer Ethics, Wiley Online Library.
11. P.G.W. Keen and M.S Scott Morton, (1978), Decision Support Systems: Organizational Perspective, Addison-Wesley.
12. Ralph Stair&George Reynolds, (2017), Fundamentals of Information systems,9th Edition, CENGAGE Learning, USA.
13. Ray J. Rafaels, (2015), Cloud Computing: From Beginning to End,Create Space Independent Publishing Platform.
14. Stephen Haag & Maeve Cummings, (2013), Management Information Systems for the Information Age, 9th Edition, McGraw Hill Higher Education.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus II Year

Course Title	Customer Relationship Management
Course Code	MSPT 103
Course Credit	3

Course Objective :

- To impart the skill based knowledge of Customer Relationship Management.
- To aware of the concepts and practices of CRM in modern businesses
- To study the important modes of logistics operations

Course Outcome :

- Able to understand and implement suitable CRM practices and programs for the company
- Effectively handle stakeholders of business.
- Gain insight on technology implementations such as ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration).

BLOCK I: Introduction to CRM

CRM concepts: Theoretical perspectives of relationship -CRM Definitions - components of CRM - Stakeholders in CRM -Significance of CRM -Types of CRM – strategies of CRM - customer life style and customer interaction.

BLOCK II: Customer Satisfaction

Customer Satisfaction – Significance - Components of Customer Satisfaction - Customer Satisfaction Models - Rationale of Customer Satisfaction and measurement - Customer Loyalty - Customer Loyalty Ladder - -Benefits of Customer Loyalty -Dimensions of Customer Loyalty - Determinants of Customer Loyalty - Drivers of Customer Loyalty.

BLOCK III: CRM in Marketing

CRM in Marketing: One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention - Behaviour Prediction - Customer Profitability & Value Modeling - Channel Optimization- CRM and Customer Service: The Call Centre - customer interaction, the functionality, technological implementation, what is ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration),

BLOCK IV: Features of E-CRM

Features of e-CRM, Advantages of e-CRM , Technologies of e-CRM -Sales Force Automation (SFA) – need and barrier of (SFA) - Field Force Automation - Enterprise Marketing Automation (EMA) Components of EMA, marketing campaign, campaign planning and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management.

BLOCK V: Implementation of CRM

CRM Implementation – A comprehensive model - Developing CRM vision and strategy Management support -Pre implementation - kick off meeting - requirements gathering - prototyping and detailed proposal generation - development of customization - system optimization - follow up.

References:

1. Garikaparthi, Madhavi, (2002) CRM – The New Face of Marketing; ICFAI Press, Hyderabad .
2. Chaturvedi, Mukesh and Chaturvedi, Abhinav, (2006) Customer Relationship Management, An Indian Perspective; First Edition, Excel Books, New Delhi.
3. Ramana, V. Venkata, and Somayajulu, G, (2004) Customer Relationship Management, A key to corporate success; First Edition, Excel Books, New Delhi.
4. Jagdish N Sheth, AtulParvatiyar, Shainesh G, (2014), Customer relationship management : Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education, New Delhi.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus II Year

Course Title	Warehousing and Contract Logistics Management
Course Code	MSPT 104
Course Credit	3

Course Objective :

- To understand warehousing and its application in warehousing.
- To discuss the types and functions of warehouse.
- To elaborate inventory management in warehousing.
- To possess deep knowledge in contract logistics.

Course Outcome :

- Apply materials management concepts in warehousing.
- Explain the types and functions of warehouse and also the factors affecting number of warehouses.
- Elaborate Refrigerated transport system.
- Discuss inventory management in warehousing by understanding EOQ, JIT which is vital for inventory control.
- Enumerate planning and design of a contract logistics facility

BLOCK I: Introduction to Warehousing

Introduction to Warehousing - Features of a common user warehouse - Organization structure for warehouse operations - Application of materials management concepts in warehousing - Flowchart of material request, supply and replenishment of stock items.

BLOCK II: Types of Warehouses

Types of Warehouses – Factors determining location of warehouse – Characteristics of ideal Warehouse. - Factors affecting number of warehouses-Functions of Warehouse-Centralized and Decentralized warehousing – Storage Systems - Stock Keeping Units - Palletized Storage Systems.

BLOCK III: Temperature Controlled Warehousing

Temperature controlled warehousing - Cold Supply Chain Logistic Process - Specifications of a cold storage facility & chilled cargo warehouse - Work / Process flow in transportation of temperature controlled cargo from a warehouse - Pre-cooling of container - Refrigerated transport system.

BLOCK IV: Introduction to Inventory Management

Introduction to Inventory Management: Classification of Inventory - Economic Order Quantity - Just In Time System-Inventory carrying Cost-Mechanics of Inventory Control-Selective Inventory Control-Features of Warehouse Management System. Role of inventory control in Competitive Strategy.

BLOCK V:Contract Logistics

Contract Logistics Solutions - Planning and Design of a Contract logistics facility - Standard Operating Procedure for a Contract Logistics Service - Organisation structure of a Contract warehouse - Internet based monitoring system for the Contract Logistics facility.

References:

1. David E.Mulcahy (1993), Warehouse Distribution and Operations Handbook,1stEdition,McGraw-Hill Handbooks, India.
2. Gwynne Richards (2014),Warehouse Management, A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, Second Edition, KoganPage Publications, United Kingdom.
3. PremVrat (2014), Materials Management: An Integrated Systems Approach,1stEdition, Springer Publications, India .
4. Stuart Emmet (2005), Excellence in Warehouse Management: How to Minimise Costs and Maximise Value, John Wiley and Sons Publications, UK.
5. Stephen N. Chapman (2016) Introduction to Materials Management,8thEdition, Pearson Publications,USA
6. J P Saxena (2003), Warehouse Management and Inventory Control, 1stEdition, Vikas Publications, India.
7. Sunil Chopra (2016),Supply Chain Management, Sixth Edition, Kindle Edition Pearson publications, USA.
8. Thorsten Schmidt (2007), Warehouse Management, 1stEdition,Springer-Verlag Berlin Heidelberg, Germany.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus II Year

Course Title	Multimodal Transport Operations
Course Code	MSPT 105
Course Credit	3

Course Objective :

- To impart the skill based knowledge of Customer Relationship Management.
- To aware of the concepts and practices of CRM in modern businesses
- To study the important modes of logistics operations

Course Outcome :

- Discuss about transport modes and their characteristics.
- Describe service overlap and competition among the operators
- Explain bench marking concept related to logistics.
- Describe the total quality management.

BLOCK I: Transport Modes and Supply Chain Concept

Transport modes and Supply chain concept - Modal interfaces - Function of infrastructure in various modes - Ports, airports, inland depots, railheads - Intermodal systems – road/rail/ sea - sea/ air - road/ air - road / rail - Characteristics of the main types of primary vehicles and equipment used.

BLOCK II: Operators Involved In Multimodal Transportation

Operators involved in multimodal transportation - Liner operators, NVOCC's, freight forwarders, railroads, international truckers and airlines - service overlap and competition among the operators - Cooperation by Joint services, alliances.

BLOCK III: Pricing Aspects in Transport Modes

Pricing aspects in transport modes - price measurements –relationship between price and demand - importance of revenue and cash flow - pricing strategies - Calculation of through transport pricing - Multimodal carrier service contracts.

BLOCK IV: International Conventions

International conventions pertaining to multimodal transport - Hague Rules - HagueVisby Rules - Hamburg Rules - Rotterdam Rules - CMR - CIM - TIR - Warsaw Convention - Montreal convention - Regulations regarding Carriage of Dangerous Goods by various modes.

BLOCK V: Marketing of Multimodal Transport

Marketing of multimodal transport solutions - Different types of sales systems - role of field sales and call centres - Measurement of quality of services - Importance of Quality management systems (ISO 9000) - Application of Total Quality Management (TQM) - Benchmarking.

References:

1. A simulation instructor's handbook: the learning game. Nautical Institute, 2010
Clark, Ian. Stability, trim and strength for merchant ships and fishing vessels (2nd edn). Nautical Institute, 2008
2. Bray, Capt David. DP operator's handbook: a practical guide. Nautical Institute, 2009
Carson-Jackson, Jilian.
3. Carmichael Fields Renne (2013) transport beyond oil: policy choices for a multimodal future 1st edition, island press publication.
4. De Wit, Ralph(1995), multimodal transport: carrier liability and documentation. Lloyd's of london press.
5. Dietmar P.F. Möller (2014) introduction to transportation analysis, modeling and simulation: computational foundations and multimodal applications 1st edition springer publication.
6. Dykstra, Don. Commercial management in shipping. Nautical Institute, 2005
Gorton, Lars, Hilenius, Patrick, Ihre, Rolf and Sandevärn, Arne. Shipbroking and chartering practice (7th edn).
7. Marian Hoeks (2010), multimodal transport law: the law applicable to the multimodal contract for the carriage of goods ,Kluwer law international netherlands.
8. Michiel Spanjaart(2017) multimodal transport law, 1st edition routledge, Singapore.
9. Peter H. Appel RITA Administrator(2009) U.S. House of Representatives Subcommittee on Technology and Innovation



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus II Year

Course Title	Retail Logistics Management
Course Code	MSPT 106
Course Credit	3

Course Objective :

- To understand the concept and role of retail logistics.
- To be aware of culture and internationalization of retail supply chain.
- To demonstrate packing.
- To discuss emerging trends in retail logistics.

Course Outcome :

- Enumerate the Role of Logistics Service Providers.
- Discuss the Role of culture in international retail Markets.
- Describe the Pricing aspects and collaborative strategies in automotive logistics.
- Discuss the Growth of E-commerce
- Explain environmental aspects of retail logistics

BLOCK I: Retail Logistics and Supply Chain Transformation

Retail Logistics and Supply Chain Transformation - Buyer / Seller Relationships - Role of Logistics Service Providers - Retail formats and associated logistics functions.

BLOCK II: The Internationalization of the Retail Supply Chain

The Internationalization of the Retail Supply Chain - International Sourcing - Distribution strategies and associated infrastructure - Role of culture in international retail Markets - Internationalization of Logistics Practices

BLOCK III: Packaging

Packaging Logistics and Fresh Food Retailing - Logistics service for food Retail Locations - Packaging aspects of Retail Logistics - Returnable Packaging

BLOCK IV: Automotive Logistics

Automotive Logistics solutions - Fleet Management - Milk run concept - Optimal Efficiencies in Automotive Logistics - Pricing aspects by Logistics Service Providers -Collaborating Strategies in Automotive Supply Chain

BLOCK V: Emerging aspects in Retail logistics

Emerging aspects in Retail logistics - Development of E-tail Logistics - Growth of E-commerce - Home Delivery Channel - impact of RFID Technology - Environmental aspects of Retail Logistics -Logistics for managing waste within the Retail sector

References:

1. Alan Rushton, (2007) International Logistics and Supply Chain Outsourcing: From Local to Global, 1st edition, Kogan Page Publishers.UK
2. Alan Rushton, Phil Croucher, Peter Baker (2014), the Handbook of Logistics and Distribution Management: Understanding the Supply Chain 5th edition, Kogan Page Publishers.UK
3. Herbert Kotzab, MogensBjerre (2005),Retailing in a SCM-perspective, 1st edition, Copenhagen Business School Press.
4. John Fernie, Leigh Sparks (2017), Logistics and Retail Management, 4th edition, Kogan Page.
5. Kerstin Gustafsson, GunillaJönson 0(2006), Retailing Logistics and Fresh Food Packaging: Managing Change in the Supply Chain,1st edition, Kogan Page Publishers.
6. Vinod.V.Sople (2007), Logistics Management –The Supply Chain Imperative, Pearson Education, New Delhi.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

MBA - Logistics Management
Syllabus II Year

Course Title	Project
Course Code	MSPT -25
Course Credit	6

GUIDELINES FOR PROJECT COURSE MSPT - 25

Students can register for the Project Course with Course Code **MSPT-25** in the second year. For registration purposes, the Project Course is treated as one Course, carrying a weight of 6 credits.

OBJECTIVE

The objective of the Project Course is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.

TYPE OF PROJECT

The Project may take any one of the following forms:

- Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- Evolution of any new conceptual / theoretical framework.
- Field study (empirical study).

PROJECT PROPOSAL (SYNOPSIS)

PROPOSAL FORMULATION

Synopsis of the project should be prepared in consultation with the guide and sent to **THE CO-ORDINATOR (PROJECTS)**, School of Management Studies, TNOU, Saidapet, Chennai – 600 015. The synopsis should clearly state the objectives and research methodology of the proposed project to be undertaken. It should have full details of the rationale, sampling instruments to be used, limitations if any, and future directions for further research etc.,

ELIGIBLE PROJECT GUIDE

- i) Faculty at the School of Management Studies, TNOU, Chennai.
- ii) Faculty employed at Colleges / Institutions in the department of Business Management affiliated to any Indian University and having minimum five years of teaching experience.
- iii) Professionals holding Master's degree in Management or allied disciplines and having minimum 5 years of experience in the relevant area.

Students are advised to send their project synopsis and a complete and duly signed bio-data of the guide (in case of (ii) and (iii) above) to the Coordinator (Projects), School of Management Studies, TNOU, Saidapet, Chennai – 15.

In case the proposed guide is not acceptable to the Faculty at the School of Management Studies, TNOU, the student shall be advised so. In such cases, the student will have to resubmit the proposal afresh; the same one or a different one, with the signature of the new guide and it will be considered as a new proposal. Similarly, if the student wants to change her/his guide for any reason, she/he would be required to submit the project proposal along with the signature of the new guide on the new project proposal proforma, and it would be considered as a new proposal.

If Academic Counsellors of TNOU are selected as guides it should be clearly mentioned as to which are the Courses she/he is counseling for, and since when, along with the name and code of the TNOU centre she/he is attached with. The project guide will be paid a token honorarium of Rs.300/- by the University for guiding the student. At any given point of time a supervisor cannot guide more than five students.

After finalizing the topic and the selection of the guide, the student should send the Project Proposal Proforma along with a Copy of the synopsis and Bio-Data of the guide

to the Co-ordinator(Projects), School of Management Studies, TNOU, Tamil Nadu Open University, Saidapet, Chennai – 600 015 for approval. ***Proposals incomplete in any respect will straight away be rejected. Students are advised to retain a copy of the synopsis. Proposals not accompanying a complete and signed Bio-Data of guide will not be considered for approval. The Project Proposal should be submitted at least 2 months before the last date of submission of the project work.***

COMMUNICATION OF APPROVAL

A written communication regarding the approval/non-approval of the project proposal will be sent to the student within two weeks of the receipt of the proposal in the school.

RESUBMISSION OF PROJECT PROPOSAL

In case of non-approval of the proposal the comments / suggestions for reformulating the project will be communicated to you. In such cases the revised project synopsis should be submitted with revised project proposal pro-forma and a copy of the rejected synopsis and project proposal pro-forma bearing the comments of the evaluator and P.P.No. (Project Proposal Number) allotted by the School of Management Studies.

PROJECT REPORT

FORMULATION

- a) The length of the Project Report may be about 75 double line space typed pages.
- b) Each Project Report must adequately explain the research methodology adopted and the directions for future research.
- c) The Project Report should also contain the following:
 - i) Copy of the approved Project Pro-forma
 - ii) Certificate of originality of the work duly signed by the student and the guide.

SUBMISSION OF PROJECT REPORT

One typed copy of the project report is to be submitted to the Controller of Examinations, TNOU, Chennai 600 015. *For Academic Year students who submit their Project Reports before June 30th, the results will be declared along with the June Term-end examinations. For Calendar year students who submit their Project Reports before December 31st, the results will be declared along with the December term-end examinations. The students are requested to fill-in and collect an acknowledgement from the Examination Section of the Controller's Office.*

ENQUIRIES

Enquiries regarding the project approval should be addressed to the Co-ordinator (PROJECTS), School of Management Studies, TNOU, Saidapet, Chennai 600 015 and regarding Project Reports, it should be addressed to: The Controller of Examinations, TNOU, Saidapet, Chennai 600 015.

SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT PROPOSAL

- 1) Send only one copy of the Project Proposal, and retain a copy with you,
- 2) MSPT - 25 should be written prominently on the envelope and should be addressed to The Coordinator (Projects), School of Management Studies, Tamil Nadu Open University, Saidapet, Chennai – 600 015.
- 3) Enclose the following while submitting the Proposal:
 - a) Pro-forma for Approval of Project Proposal, duly filled and signed by both, the student and the guide.
 - b) Bio-data of the guide duly signed by her/him
 - c) Synopsis of the Project
- 4) The synopsis should include the following:
 - a) Rationale for the study
 - b) Objectives of the study
 - c) Research Methodology used for carrying out the study (detailing nature of data, data sources, collection methods, tools and techniques of analysis, sampling etc.,)
 - d) The expected contribution from the study
 - e) Limitations, if any and the direction for future research

CERTIFICATE OF ORIGINALITY

This is to certify that the Project titled " _____

_____ " is an original work of Mr/Ms _____

and is being submitted in partial fulfilment for the award of the Master's Degree in Business Administration (Logistics Management) of Tamil Nadu Open University. This report or part of this report has not been submitted earlier either to this University or to any other University / Institution for the fulfilment of the requirement of a course of study or published / presented for any other purpose.

SIGNATURE OF THE STUDENT

Place :

Date :

SIGNATURE OF GUIDE WITH SEAL

Place :

Date :

SOME IMPORTANT NOTES WHILE PREPARING THE PROJECT REPORT

- 1) The Project Work should be submitted in original in A-4 Size (29 x 20 cm), typed in double line space in a bound volume to the " **Controller of Examinations** " of the University by the Registered insured post.
- 2) Before binding the Project report the student should ensure that it contains the following:
 - i) Copy of the approved Project Proposal Pro-forma
 - ii) Certificate of Originality duly signed by the Student and the Guide (Pro-forma enclosed) If any Project Report is received in the absence of the above, the same will be returned to the students for compliance.
- 3) Mention on the top of the envelop "**PROJECT REPORT- MSPT 25**"
- 4) Students should keep a copy of the Project Report with them. The submitted Project Report will not be returned to the student.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

Project Proposal No. _____

MSPT -25

(To be assigned by the School)

PROFORMA FOR APPROVAL OF PROJECT PROPOSAL

Enrolment No. _____

Learner Support Centre Code No: _____

Name and Address of the Student:

Title of the Project:

(Should be within Subject Area)

Name of the Guide:

Designation:

Office	Residence

Address with Phone No:

No. of the Students currently

Working under the Guide for MBA Degree:

Signature of the Student

Signature of Guide With seal

Date

Please do not forget to enclose the synopsis of the project and the Bio-data of the Guide. In case the complete and signed Bio-Data of the Guide (Even if the proposed guide is an academic counsellor of TNOU's Management Programme) is not enclosed, the proposal will not be entertained.

SYNOPSIS	SUPERVISOR
APPROVED	APPROVED
NOT APPROVED	NOT APPROVED

(For Office Use only)

(SIGNATURE OF THE FACULTY)

DATE

Comments / Suggestions for reformulation of the Project.



TAMIL NADU OPEN UNIVERSITY
School of Management Studies
Chennai-15

BIO-DATA OF THE PROPOSED GUIDE FOR MBA PROJECT WORK

PERSONAL INFORMATION

NAME (in block letters) :

Date of Birth & Age :

Sex :

Academic Qualification :

Official Address :

Phone No. and e-mail id :

DETAILS OF EMPLOYMENT

Designation :

Others (Specify) _____

Teaching Experience (in years) :

Industrial Experience (in years) :

I _____do hereby accept to guide Mr/Ms
_____ the student of the MBA Programme of the
Tamil Nadu Open University, Saidapet, Chennai – 600 015.

Signature of the Student

Signature of the Guide with seal