



CIRCULAR

Ref. No.: GU/Acad –PG/BoS -NEP/2025-26/224 dated 04.07.2025

In supersession to the above referred Circular, the syllabus for Semester III to VI of the **Bachelor in Business Administration (Shipping and Logistics)** Programme approved by the Academic Council in its meeting held on 24th April, 12th & 13th May 2026, is attached.

The Syllabus of Semester I and II approved earlier by the Standing Committee of the Academic Council in its meeting held on 24th & 25th June 2025 is also attached.

The Dean & Vice-Dean (Academic) of the Goa Business School and the Principals of the affiliated Colleges offering the **Bachelor in Business Administration (Shipping and Logistics)** Programme are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

1. The Dean, Goa Business School, Goa University.
2. The Vice-Dean (Academic), Goa Business School, Goa University.
3. The Principals of Affiliated Colleges offering the Bachelor in Business Administration (Shipping and Logistics) Programme.

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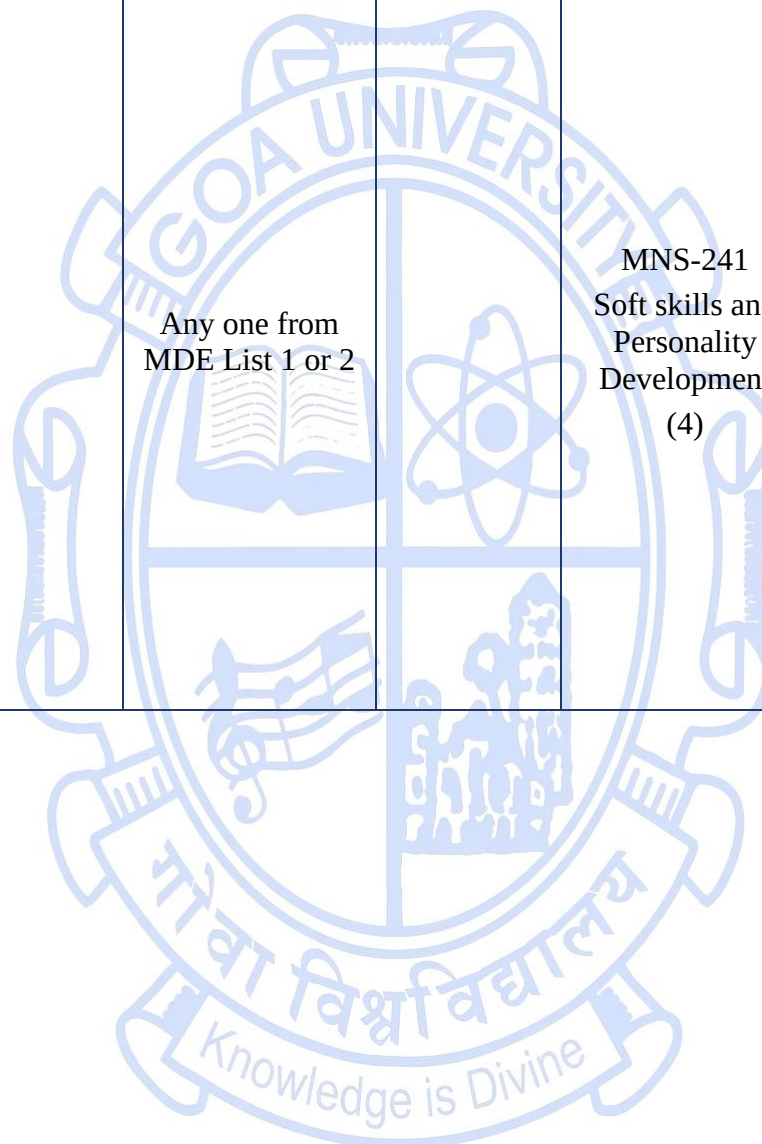
1. Chairperson, BoS in Management Studies,, Goa University.
2. Controller of Examinations, Goa University.
3. Assistant Registrar Examinations (UG), Goa University.
4. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

PROGRAMME STRUCTURE FOR BBA (SHIPPING & LOGISTICS) (Effective from Academic Year 2025-26)

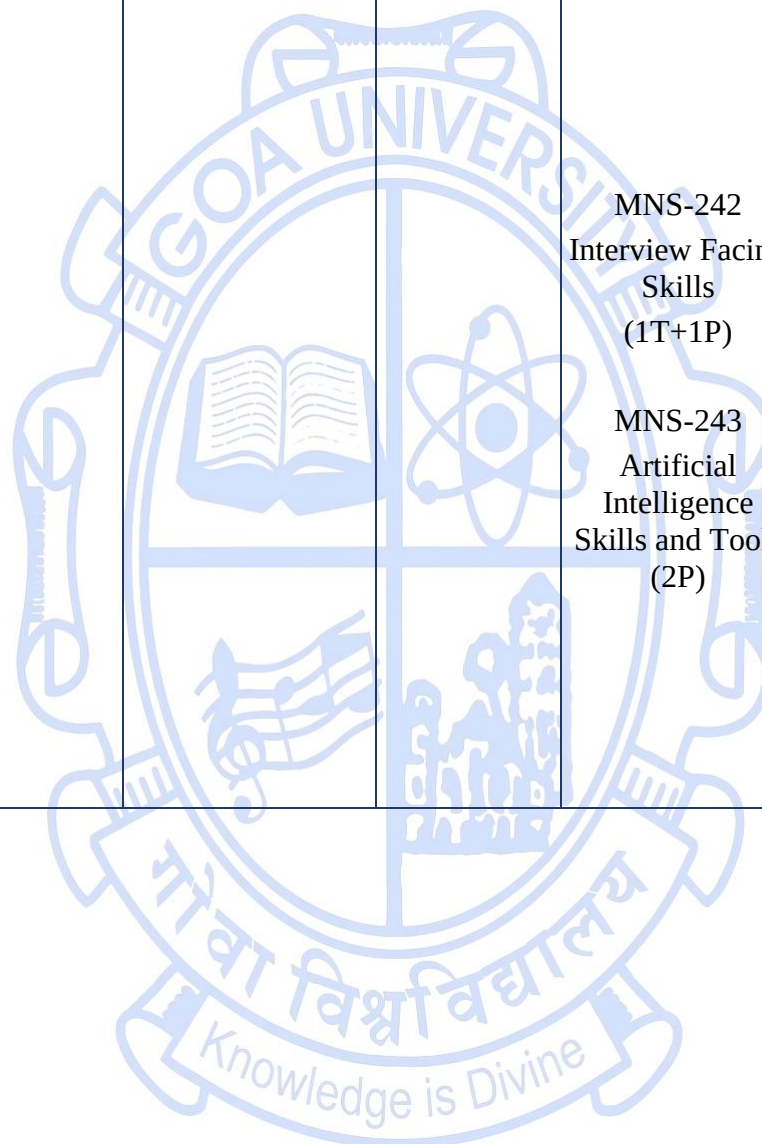
Semester	Core Courses	OE	MDE	AEC	SEC	DSE	VAC	Total Credits
I	MNA-100 Management Process and Organisational Behaviour (4) MNA-101 Human Resource Management (4) MNS-100 Introduction to Shipping Industry and Geography of Sea Transport (4)		Any one from MDE List 1 (2)	ENG-151 Communicative English: Spoken and written (2) ENG-152 Digital Content Creation in English (2)			To Be Opted from the approved list (2)	20

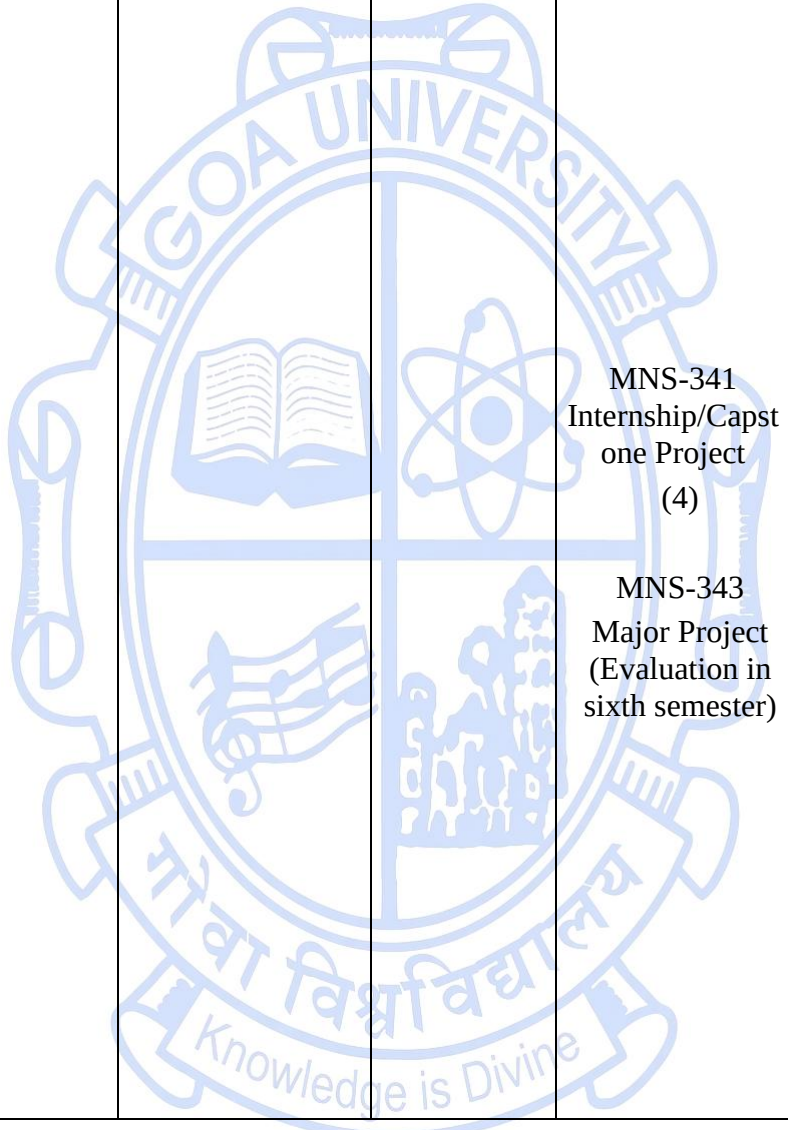
II	MNA-103 Marketing Management (4)							
	MNA-104 Financial Statement Analysis (4)		Any one from MDE List 1 or List 2	ENG -251 Functional English I: Communicat ive English 1.1 (2)	MNA-141 Public Speaking and Presentation Skills (2)		To Be Opted from the approve d list (2)	20
	MNS-101 Logistics Management (4)							

III	MNS-200 Service Operations Management (4)							
	MNS-201 Export Import Procedures and Documentation (4)		Any one from MDE List 1 or 2		MNS-241 Soft skills and Personality Development (4)		To Be Opted from the approved list (2)	20
	MNS-202 Business Statistics (4)							



IV	MNS-203 Business Research Methodology (4)							
	MNS-204 Economics of Sea Transport (4)				MNS-242 Interview Facing Skills (1T+1P)			
	MNS-205 Chartering (4)				MNS-243 Artificial Intelligence Skills and Tools (2P)			
	MNS-206 Supply Chain Management (2)						To Be Opted from the approved list (2)	20



V	MNS-300 Maritime Law (4)		MNS-341 Internship/Capstone Project (4)	MNS-361 Shipping Finance Management (4)	20
	MNS-301 E Logistics (4)		MNS-343 Major Project (Evaluation in sixth semester)	MNS-362 Air Cargo, Road, and Rail Logistics Management (4)	
				MNS-363 Packaging and Global Logistics Management (4)	
				MNS-364 Business Ethics and Sustainability (4) (Non-Credits)	

VI	MNS-302 Legal Aspects of Business (4)				MNS-344 Innovation and Design Thinking (1T+1P)	MNS-365 Customs Procedures and Logistics Insurance (4)		
	MNS-303 Management of Dangerous and Hazardous Cargo (2)				MNS-343 Major Project (initiated in the fifth semester) (4)	MNS-366 Liner Transport and Port Operations Management (4)		
						MNS-367 Occupational Health and Safety Management (4)		
						MNS-368 Retail Stores and Supply Chain Management (4) (Non Credits)		20

MULTIDICIPLINARY ELECTIVE COURSES

Sr No	Course Code	Title of the Course
MDE LIST 1		
1	MNA-121	Cultural Heritage of Goa-I
2	MNA-122	Cultural Heritage of Goa-II
3	MNA-123	Vedic Mathematics
4	MNA-124	Indian Health and Wellness
5	MNA-125	Indian Political Environment
MDE LIST 2		
1	MNA-126	Individual and Society
2	MNA-127	Emotional Intelligence
3	MNA-128	Relationship Psychology
4	MNA-129	Critical Thinking
5	MNA-130	Vector Graphics Designing
6	MNA-131	Theatre Art
7	MNA-132	Music Appreciation

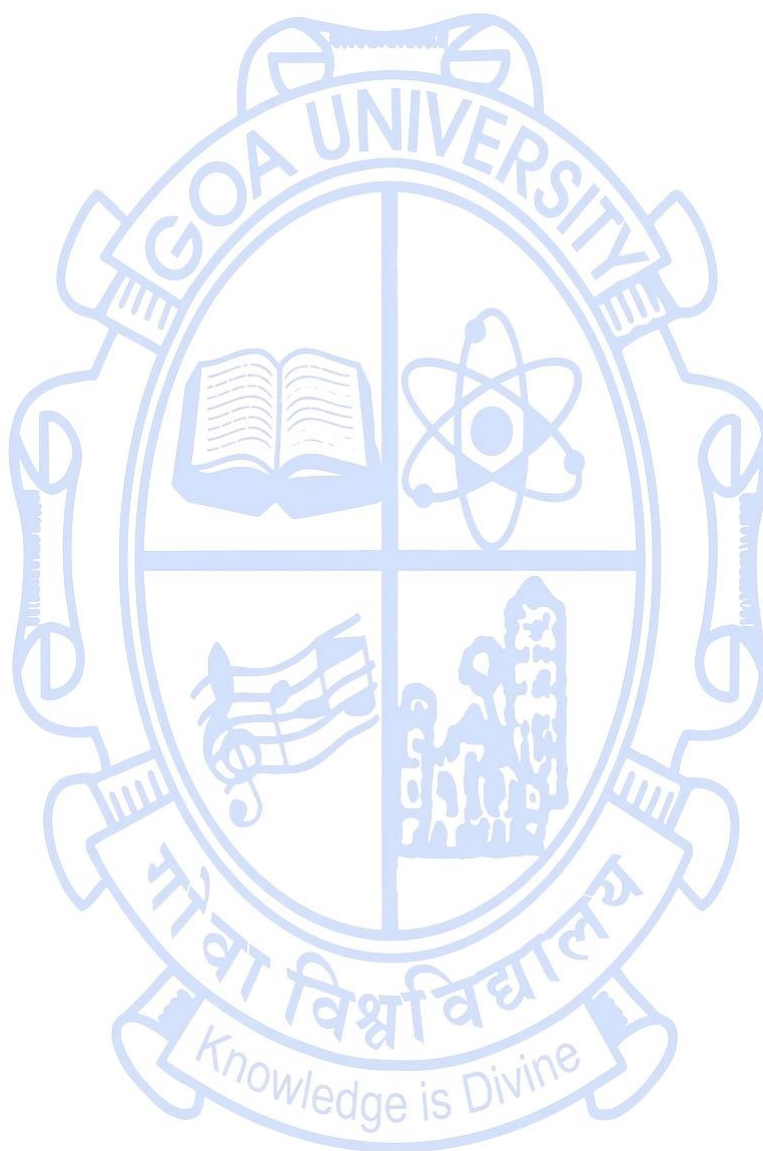
SEMESTER I

CORE COURSES

Name of the Programme : BBA (Shipping and Logistics)
Course Code : MNA-100
Title of the Course : Management Process and Organisational Behaviour
Number of Credits : 4
Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objectives	To equip participants with an understanding about Managerial Processes and determinants of Employee Behaviour at workplace.	
Content	Unit I: Introduction and Functions of Management Basic concepts and its role in decision making, Planning, Organizing, Staffing, Leading and Controlling.	15 hours
	Unit II: Organization Structure and Design Role in Individual and Interpersonal behavior at work-place	10 hours
	Unit III: Introduction to Determinants of Individual Behaviour Perception, Personality, Attitudes, Learning, Self-Concepts, Theories/ Models for understanding these determinants	15 hours
	Unit IV: Group Dynamics, Tools for Interpersonal Analysis Fundamentals of Leadership and Motivation and their application, Theories/ Models/ Styles Organizational Change and Development, Models of Change, Organizational Culture, Conflict and Negotiations, Power and Politics in Organization	20 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	1. Robbins S., Coulter M.: 'Introduction to Management'. Prentice Hall, 11th edition or Latest Edition 2. Robbins S., Coulter M. and Vohra N.; 'Management', Pearson, 9th edition or Latest Edition 3. Harold Koontz, Heinz Weihrich: 'Essentials of Management: An International and leadership perspective', Mcgraw Hill Education, 8th edition or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Understand the functions and responsibilities of managers and their role in decision making 2. Get an insight into Organization Structure and Design and its impact on Individual and Interpersonal behavior	

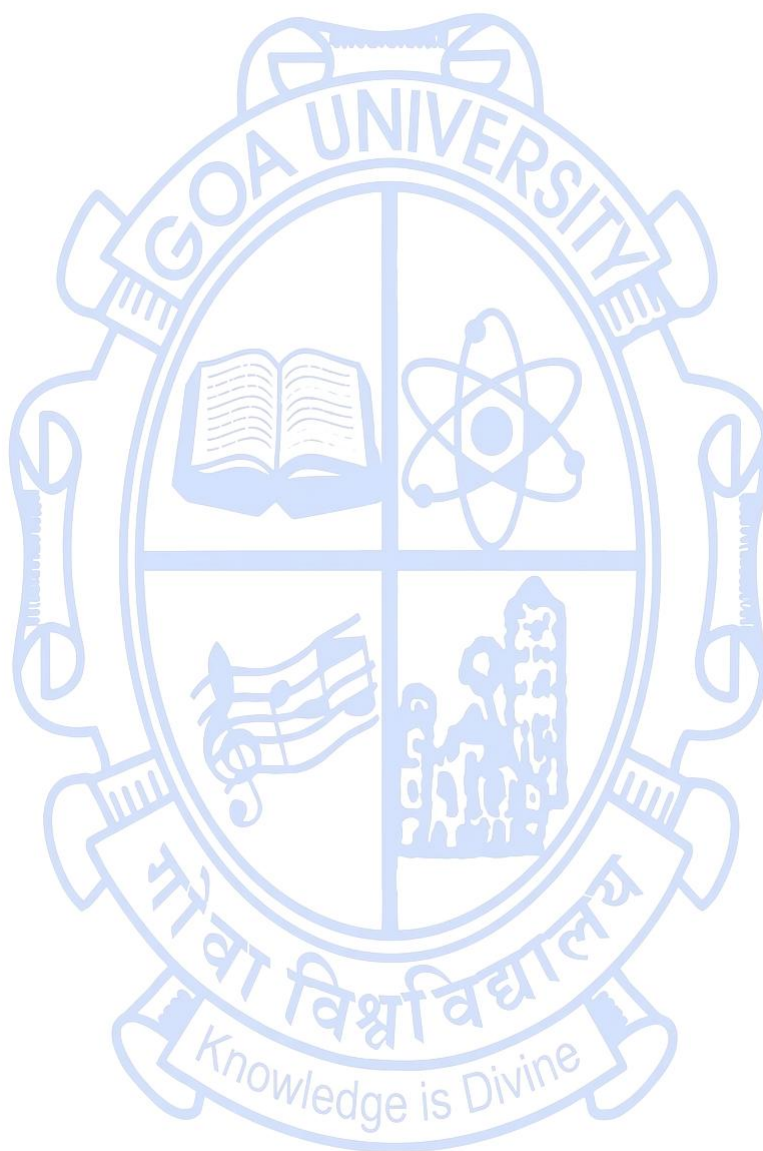
	3. Analyzing Individual Behavior, and its implications for organizational behavior. 4. Analyzing Group behavior, and its implications for organizational behavior.
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Name of the Programme : BBA (Shipping and Logistics)
Course Code : MNA-101
Title of the Course : Human Resource Management
Number of Credits : 4 Credits
Effective from AY : 2025 – 26

Prerequisites for the Course	Nil	
Course Objectives	To equip participants with the necessary skills and techniques for effective Human Resource Management, within an organization.	
Content	Unit I: Introduction and Planning Introduction to Human Resource Management-Objectives, Functions, Organization of HR Department, Environment & Strategic Role of HRM, Manpower planning, Job Analysis & job Design, Succession Planning.	15 Hours
	Unit II: Recruitment & Selection Definition, Sources of Recruitment, Process of Recruitment and Selection, Types of Selection Tests, Interviews, Technology in hours Recruitment and Selection, Evaluation, Employee Placement Trade Unions, Resolving Disputes.	15 Hours
	Unit III: Training and Development and Performance Management Training Process, Training Need Analysis, Training Design, Types of Training, Methods of Training, Training Evaluation. Performance Management: Setting KRA's/KPA's, Appraisal Process, Methods and its applicability, Rewards.	15 Hours
	Unit IV: Compensation, Employee Benefits and Industrial Relations Job Evaluation, Wage Mix, Compensation Structure, Performance Linked Pay, Employee Benefit programs, hours Introduction to Industrial Relations, Importance & Approaches,	15 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	1. K. Aswathappa, 'Human Resource Management', Tata McGraw-Hill Education, 6th or Latest Edition. 2. Snell, Bohlander, Vohra, 'Human Resource management', - Cengage learning, 1st or Latest Edition 3. Gary Dessler, 'Human Resource Management', Pearson publication, 2020 or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Define the concept of HR and its integration with business performance.	

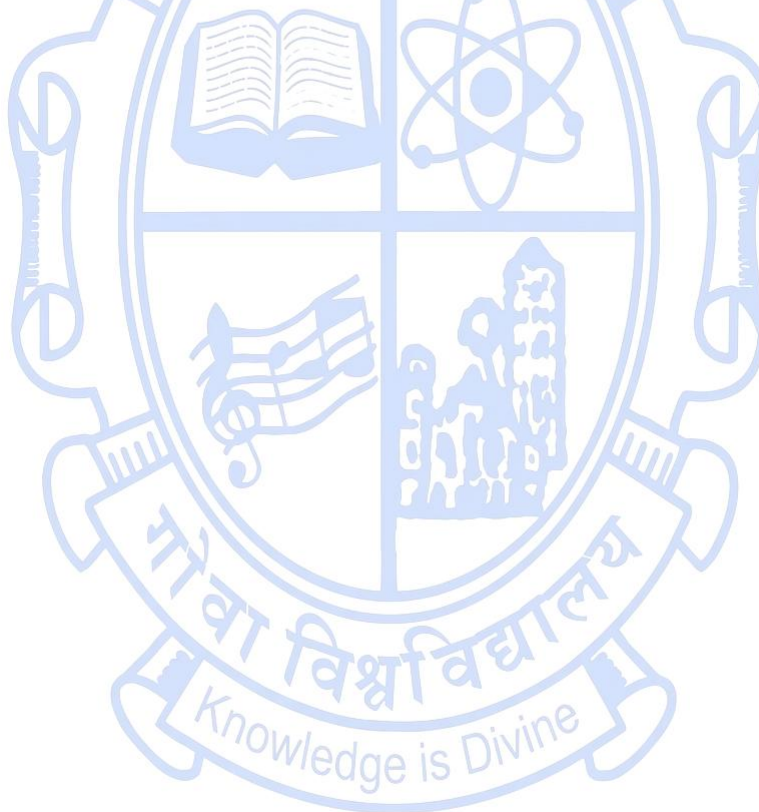
	2. Derive a deep insight into Human Resource planning and its linkage to an effective Recruitment process. 3. Understand of Training needs assessment and the training process. 4. Get an in depth understanding of a good Performance Management System. 5. Evaluate various components of employee compensation and benefits and their role in attracting and retaining competent people. 6. Assess Industrial Disputes and methods of settlement of the same.
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Name of the Programme : BBA (Shipping & Logistics)
Course Code : MNS-100
Title of the Course : Introduction to Shipping Industry and Geography of Sea Transport
Number of Credits : 4
Effective from AY : 2025-26

Pre-requisites for the course:	Nil	
Course Objective:	To equip participants with knowledge of shipping industry and sea trade routes, and enable them to take appropriate decisions.	
Content	Unit I: Introduction History of Indian Shipping, Current Scenario, Shipping terms abbreviations used in the industry. Types of Ships - research vessels, fisheries vessels, service ships, cable laying ships, merchant ships, passenger ships, general cargo and bulk ships, types of cargo carried.	10 hours
	Unit II: Shipping Agencies, Customs, Ports & Maritime Administration and Future Trends Shipping agencies and their functions - freight forwarders, custom house agents, vessel agents/shipping agents. Role of customs and documentation – customs clearance, import procedure, valuation, legal provision; Ports - Ship inward/outward at harbor and clearing of consignments. International Maritime Organization, Director General of Shipping - their roles and functions. Digital sensing, megaships, greener shipping, Liquefied Natural Gas (LNG) as fuel, solar and wind power for ships.	20 hours
	Unit III: World Geography and Influence of Geographical Features World continents, countries, seas, oceans, location of ports, canals, water ways, and their main trade. Physical geographical features, climate, wind, tides and currents, seasons of bad weather, and their influence on shipping.	15 hours
	Unit IV: Transport Network and Practical Geography Modes of transport and their advantages and disadvantages, sea transport - importance, factors affecting, major ocean routes and their influence on shipping. Times zones, International Date Line, concept of day light saving time, load line zones, and their influence on shipping.	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self - study/ case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/ Readings:	1. Branch, A.E., Elements of Shipping, Routledge - Taylor & Francis Group, 9th Edition, 2015 or Later Edition. 1. Edward, S. Butterfield, C.S.J., Shipping Practice, Sterling Book House, Mumbai, 11th Edition, 1999 or Later Edition. 2. Alderton, P.M., Reeds Sea Transport, Adland Coles Nautical, London, 6th Edition, 2011 or Later Edition. 3. Couper A., The Geography of Sea Transport, Routledge, 2017 Edition or Later Edition. 4. Shinde, P., Geography of Resources, Sheth Publications, 2008 Edition or Later Edition.
Course Outcomes	At the end of the course, the participant will be able to: 1. Identify various aspects related to the shipping industry. 1. Understand the functions of different agencies, bodies in the industry. 2. Comprehend the nuances of the sea transport network in the world. 3. Analyse the impact of various geographical features on modes of transportation.



SEMESTER II

CORE COURSES

Name of the Programme : Bachelor in Business Administration

Course Code : MNA-103

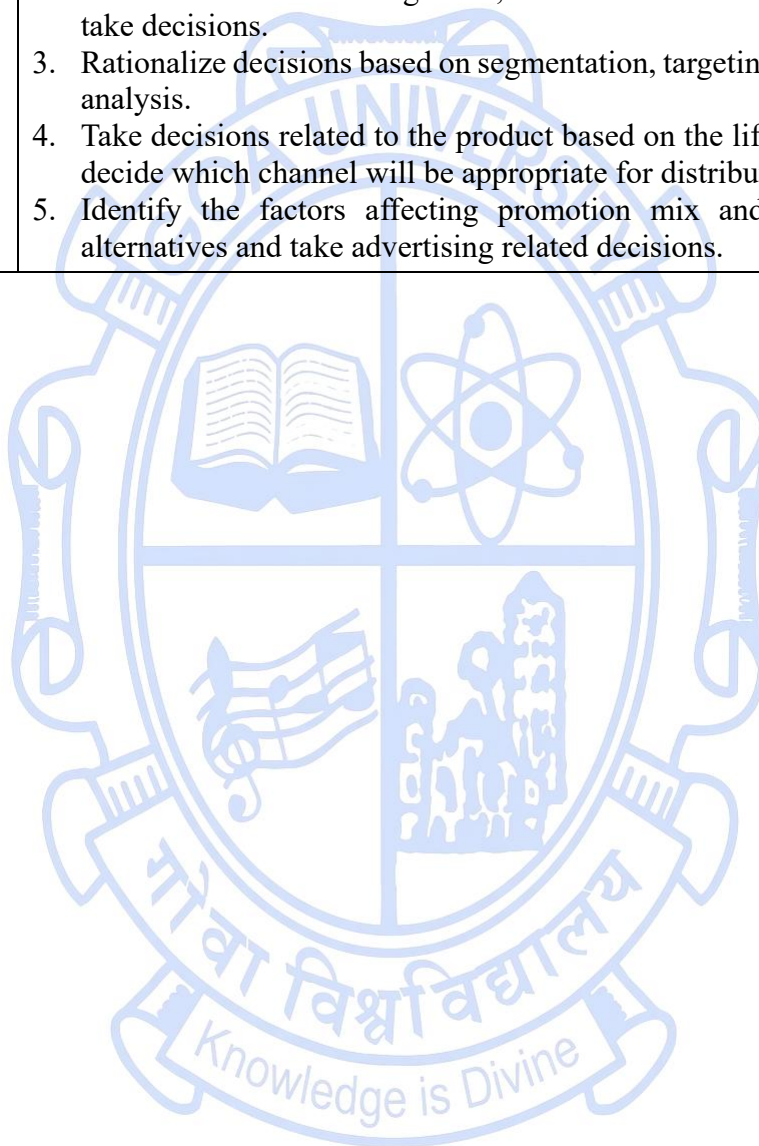
Title of the Course : Marketing Management

Number of Credits : 4 Credits

Effective from AY : 2025 – 26

Prerequisites for the Course	Nil	
Course Objectives	To enable participants to have competence in understanding and using Marketing Frameworks, Theories and Tools for analyzing and decision making in the area of Marketing.	
Content	Unit I: Introduction What is marketing, What is marketed, Who markets, Role of Marketing, Needs, Wants and Demands. Marketing Management Process. Importance of Marketing Environment, Internal Environment, External Environment – Micro Environment - Macro Environment	15 hours
	Unit II: Marketing Dynamix Marketing Mix for Products & Services. Consumer Behaviour and Consumer markets: Segmentation, Targeting and Positioning, types of segmentation, basis for Segmentation.	15 hours
	Unit III: Product and Pricing Content: Product Planning and Product Mix: Concepts of a product, Levels of a Product, Product Life Cycle, Branding, Significance hours of price, Factors affecting pricing, Pricing Policy	15 hours
	Unit IV: Distribution and Promotion Place (Distribution): Importance of Channel, Types of Channel, Channel Management, Channel Conflict. Integrated Marketing Communication: Role of Marketing Communication, factors affecting promotion mix. Types of promotion, Advertising, Personal selling, Sales, Promotion and Public Relations, Introduction to digital and social media for marketing, Marketing control, Creating customer value, satisfaction and loyalty.	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

Suggested Readings	1. Kotler Philip, Keller Kevin, Koshy Abraham; Marketing Management; Pearson Education India, 15th edition or Latest Edition. 2. V. S. Ramaswami, S. Namakumari; Marketing Management – Global Perspective Indian Context, Macmillan, 4th edition or Latest Edition. 3. Dr. R. B. Rudani; Basics of Marketing Management – Theory and Practice, S. Chand and Company Ltd: 2010 or Latest Edition
Course Outcomes	At the end of the course, the participants will be able to: 1. Take decisions based on the Marketing Mix. 2. Divide the market into segments, check attractiveness and accordingly take decisions. 3. Rationalize decisions based on segmentation, targeting and positioning analysis. 4. Take decisions related to the product based on the life cycle stage and decide which channel will be appropriate for distribution. 5. Identify the factors affecting promotion mix and come up with alternatives and take advertising related decisions.



Name of the Programme : Bachelor in Business Administration

Course Code : MNA-104

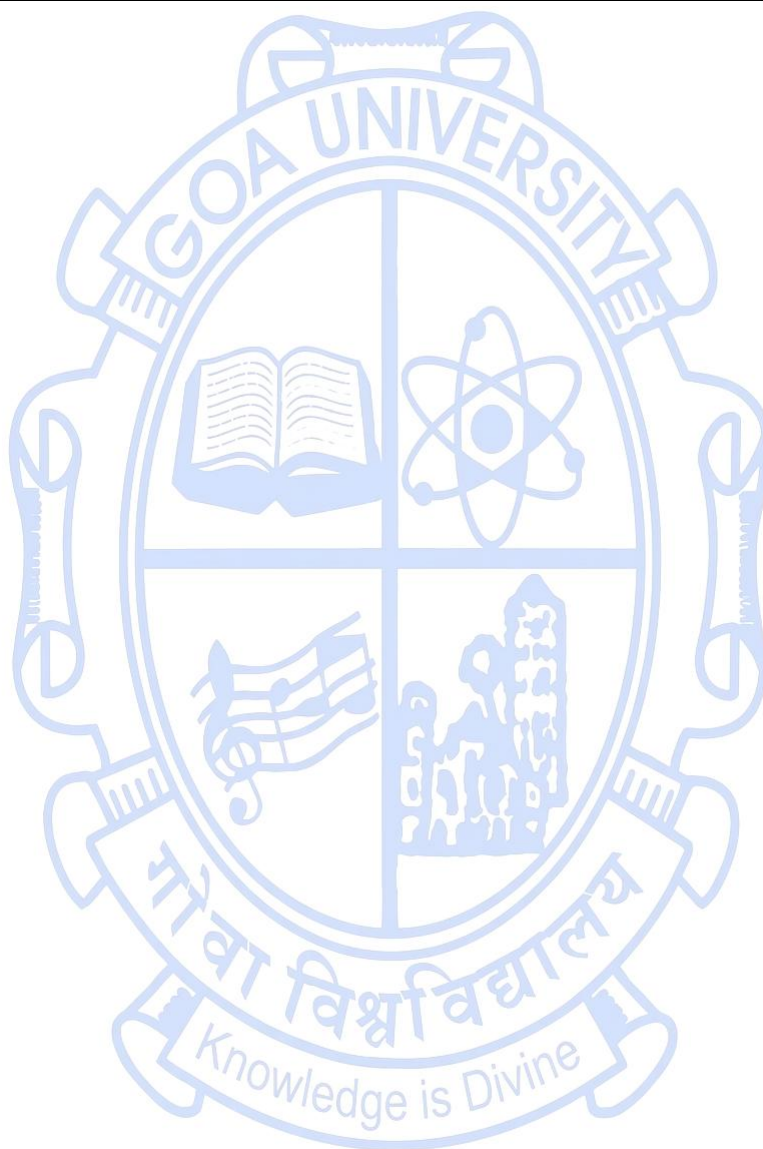
Title of the Course : Financial Statement Analysis

Number of Credits : 4 Credits

Effective from AY : 2025 – 26

Prerequisites for the Course	Nil	
Course Objectives	To equip participants with the necessary skills and techniques in evaluation, analysis and interpretation of Financial Statements.	
Content	Unit I: Basics of Accounting Concepts and Conventions of Accounting, Introduction to Basic Accounting Standards & IFRS, Reading of Annual Report - Balance Sheet, Profit and Loss Account (Vertical Form)	15 hours
	Unit II: Basic Techniques of Analyzing Financial Statements Preparation of Comparative Statement, Common Size Statement, Trend Analysis of Financial Statements, Cash Flow Statement	15 hours
	Unit III: Ratio Analysis Computation of ratios (Liquidity, Activity, Profitability, Leverage Ratios), Inter firm comparisons using ratio analysis	15 hours
	Unit IV: Interpretation of Annual Reports Understanding annual reports through interpretation of balance sheet, profit and loss account, director's report, auditor's report (including financial auditing as a concept) and notes to accounts	15 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	1. Srinivasan N. P., Murugan M. S., Accounting for Management, S. Chand & Company Pvt Ltd, New Delhi, January 2011 or latest edition 2. N Ramchandran, Ram Kumar Kakani: 'How to Read a Balance Sheet', Tata McGraw-Hill Professional: Finance Made Easy Series, 2nd or Latest Edition 3. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Profit and Loss Account', Tata McGraw-Hill Professional: Finance Made Easy Series, 2nd or Latest Edition 4. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Cash Flow Statement', Tata McGraw-Hill Professional: Finance Made Easy Series, 2nd or Latest Edition 5. Chandra Prasanna; 'Managers' Guide to Finance and Accounting'; Tata McGraw-Hill Publishing Company Limited; New Delhi; 10th or Latest Edition	

Course Outcomes	At the end of the course, the participants will be able to: 1. Interpret financial statements from annual report of a company. 2. Analyse financial statements to assess financial strength of a company using tools like comparative statement, common size statement, trend analysis and Cash Flow Statement. 3. Compute and analyse different financial ratios and their interpretation 4. and application in decision making. 5. Compare firms based on financial ratios and other parameters for effective inter – firm analysis.
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Name of the Programme : BBA (Shipping & Logistics)

Course Code : MNS-101

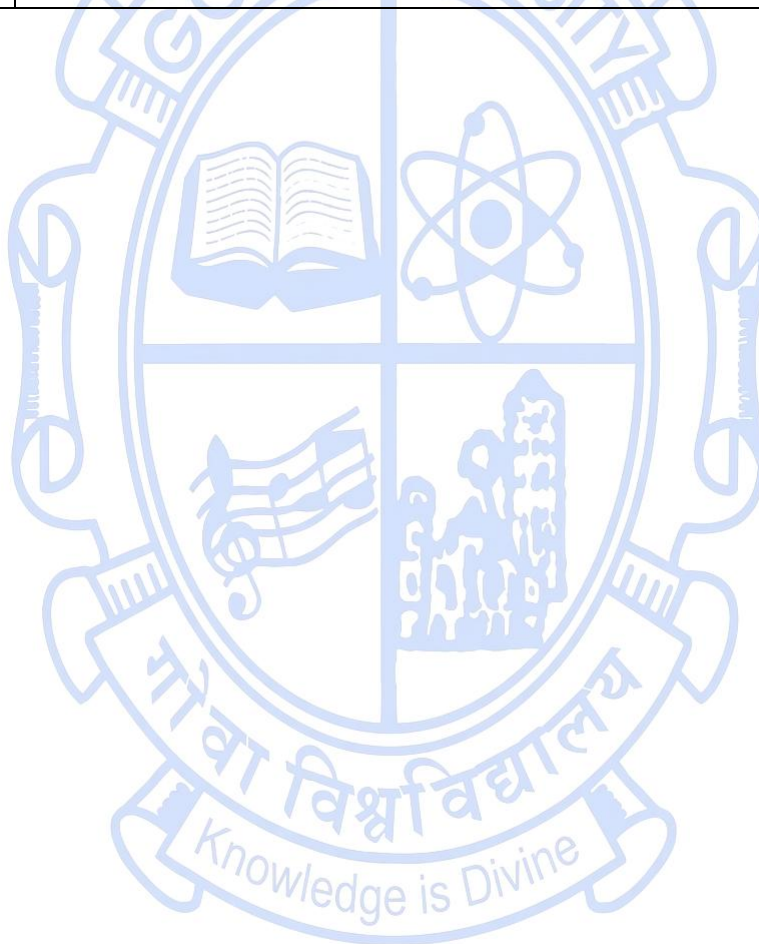
Title of the Course : Logistics Management

Number of Credits : 4

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with an understanding of the basics of logistics management, and understand the role of logistics providers.	
Content:	Unit I: Overview of Logistics Management Nature and concepts, Evolution of logistics and supply chain management, Components of logistics, Integrated logistics system, Customer perception of service quality, Government policies and regulations related to logistics, Key enablers and growth drivers of the Indian logistics industry.	15 hours
	Unit II: Transportation and Distribution Functions of transportation, Elements of transportation cost, Modes of transportation, Multimodal transportation, Physical distribution, Logistics outsourcing, Third party logistics (3PL), Fourth party logistics (4PL).	15 hours
	Unit III: Stores Organization, Material Identification & Material Handling Types of stores, Stores location, Building and layout, Storage facility, Stockyard, Safety and Security, Material identification system, Need of coding, Item codification, Classification, Monitoring the codification system, Identification and classification of materials and products in the warehouse, Characteristics of codes, Types of codification systems, Analysing standardization system Material handling systems, Guidelines and principles of material handling.	15 hours
	Unit IV: Information Systems & Customer service Use of logistics information systems (LIS) and IT-technology for logistics, Planning and co-ordination of logistics information systems. Customer Service - Measure of effectiveness of logistics system, customer perception of service quality; Reverse Logistics - Challenges of products return, System design for reverse logistics, Reverse logistics a competitive tool.	15 hours
Pedagogy	Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References / Readings:	1. Bhattacharya, S.K, Logistics Management – Definitions, Dimensions, and Functional Applications, S.Chand, 2nd Edition 2013 or Later. 2. Shah, J, Supply Chain Management - Text & Cases, Pearson Education, 2016 Edition or Later. 3. Farahani, R.Z., Rezapour, S., Karday, L., Logistics Operations & Management: Concepts & Models; Elsevier, 2011 Edition or Later. 4. Lun, Y.H.V., Lai, H.-H., Cheng, T.C.E., Shipping and Logistics Management, Springer, 2010 Edition or Later.
Course Outcomes	At the end of the course, the participant will be able to: 1. Identify and understand the components of Logistics 2. Understand Government Regulations and Policies 3. Understand various techniques and systems of Material Management 4. Understand the role of Information technology in Logistics

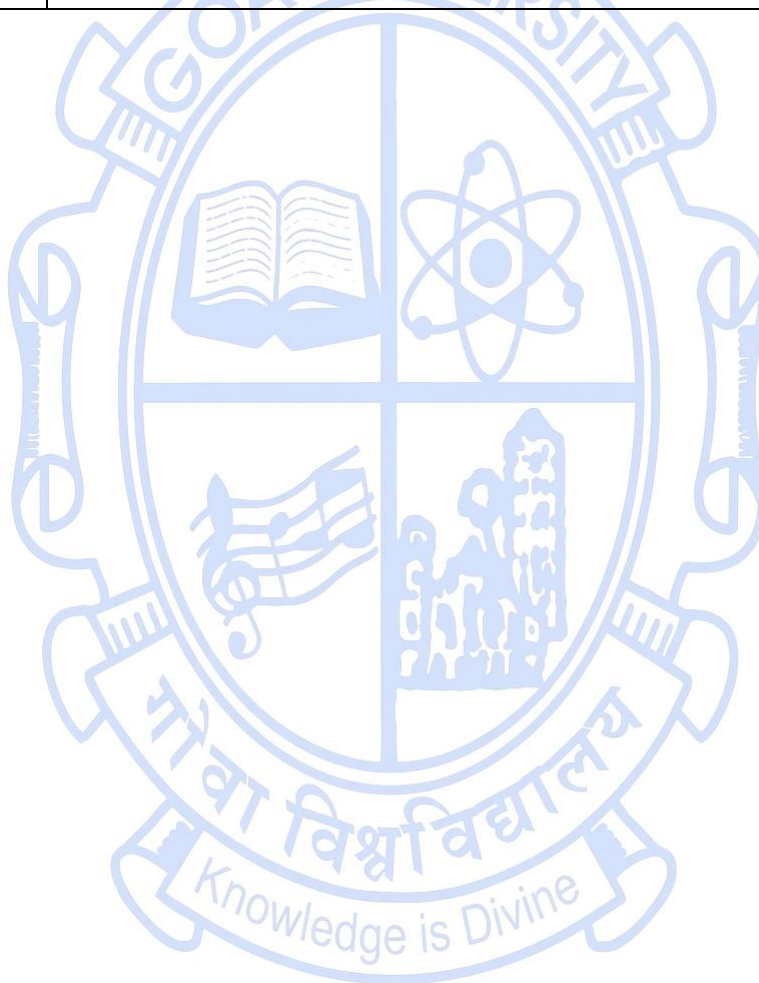


SKILL ENHANCEMENT COURSES

Name of the Programme : BBA
Course Code : MNA-141
Title of the Course : Public Speaking and Presentation Skills
Number of Credits : 2 Credits
Effective from AY : 2025-26

Pre-requisites for the Course:	Nil	
Course Objectives:	By the end of this course, students should be able to: 1. Build self-confidence and reduce anxiety associated with public speaking. 2. Organize and deliver effective and engaging oral presentations. 3. Master vocal variety, body language, and eye contact for impactful delivery. 4. Adapt speech content and tone for different audiences and purposes. 5. Use visual aids and presentation tools effectively.	
Content:	Unit 1: Introduction to Public Speaking 1. Importance of public speaking for business students 2. Types of speeches: Informative, Persuasive, Special Occasion 3. The communication process & overcoming stage fear 4. Characteristics of an effective speaker 5. Self-assessment of speaking style	5 Hours
	Unit 2: Crafting the Speech 1. Selecting a topic and analyzing the audience 2. Structuring a speech: Introduction, Body, Conclusion 3. Using evidence, stories, and rhetorical devices 4. Preparing speech outlines and cue cards 5. Language, tone, and style in formal speaking	5 Hours
	Unit 3: Delivery Techniques 1. Verbal and non-verbal communication skills 2. Managing nervousness and building stage presence 3. Voice modulation, pace, pitch, pauses, and articulation 4. Body language: gestures, facial expressions, and posture 5. Practice through individual short speeches	10 Hours
	Unit 4: Business Presentations 1. Planning and delivering business presentations 2. Use of PowerPoint and visual aids (charts, graphs, videos) 3. Group presentations and Q&A handling 4. Presenting reports, proposals, and case studies 5. Feedback and peer evaluation	10 Hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self- study/ Case Studies etc. or a	

	combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings:	1. Carnegie, Dale. The Quick and Easy Way to Effective Speaking 2. Lucas, Stephen. The Art of Public Speaking, McGraw Hill 3. Gallo, Carmine. Talk Like TED 4. Weissman, Jerry. Presenting to Win 5. Reynolds, Garr. Presentation Zen
Course Outcomes:	At the end of the course the students will be able to: 1. Demonstrate confidence and competence in public speaking. 2. Write and structure impactful speeches and presentations. 3. Deliver content using appropriate vocal and physical techniques. 4. Use digital tools and visual aids to enhance presentations. 5. Provide and receive constructive feedback for improvement.



MULTIDICIPLINARY ELECTIVE COURSES FOR SEMESTER I & II

LIST 1

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-121
Title of the Course : Cultural Heritage of Goa-I
Number of Credits : 2
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objectives:	1. Understand the basic topography of Goa, the social assets of Goa, state identities, modes of transportation and housing, and the architecture of historic places in Goa. 2. Gain insight into the pre-Portuguese and Portuguese eras and the customs and traditions in Goa. 3. Understand the traditional systems of land ownerships and the intangible heritage of Goa. 4. Gain insight into the liberation movements and Post Portuguese era.	
Contents:	UNIT I: Understanding Goan culture 1. The basic topography & social assets in Goa, & the State Identities 2. Modes of housing & modes of transportation 3. Architecture - Temples, Churches, Mosques, Palaces, Forts. 4. Pre-Portuguese Goan culture: Dress, Cuisine, Drinks, Amusement. 5. Goan weddings - customs and traditions	10 hours
	UNIT II: Portuguese Era and Traditional systems 1. Portuguese Era: Influence of Portuguese elements on Goan culture & society 2. Gaunkari System & Comunidades 3. Intangible Heritage - Phrases, idioms from Goan society 4. Customs of birth and death, significance of Goan names	10 hours
	UNIT III: Liberation Movements & Post Portuguese era 1. Liberation Movement - Revolts during Portuguese rule, Operation Vijay; 2. State Administrators, Language issue, Opinion Poll, Goan identity, 3. Medium of Instructions	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

Books for reference	Books for Reference: 1. Kaleidoscopic Goa: A cultural atlas. Dr. Pandurang Phaldessai; Vasantao Dempo Education & Research Foundation; Latest Edition 2. A historical sketch of Goa - Denis L Cottineau Kluegen W. Twigg, ;1831 3. Operation Vijay – Shrikant Ramani ; Broadway Book Centre; Latest Edition 4. Who's Who of Freedom Fighters (Part 1 & 2) - Dir. Arts & Culture ; Latest Edition 5. Goa remembered, vignettes of fading traditions - Angelo Pereira ; M. Lobo 1995 6. Magnificent monuments of Old Goa-Patrick J. Lobo; Rajhauns Vitaran ; Latest Edition 7. A Socio-Cultural History of Goa :From the Bhojas to the Vijayanagar - V.R. Mitragotri ; Institute Menezes Braganza Institute Menezes Braganza ;1999 8. Portuguese & their artillery in Goa – Abhijit Ambekar ; Broadway Publishing ;2015 9. Snapshots on Indo Portuguese History - (Part 1 to 4) Vasco Pinho; Self Published ; Latest Edition 10. Inside Goa – Manohar Malgaonkar & Mario Miranda; Architecture Autonomous ; Latest Edition 11. Purabhilekh Puratattv Magazines - Dir. Of Archives, Goa 12. Articles from popular local newspapers and magazines.
Course outcomes:	At the end of the course, the learner will be able to: 1. Demonstrate a thorough grasp of the basic topography of Goa, the social assets of Goa, state identities, modes of transportation and housing, and the architecture of historic places in Goa. 2. Gain insight and practical knowledge into the pre-Portuguese and Portuguese eras and the customs and traditions in Goa. 3. Understand the traditional systems of land ownerships and the intangible heritage of Goa. 4. Understand the liberation movements and Post Portuguese era.

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-122

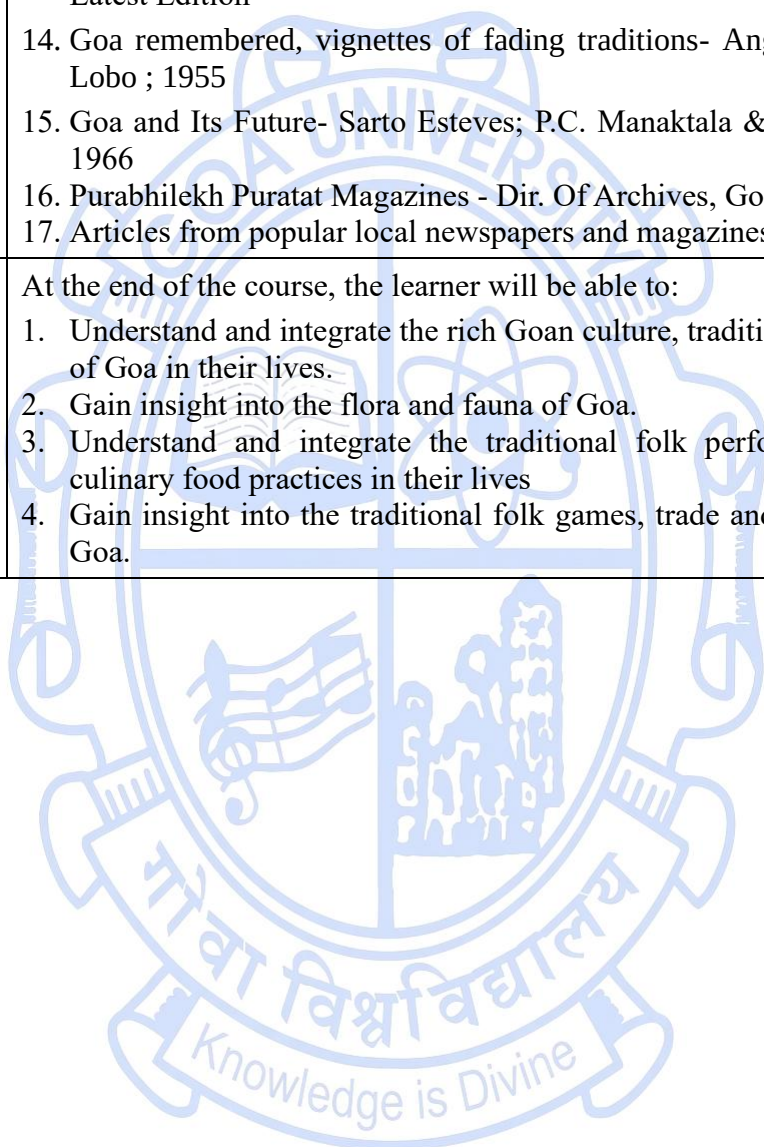
Title of the Course : Cultural Heritage of Goa-II

Number of Credits : 2

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objectives:	1. Understand the rich Goan culture, traditions and festivals of Goa 2. Gain insight into the flora and fauna of Goa 3. Understand the traditional folk performing arts and culinary food of Goa 4. Gain insight into the traditional folk games, trade and occupations of Goa.	
Contents:	UNIT I: Customs, traditions and Festivals of Goa 1. Ornaments, dress, customs & traditions of Goan Hindus & Christians 2. Festivals of Goan Hindus, Muslims & Christians	10 hours
	UNIT II: Flora, Fauna, Performing Arts and Culinary Food 1. Flora & Fauna of Goa, Sahayadri Range/ Western Ghats 2. Goa's folk performing arts & theatres 3. The culinary art and food in Goa & cultural effects on ethnic cuisine	10 hours
	UNIT III: Folk Games, Trades and Occupations 1. Folk Games of Goa 2. Trades & occupations	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Ethnography of Goa, Daman & Diu - A B de Braganza Pereira; Penguin Group; 2008 2. Natural History of Goa – Rajendra Kerkar; Broadway Publication House; Latest Edition 3. Birds of Goa – Heinz Lainer & Rahul Alvares; The Goa Foundation ; Latest Edition 4. The cultural history of Goa- by Anant Ramkrishna Dhume.;Self Published ; Latest Edition 5. Legends of Goa - Mario Cabral e Sa; India book House ; Latest Edition 6. 100 years of Konkani Theatre – Wilson Mazarello; Govt. of Goa, Directorate of Art & Culture ; Latest Edition 7. Goa - A Tryst with Trade - Dr. Pratima Kamat; Goa Chamber of Commerce and Industry ; Latest Edition 8. Lok Sarita – Vinayak Khedekar ;Kala Academy; Latest Edition	

	9. Feasts, Festivals & Observances in Goa - Maria Lourdes Bravo Rodrigues. L& L publications; 2004 10. Traditional Occupations of Goa– Pantaleao Fernandes; The Word Publication ; Latest Edition 11. Kaleidoscopic Goa: A cultural atlas - Dr. Pandurang Phaldessai; Rajhauns Vitaran ; Latest Edition 12. Aparanta - Land beyond the End ;Dipti Salgaoncar; - House of Salgaoncar's ; Latest Edition 13. Lived heritage shared space – Angelo Costa Silveira; Yoda Press ; Latest Edition 14. Goa remembered, vignettes of fading traditions- Angelo Pereira; M. Lobo ; 1955 15. Goa and Its Future- Sarto Esteves; P.C. Manaktala & Sons Pvt. Ltd ; 1966 16. Purabhilekh Puratat Magazines - Dir. Of Archives, Goa 17. Articles from popular local newspapers and magazines.
Course outcomes:	At the end of the course, the learner will be able to: 1. Understand and integrate the rich Goan culture, traditions and festivals of Goa in their lives. 2. Gain insight into the flora and fauna of Goa. 3. Understand and integrate the traditional folk performing arts and culinary food practices in their lives 4. Gain insight into the traditional folk games, trade and occupations of Goa.



Name of the Programme : Bachelor of Business Administration

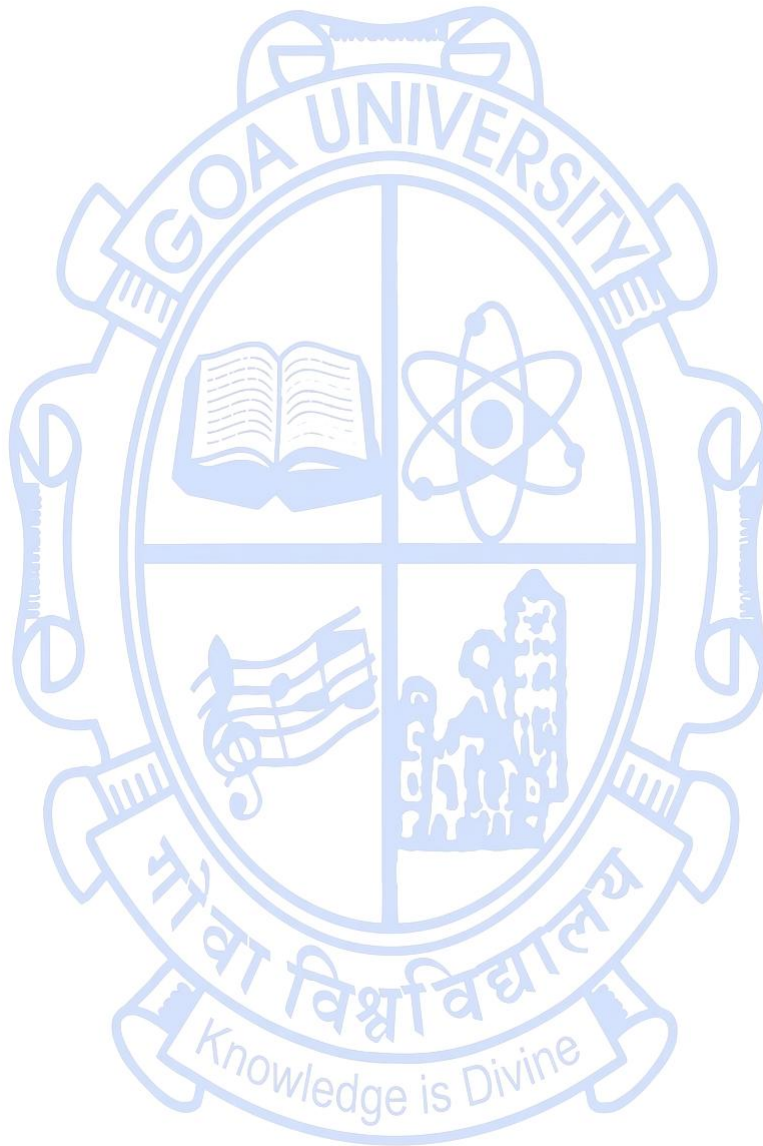
Course Code : MNA-123

Title of the Course : Vedic Maths

Number of Credits : 2

Effective from AY : 2025 - 26

Prerequisites for the course	NIL	
Objective	To equip the students with different perspective to solving mathematical problems using Vedic maths.	
Contents	Unit 1: Basic techniques in Vedic Maths 1. History and evolution of Vedic mathematics. Introduction to basic techniques 2. Various techniques used to carry out basic operations covering addition, subtraction, multiplication and division – Bases and complements, Subtraction, multiplication by series of 999, multiplication by 11, 12 etc,	10 hours
	Unit 2: Advance techniques for numerical operations 1. Multiplication by numbers near the base, General multiplication, checking of answers by using digital roots, division by numbers near the base, general division, comparison of fractions	10 hours
	Unit 3: Application of Vedic maths techniques 1. Finding out squares, cubes, square roots and cube roots 2. Solution of simultaneous equations. 3. Use of techniques for answering competitive examinations	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Bhatia Dhaval; Vedic Mathematics Made Easy, Jaico Publishing House; Mumbai, India, 2016 or later edition 2. Singhal Aditi; How to Become A Human Calculator?; Eurasia Publishing House, First Edition or later edition, 3. Thakur Rajesh Kumar; Vedic Mathematics for Students Taking Competitive Exams; Unicorn Books, 2015 or later edition 4. Gupta Atul; The Power Of Vedic Maths With Trigonometry; Jaico Books; Second or later editions	
Course Outcomes	At the end of the course, the participants will be able to: 1. Use Vedic maths techniques to perform basic numerical operations 2. Use advance techniques to perform Multiplication , divisions of big numbers. 3. Use techniques to solve simultaneous equations. 4. Answer numerical aptitude test without using calculators.	



Name of the Programme : Bachelor in Business Administration

Course Code : MNA-124

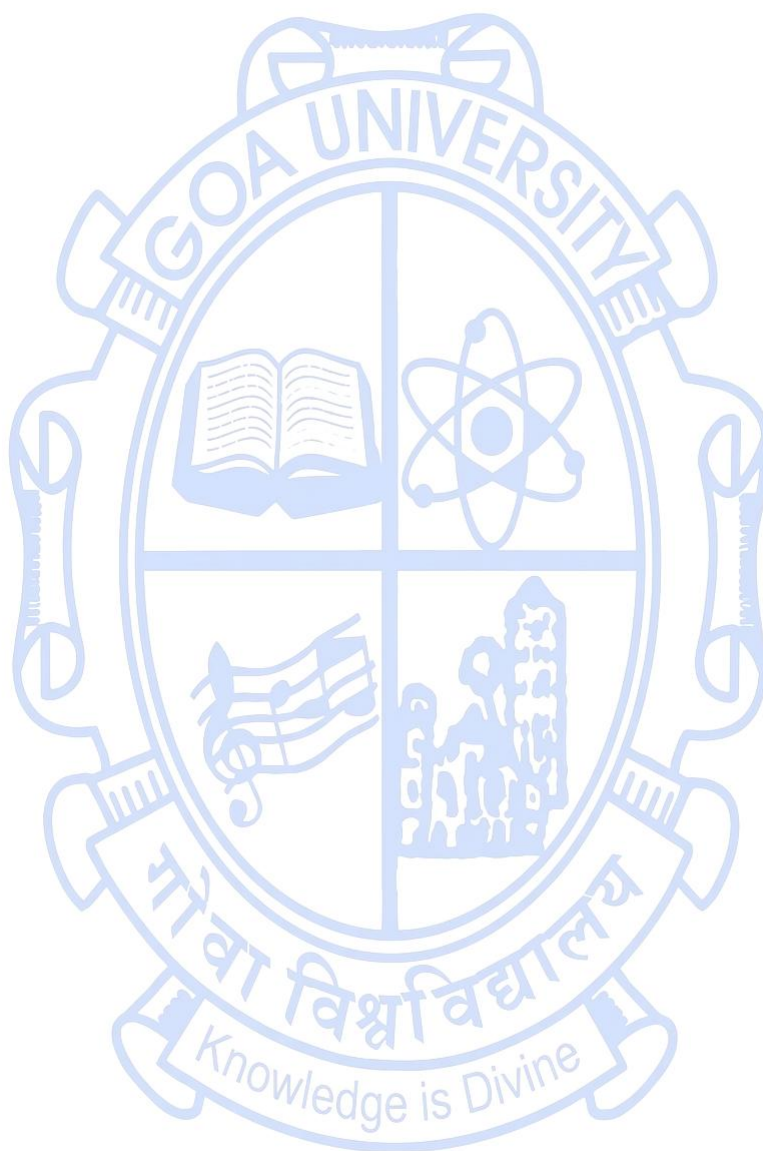
Title of the Course : Indian Health and Wellness

Number of Credits : 2 Credits

Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	1. To understand the importance of a healthy lifestyle. 2. To familiarise students about physical and mental health. 3. To create an awareness of various lifestyle related diseases. 4. To provide understanding of stress management.	
Contents	Unit 1: Introduction to Health & Wellness Definition of Health Importance of health in everyday life Components of health – physical, social, mental, spiritual and its relevance Concept of wellness Mental health and wellness Determinants of health behaviour	10 Hours
	Unit 2: Mind Body, Well-Being and Indian System of Well-Being Mind body connection in health – concept and relation Implications of mind-body connection Wellbeing – why it matters? Digital wellbeing Health beliefs of India, Health systems in India – AYUSH. Perspective of indigenous people towards health Happiness and well-being in India	15 Hours
	Unit 3: Deficiency & Diseases Malnutrition, under nutrition and over nutrition, Body system and common diseases ,Sedentary lifestyle and risk of disease , Modern lifestyle and associated health risks	5 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings.	1. Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge (2011 or later edition) 2. C. Nyambichu & Jeff Lumiri, , Lifestyle Disease: Lifestyle Disease management (2018 or later edition)	

Course Outcomes	At the end of the course participants will be able to 1. Understand the concept and nature of health, wellness and its various implications 2. Demonstrate adequate knowledge on well-being and promotion of healthy behavior.
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Name of the Programme : Bachelor of Business Administration

Course Code : MNA-125

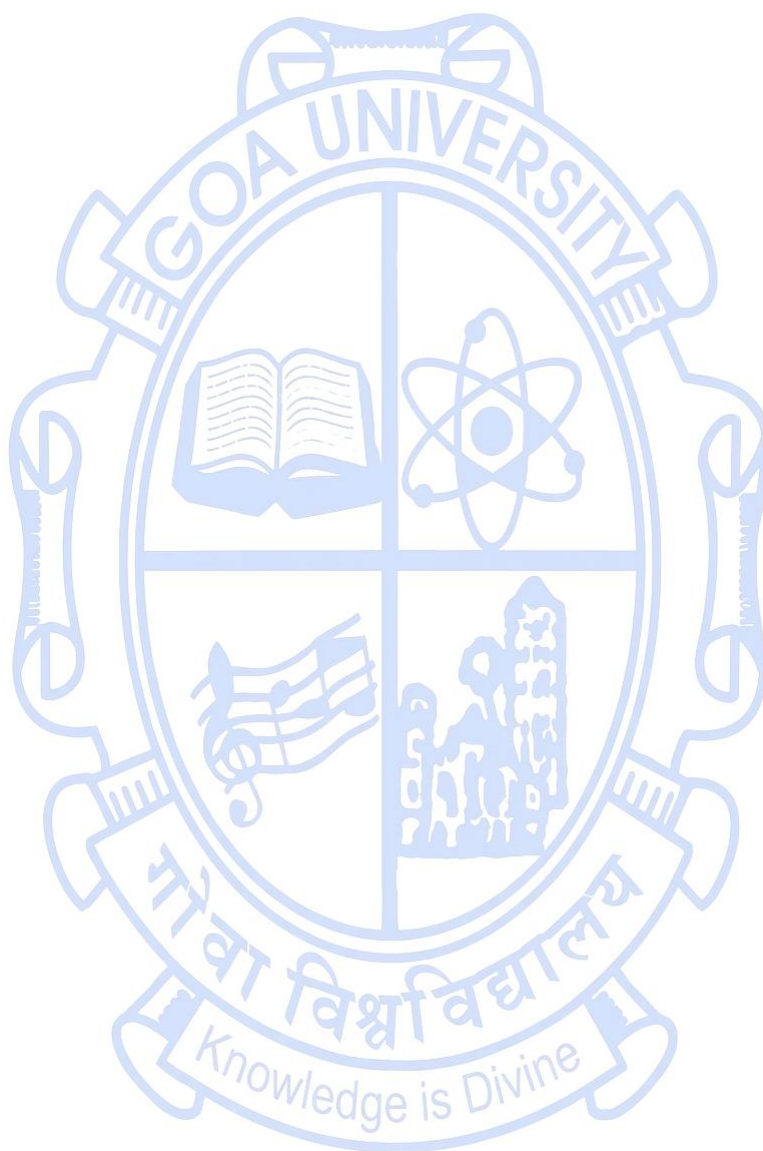
Title of the Course : Indian Political Environment

Number of Credits : 2

Effective from AY :2025 - 26

Prerequisites for the course	NIL	
Course Objectives	To equip the students with functioning of Indian democracy and various forces impacting the Indian Political System	
Contents	Unit 1: Constitution, Governance & Democracy. Introduction to Indian Constitution, Welfare State and Directive Principles of State Policy, The Working of Parliamentary Government, Federalism, Centre – State Relations, Special Status, President Rule (Article 356), Organization of States, New States & Border Disputes	10 hours
	Unit 2: Democratic Decentralisation and Local Self-Government Concept and Evolution of Democratic Decentralization in India, Panchayat Raj & 73rd Constitutional Amendment, Urban Local Bodies & 74th Constitutional Amendment, Challenges to Local Governance and Decentralization	10 hours
	UNIT 3 : Elections, Judiciary & Democracy Challenges, Election Procedure in India, Election & Voting Behaviour, Reservation Judicial Review & Judicial Activism, Obstacles/Hurdles to Indian Democracy	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Indian Polity M. Laxmikanth, McGraw Hill Education 2021 and latest 2. India Since Post- Independence by Paul Brass Publisher – Cambridge University Press, 2006 or later edition 3. The Oxford Companion to Politics in India: Student Edition by Jayal & Mehra Publisher – UBSBD, 2011 or later edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the constitutional framework and governance structures of India. 2. Analyze the working of federalism, centre-state relations, and special provisions in the Indian context. 3. Evaluate electoral processes, judicial mechanisms, and identify key challenges facing Indian democracy	

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| | 4. Examine the structure, functioning, and significance of democratic decentralization in rural and urban local self-governance. |
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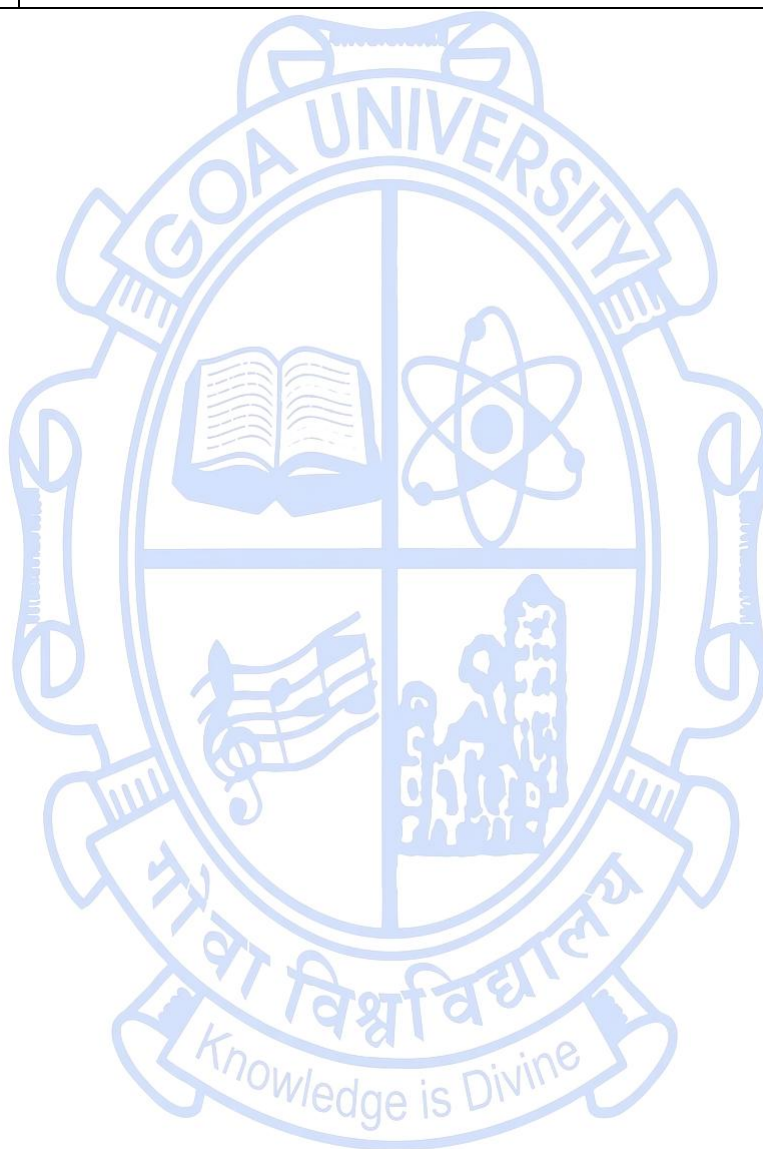


LIST 2

Name of the Programme : Bachelor of Business Administration
Course Code : MNA-126
Title of the Course : Individual and Society
Number of Credits : 2
Effective from AY : 2025-26

Prerequisites for the course	NIL	
Course Objective	To sensitise the students on how social forces affect individual behaviour in everyday lives.	
Contents	Unit1:Foundations of Society Origin of Society, Features of Society, Role of Individuals in Society, Norms & Values, Sociological, Functionalist & Conflict Perspectives: Origin, Ideologies & Theories, Culture and its Components, Aspects, Characteristics, Culture Change	10 hours
	Unit 2: Social Processes and Institutions Socialization , Types of Socialization, Agencies, Social Control and Deviance , Forms of Deviance, Crime & Delinquency, White Collar Crime, Stratification , Forms of Social Stratification, Caste, Class, Gender, Theories of Social Stratification, Gender and Inequality Gender as Social Construction, Social Structure of Gender Inequality, Gender & Development.	10 hours
	Unit 3 : Social Dynamics and Social Change Status and Role , Interrelationship between Status & Role, Multiple Roles, Role Set, Role Conflict, Status Set, Social Mobility Meaning, Horizontal & Vertical Mobility, Importance of Social Mobility, Social Change – Concepts & Types, Social Change in Goa. Social Policy , Government Policy: Relation to Education, Economy, Science & Technology, Future of Society – The Challenges of Present Society, Contemporary Social Issues of India	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Sociology, a brief Introduction : Schaefer, Tata McGraw- Hill, 6 th or later edition 2. Sociological Theory ,George Ritzer, Tata McGraw- Hill, 5 th or later edition 3. Sociology:Themes & Perspective , M. Haralmbos, R. M. Heald, Oxford University Press – New Delhi, 1997 or later edition. 4. Essential Sociology by Nitin Sangwan, Seema ,LexisNexis, 2021 & latest	
Course Outcomes	At the end of the course, the participants will be able to:	

	1. Understand the basic concepts, theories and perspectives of sociology and their relevance to the structure and functioning of society. 2. Examine the role of individuals, culture, norms, values, and socialization in shaping social behavior and institutions. 3. Analyze key issues related to social stratification, gender inequality, deviance, crime, and social mobility using scientific and objective methods. 4. Evaluate contemporary social changes, policies, and challenges with reference to Indian society and the local context of Goa.
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Name of the Programme : Bachelor in Business Administration

Course Code : MNA-127

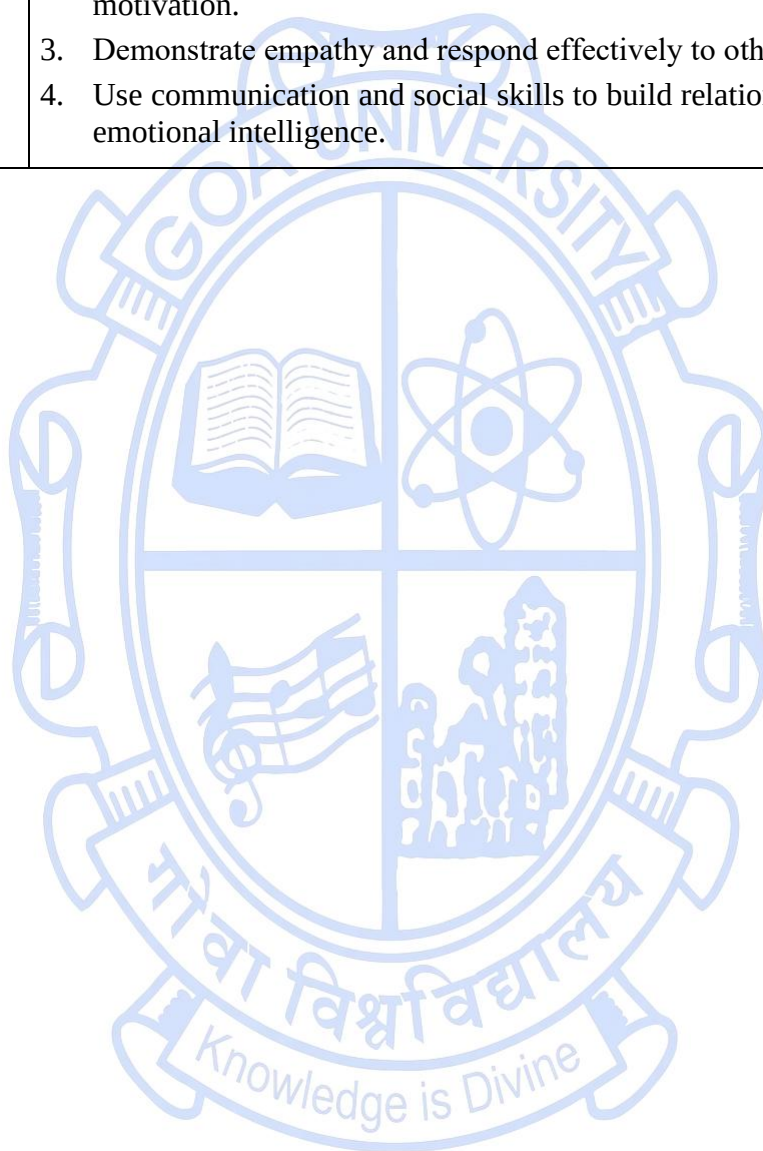
Title of the Course : Emotional Intelligence

Number of Credits : 2 Credits

Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	To enable participants to have competence in understanding emotions of self & others and manage personal & professional situations in an emotionally intelligent way by using EI framework.	
Contents	Unit 1: Understanding Emotional Intelligence Understanding Difference between EQ and IQ, 5 Dimensional Trait EI Model, Science of Emotions and their understanding, Working of EQ brain, Self-Awareness Tactics: Understanding Components of Self, Exploration through Johari Window, Mapping Key Characteristics of Self, Stages – Self Awareness/Self-Acceptance/Self Realization.	10 Hours
	Unit 2: Self Regulation and Motivation Self-Regulation: Basics of Managing Emotions, Using Coping Thoughts and Relaxation Techniques for Managing Emotions, Perceiving emotions correctly, Using emotions to facilitate thinking, Developing Empathy, Internal Motivation: Initiative and the commitment to complete a task, Perseverance in the face of adversity Being Perceptive of other's emotions and taking an active interest in their concerns, ability to anticipate in someone's needs, Managing Stress.	10 Hours
	Unit 3: Developing Social Competence and Measurement Application of EI at family, school, workplace; Social Skills - Articulating Emotions using Language, Creating powerful impressions, Body Language, Disagreeing Constructively, Developing Social Competency, Emotional Intelligence Measurements and Assessment Instruments: Determining EQ, Emotional Intelligence Assessment Tools, Administration and Interpretation of EI measures and assessment tools.	10 Hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References/ Readings	1. Goleman, D. (Year). <i>Emotional intelligence</i> (10th ed. or later). Bantam Books. 2. Stein, S. J., & Book, H. E. (Year). <i>The EQ edge: Emotional intelligence and your success</i> (3rd ed. or later). Wiley.
Course Outcomes	At the end of the course participants will be able to 1. Identify self-awareness traits using tools like the Johari Window. 2. Apply techniques for managing emotions and building internal motivation. 3. Demonstrate empathy and respond effectively to others' emotions. 4. Use communication and social skills to build relationships and assess emotional intelligence.



Name of the Programme : Bachelor in Business Administration

Course Code : MNA-128

Title of the Course : Relationship Psychology

Number of Credits : 2 Credits

Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	1. Understand the fundamental concepts of relationships, exploring their significance, the impact of early relationships, and key theoretical perspectives. 2. Analyze and apply prominent relationship theories (social exchange, attachment, social penetration) to interpret determinants of friendship, attraction, marriage stages, and professional dynamics. 3. Develop practical skills in effective communication, collaboration, and emotional intelligence for navigating challenges and understanding relationship breakdowns in diverse contexts.	
Contents	Unit I: Understanding Human Relationships 1. Defining relationships and understanding the importance of relationships 2. Early relationships' and their impact on later relationships 3. Theoretical perspectives in the study of close relationships: Social exchange and Equity approaches, Cognitive-behavioral approaches, Attachment approaches 4. What people bring into relationships: attachment styles, conflict, and communication skills, attributions.	10 Hours
	Unit 2: Close and Professional Relationships 1. Perspectives on close relationships: Ingredients of close relationships, the internet and relationships. 2. Friendship and love: Determinants of friendship and attraction, Social penetration theory, Sexual orientation and Love, Theories of love, the course of romantic love. 3. Marriage: Affective structure, Stages of marriage, Challenges to the traditional model of Marriage 4. Professional Relationships: Effective communication and collaboration, Leadership impact relationships, Role of Emotional intelligence.	10 Hours
	Unit 3: Threats to Relationships and Relationship Satisfaction 1. Threats to Relationships: Loneliness and Social Isolation, The Process of Dyadic Coping, Lying and Deception in Close Relationships, Extradynamic Relations and Jealousy, Intimate Violence	10 Hrs

	- Determinants of Relationship satisfaction: Social Exchange and equity, Intimacy, Self-disclosure, Social comparison, - Social networks, Attachment, Inter-dependence theory, Communication	
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	- Baron, R. A., Branscombe, N. R., & Byrne, D. Bhardwaj, G. (2008). Social psychology. (12th ed.). New Delhi: Pearson Education, Indian subcontinent adaptation 2009. - Baron, R.A., Byrne, D. & Bhardwaj. G. (2010). Social psychology (12thEd).New Delhi: Pearson. - Crisp, R.J., Turner, R.N. (2014). Essential social psychology, Third Edition, New-Delhi: Sage Publications India Private Ltd.	
Course Outcomes	At the end of the course participants will be able to - Demonstrate a thorough grasp of fundamental relationship concepts, including the significance and lasting impact of early relationships; - Apply prominent relationship theories (social exchange, attachment, social penetration) to interpret determinants of friendship, attraction, marriage stages, and professional dynamics; - Develop practical skills in effective communication and collaboration; - Apply emotional intelligence to navigate challenges and understand relationship breakdowns in diverse contexts.	

Name of the Programme : Bachelor of Business Administration

Course Code : MNA-129

Title of the Course : Critical Thinking

Number of Credits : 2

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objectives:	To enable the participants to gain competence in successfully identifying the causes of complex personal and professional problems using logical, verifiable cause-and-effect	
Contents:	Unit I: Basic Logical Concepts in Critical Thinking 1. Explanations, Arguments and Reasoning, Use of Explanations, arguments and reasoning, arguments and disagreements, 2. Use of language in logical reasoning. 3. Arguments and Disagreements	10 hours
	Unit II: Key Skills in Critical Thinking 1. Symbols of Conjunction, Negation, Disjunction, Conditional and Biconditional 2. Traditional square of opposition of proposition	10 hours
	Unit III: Fallacies, Myths and Beliefs 1. Fallacies, myths and beliefs, reasoning errors. 2. Sources of Thought: Its Factors and Conditions	10 hours
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations / self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for Reference	Books for Reference: 1. Introduction to logic - Copi Irving and Cohen carl, Publisher – Pearson, 11 th or later edition 2. How to Improve your Critical Thinking & Reflective Skills- Weyers, Publisher - Pearson , 2012 or later edition 3. The Critical Thinking Toolkit, Caroselli, Publisher – Amazon Books, 2011 or later edition.	
Course outcomes:	At the end of the course, the learner will be able to: 1. Gain competence in identifying and constructing arguments and explanations. 2. Use the knowledge of critical thinking to symbolize propositions and arguments. 3. Identify errors and fallacies in reasoning.	

Name of the Program : Bachelor in Business Administration

Course Code : MNA-130

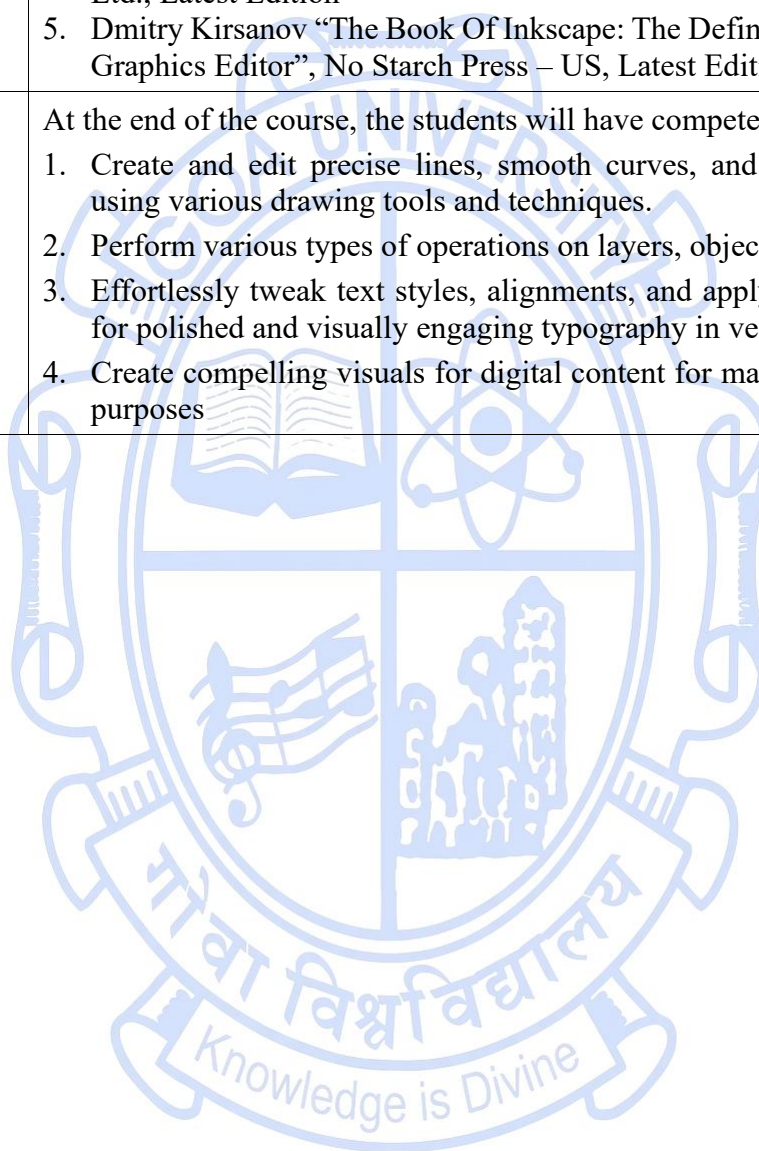
Title of the Course : Vector Graphic Designing

Number of Credits : 2 Credits

Effective from AY : 2025 – 26

Pre-requisites for the Course:	Nil	
Course Objectives:	To develop ability to use vector graphics software to create or edit vector graphics such as illustrations, diagrams, line arts, charts, logos and complex paintings	
Content:	Unit 1: Introduction to vector graphic designing, creating and editing basic shapes Installation and Overview of vector graphics software. Understanding interface. Creating and saving a file. Create basic shapes like rectangle, square, circle, ellipse, polygons, stars. Fill color, Learn about the different types of handles – resize, rotate, skew, Modify shapes using handles Fill color in objects, Give objects an outline, Various types of Gradients, Giving Patterns and Stroke paint and style	8 hours
	Unit 2: Objects, Layers, Text and Boolean operations Copy and paste object, Duplicate and clone objects, Group and Order various objects, Multiple selection and invert selection, Clipping and Masking. Layers and layer palette, Add a new layer, Rename a layer, Position a layer above or below other layers, Lock a layer, Hide a layer, Various modes, Add various filters, Create Boolean operations. Align and distribute various objects - Align objects with reference to something, Arrange objects in rows and columns, Set spacing between objects, Create a tile pattern. Inserting text, Formatting text, Aligning text, Spacing and bullet, Making a simple flyer, Manual kerning, Horizontal kerning, Vertical shift, Character rotation, Spell check, Superscript, Subscript, Reflected text, Labeled text, Change the text case	10 hours
	Unit 3: Patterns, Bezier tool, tracing bitmaps, page setting, and applications Patterns using Cloning, Pattern along Path, Patterns using Spray tool, Path Effect Editor. Drawing using Bezier tool, Modes of Bezier tool, Shapes of the paths, Node tool, Add, edit, delete nodes, Join and break paths. Text on path, Text on shape, Image inside text, Text in perspective, Cutout text Create an A4 Poster/3-fold brochure/ CD label - Page size setting, Orientation and Guides, Saving the document and exporting in various formats Difference between raster and vector image, Various raster and vector formats, Convert raster image to vector	12 hours

	Warli art for Textile design, Mango pattern for Textile design
Pedagogy:	Laboratory work/ self study/ assignments, etc. or a combination of some of these.
References / Readings:	1. Inkscape tutorials from “https://inkscape.org/gallery/=tutorial/” 2. Tavamjong Bah, Inkscape: Guide to a Vector Drawing Program, Pearson Education, Inc., 2nd Edition or Later. 3. Spoken tutorial course on Inkscape - IIT Bombay 4. Bethany Hiitola, “Inkscape -Beginner’s Guide”, Packt Publishing Ltd., Latest Edition 5. Dmitry Kirsanov “The Book Of Inkscape: The Definitive Guide to the Graphics Editor”, No Starch Press – US, Latest Edition
Course Outcomes:	At the end of the course, the students will have competence to : 1. Create and edit precise lines, smooth curves, and complex shapes using various drawing tools and techniques. 2. Perform various types of operations on layers, objects and paths 3. Effortlessly tweak text styles, alignments, and apply creative effects for polished and visually engaging typography in vector graphics 4. Create compelling visuals for digital content for marketing and other purposes



Name of the Programme : Bachelor of Business Administration

Course Code : MNA-131

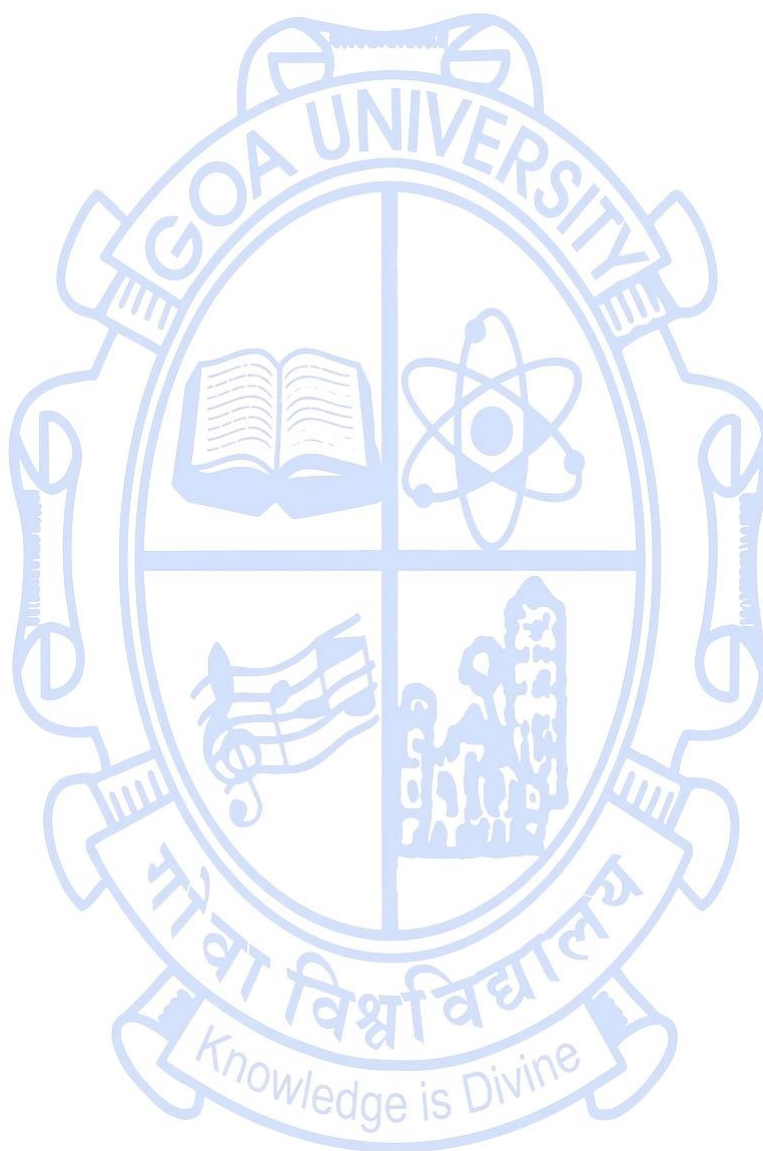
Title of the Course : Theatre Art

Number of Credits : 2

Effective from AY : 2025-26

Prerequisites for the course	NIL	
Course Objective	To equip participants with developing the skills to create scripts, enact characters, apply performance techniques, direct dramatizations, and critically evaluate drama productions.	
Contents	Unit 1: Foundations of Performance & Script Creation Introduction to Drama & Performance Styles (classical, modern, improvisational, experimental), Ideation: Creating a Storyline and Concept, Character Development Techniques, Script Writing: Structure, Dialogue, and Plot, Group Discussion & Peer Review on Story & Script	10 hours
	Unit 2: Voice, Body Language, and Nonverbal Communication Voice Modulation Techniques (pitch, tone, volume, pauses), Diction and Pronunciation Exercises, Body Language & Gestures in Performance, Nonverbal Communication and Emotional Expression, Incorporating Background Score and Sound Effects, Practice Sessions with Feedback	10 hours
	Unit 3 : Directing, Rehearsal & Performance Fundamentals of Directing and Blocking, Rehearsal Techniques, improvisation & Scene Work, Dramatizing and Enacting the Script, rehearsal and Final Performance.	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. The Storyteller's Start-Up Book: Finding, Learning, Performing, and Using Folktales - Margaret Read MacDonald ; August House Pub ;Latest Edition 2. 'An Actor Prepares' – Constantin Stanislavski, Bloomsbury ; Latest Edition 3. 'The Actor's Scenebook' – Michael Schulman & Eva Mekler, Bantam Books ;Latest Edition 4. 'The Jumbo Book of Drama' – Deborah Dunleavy, Kids Can Press ;Latest Edition 5. 'The Complete Works of William Shakespeare' – Ramboro Books ;Latest Edition 6. 'The Collected Plays of Neil Simon' Volume 1&2 – Penguin ;Latest Edition 7. (Art Ebook)'The Seven Ages of the Theatre' – Richard Southern, Hill & Wang ;Latest Edition	

Course Outcomes	At the end of the course, the participants will be able to: 1. Understand nuances in different performance styles. 2. Develop Creativity in Storytelling and Scriptwriting 3. Master Performance Techniques 4. Apply Directing and Dramatization Skills
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Name of the Programme : Bachelor of Business Administration

Course Code : MNA-132

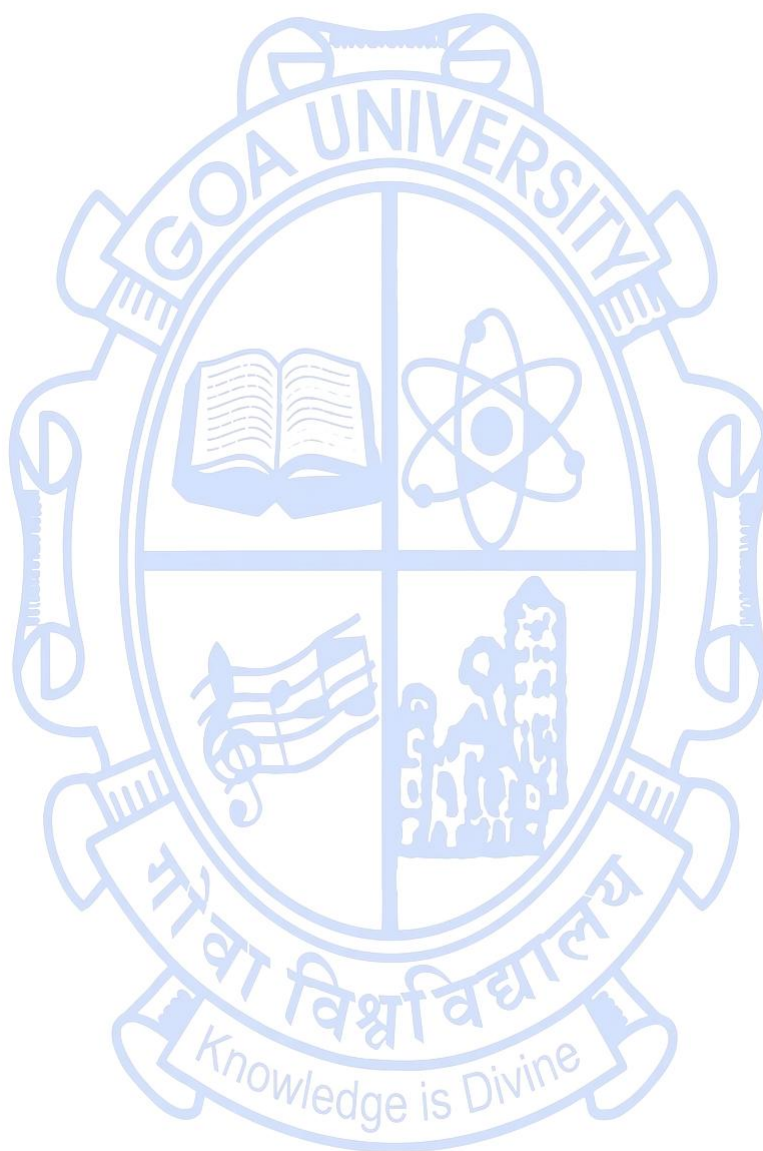
Title of the Course : Music Appreciation

Number of Credits : 2

Effective from AY : 2025-26

Prerequisites for the course	NIL	
Objective	To equip participants with developing the skills to create scripts, enact characters, apply performance techniques, direct dramatizations, and critically evaluate drama productions.	
Contents	Unit 1 Foundations of Music: What is Sound/Music, Facets of Music – Dynamics, Texture, Form, Expression. The Art of Listening to Music – Active vs passive listening, developing listening skills, Fundamentals of Music Rhythm: Beat, Tempo, Meter, Melody: Scales, Intervals, Phrases, Harmony: Chords, Progressions, Timbre: Tone color and sound quality	10 hours
	Unit 2 : Musical Instruments & Genres Introduction to Musical Instruments : Strings, Woodwind, Percussion, Brass, Electronic Instruments (EDM), Genres of Music – Classical, Folk, Jazz, Blues, Rock, Pop, EDM, World Music Different Musical Eras and History of Music	10 hours
	Unit 3: Appreciation of Music Appreciating forms, styles and genres of Classical Music, Film Music, Fusion Music, Sonata, Symphony, Concerto, Opera	10 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Music Videos from Dave Conservatoire. 2. Music Videos from Stephen Titra. 3. Baugh's Music Theory videos from YouTube. 4. The Young Person's Guide to the Orchestra. Harcourt Childrens Books, 1996 or later edition 5. How Music Works series by Howard Goodall, Channel 4 Network; 2010 or later edition 6. Indian Classical Music Videos by Anuja Kamat	
Course Outcomes	At the end of the course, the participants will be able to: 1. Understand and explain the basic elements and structure of music. 2. Identify various musical instruments and differentiate between genres and styles. 3. Appreciate the historical development of music and analyze different musical eras.	

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| | 4. Develop active listening skills and critically appreciate classical, film, and fusion music. |
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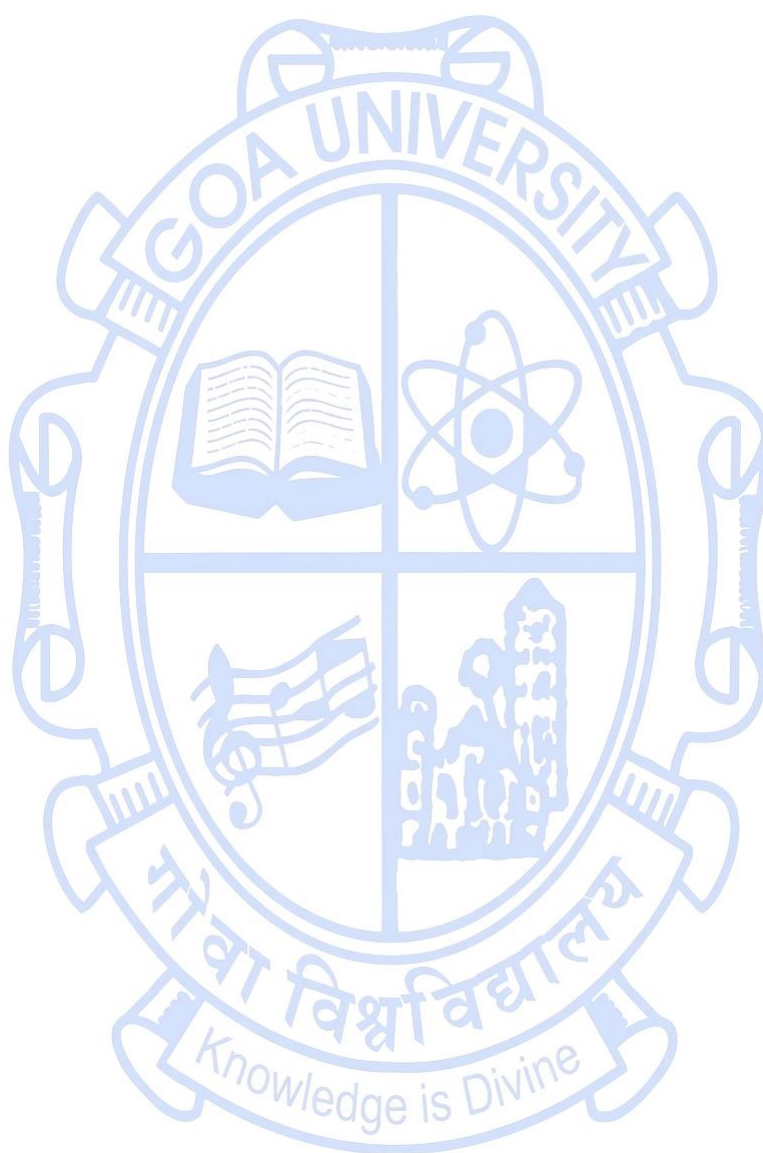


ABILITY ENHANCEMENT COURSES

(Additional Course- Foreign Language The credits of this course will not be counted for SGPA/CGPA calculation. However, a minimum pass grade is compulsory for this course.)

Name of the Programme : Bachelor of Business Administration
Course Code : GER-151
Title of the Course : Introduction to German Language-I
Number of Credits : 2
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objective:	At the end of the course, the student will develop basic communicative competencies (reading, writing, listening, and speaking) in German that will enable the student to engage in simple conversations.	
Contents:	Unit-I: Introduction to basics in German • Personal Details/welcome • small talk in a coffeehouse – ordering and paying, • Cities, countries, languages – sightseeing in Europe.	10 hours
	Unit-II: People, Houses, Time, Transportation • People and Houses – apartment and furniture • Appointments/dates and time, • Orientation in the city – transportation,	10 hours
	Unit-III: Professions, vacations, grammar • Professions – talking about profession, work and hobbies, • Vacations and holidays • Grammar: Simple clauses, ‘W’ questions and ‘Yes / No’ questions, conjugation of words in present tense, nouns and articles, negation, simple past tense	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments/ presentations/self-study/case studies etc or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Hermann Funk, Studio D A1, Cornelsen, 2005 or later edition 2. Von Angelika G. Beck , Langenscheidt German in 30 Days: Book + CD, Goyal Publishers and Distributors Pvt. Ltd. , 2007 or later edition	
Course Outcomes:	At the end of the course, the learner will be able to: 1. Use basic communicative competencies (reading, writing, speaking and listening) in German to engage in simple conversations.	



Name of the Programme : Bachelor of Business Administration
Course Code : GER-152
Title of the Course : Introduction to German Language-II
Number of Credits : 2
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objective:	At the end of the course, the student will develop communicative competencies (reading, writing, listening, and speaking) in German that will help the student to comprehend German sentences, extract socio-cultural information from simple texts, accompanied by exercises concerning phonetic particularities in communicative contexts.	
Contents:	Unit-I: Introduction to language course and sightseeing • Language course- Naming things • Sightseeing- Directions	10 hours
	Unit-II: Food, clothing and Festivals • Food and shopping for food • Clothing, dressing according to weather • Festivals in Germany and India	10 hours
	Unit-III: Grammar • Grammar: Compound nouns, past of “sein” – possessive articles (Nom.) – articles (Dat., Acc.) • graduation with “zu” – questions • prepositions of time – separable verbs – past of “have“ – prepositions with Dat.- numbers • indefinite article, Joining sentences to form sub-ordinate clause, Imperative, Conditional	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments /presentations/ self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Hermann Funk, Studio D A1, Cornelsen, 2005 or later edition 2. Von Angelika G. Beck ,Langenscheidt German in 30 Days: Book + CD, Goyal Publishers and Distributors Pvt. Ltd. , 2007 or later edition	
Course Outcomes:	At the end of the course, the learner will be able to: 1. Use basic communicative competencies (reading, writing, speaking and listening) in German that will help the learner to comprehend German sentences, extract socio-cultural information from simple texts, accompanied by exercises concerning phonetic particularities in communicative contexts.	

Name of the Programme : Bachelor of Business Administration

Course Code : POR-151

Title of the Course : Conversational Portuguese

Number of Credits : 2

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course objective:	At the end of the course, the student will develop basic communicative competencies (reading, writing, listening, and speaking) in Portuguese that will enable the student to engage in simple conversations.	
Contents:	Unit-I: Introduction to self, verbs and phrases • Introduction to oneself, name and reply • Different verbal forms like ‘Chamar-se’ • Introduction of the verbs (first person, third person, singular) • Irregular forms of verbs	10 hours
	Unit-II: Making of phrases • Making of phrases • Possessives and demonstratives • Phrases and prepositions • Making of positive and negative phrases, prepositional phrases • Present continuous and construction of phrases. • Adverbial phrases	10 hours
	Unit-III: Articles, Questions, Variables • Cardinal numbers • Indefinite articles, conjunction, muitos and its uses • Question with interrogatives • Demonstratives invariables and variables • Preposition of time, reflexive verbs and pronouns.	10 hours
Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/project work/vocational training/viva/seminars/term papers/ assignments/ presentations/self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Books for reference	Books for reference: 1. Coimbra Isabel & Coimbra Olga Mata; Portugues Sem Fronteiras, Vol.1, LIDEL EdicoesTecnicas, Lda. 2013 or later edition	
Course Outcomes:	At the end of the course, the learner will be able to: 1. Use basic communicative competencies (reading, writing, speaking and listening) in Portuguese language to engage in simple conversations.	

SEMESTER III

CORE COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-200

Title of the Course : Service Operations Management

Number of Credits : 4

Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objectives	To equip the participants with the skills and techniques of Service Operations Management.	
Content	Unit I: Introduction to Service Operations Importance of service operations function, the service concept as a strategic tool, characteristics of service operations, challenges facing service operations managers, types of services, types of service processes, success criteria of service operations, focused and unfocused service operations, location of service operations.	15 hours
	Unit II: Service Processes Management Managing supplier relations and service processes, resource utilization Types of supplier relationship, managing service supply chains, managing through intermediaries, supply partnerships, service processes and their importance, nature of service processes, managing service processes, capacity management, operations planning and control, managing bottlenecks and queues, managing coping zone, service recovery, service guarantees.	15 hours
	Unit III: Inventory management Importance of inventory management, types of inventory, maintaining inventory levels, factors influencing inventory, objectives of inventory control, types of demand forecasting, demand forecasting techniques, lead time management. Concept of selective inventory control, inventory categorization and analysis Economic Order Quantity (EOQ), functions of safety stock, safety stock v/s service level. Inventory cost & accounting - purchase/acquisition cost, inventory carrying cost, under stocking cost, overstocking cost, stock out cost, total acquisition cost, accounting of inventory, stock valuation methods, accounting for loss.	15 hours
	Unit IV: Warehouse Management Warehouse functions, logistics support for inward/ outward transportation, loading/ unloading, inspection, receipt and issue of	15 hours

	materials, controlling movement of materials. Warehouse types, merits and demerits, warehouse design and layout, stores location systems, acquisition. Logistics in the warehouse, localization of materials in a warehouse, identification and classification of materials and products in the warehouse, applications of IT for warehouse management and documentation.	
Pedagogy	Lectures/Tutorials/Laboratory Work/Field Work/Outreach Activities/ Project Work/ Viva/Seminars/ Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning.	
Suggested Readings	1. Jacobs, R.F., Shankar, R., Chase, R. B., <i>Operations and Supply Management</i>, Tata McGraw Hill, 2023 Edition or Latest Edition. 2. Johnston, R., Shulver, M., Slack, N., Clark, G., <i>Service Operations Management</i>, Pearson, 2023 Edition or Latest Edition. 3. Muller, M., <i>Essentials of Inventory Management</i>, AMACOM, 2011 Edition or Latest Edition. 4. Rathee, M.M., Rani, P., <i>Warehouse Management and Inventory Control</i>, 2025 Edition or Latest Edition. 5. Singh, A.P., Patnaik, R., Pattanaik, S., <i>Service Operations Management</i>, Taran Publication, 2024 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of service operations management 2. Manage supplier relations and service processes 3. Optimize inventory levels 4. Manage warehouse operations	

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-201
Title of the Course : Export Import Procedures and Documentation
Number of Credits : 4
Effective from AY : 2025-26

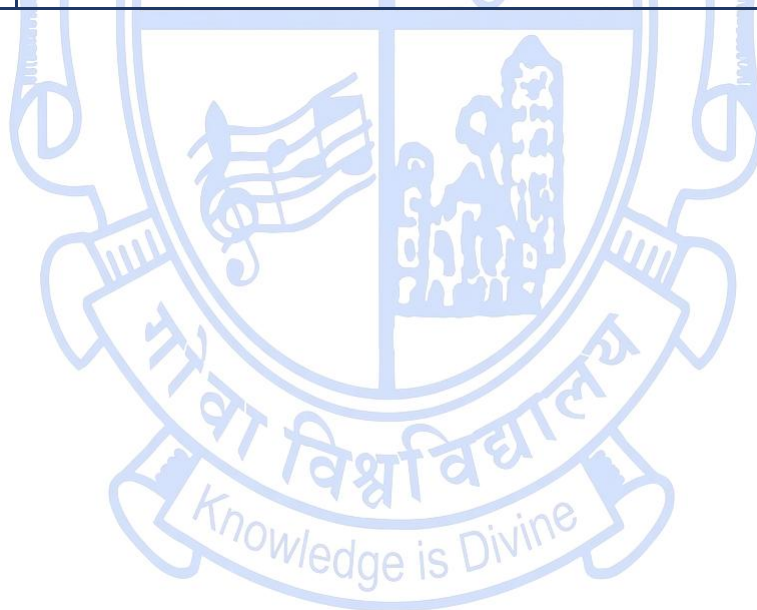
Prerequisites for the Course	Nil	
Course Objectives	To equip the participants with an understanding of the export-import procedures and governmental policies for smooth functioning and gain competence in managing documentation work related to shipping activities.	
Content	Unit I: Introduction to Export-Import and Documentation Procedure Definition, classification, export marketing, registration, formalities, licensing, selection, identification of markets, methods of exporting, pricing quotations, payment terms, Letter of Credit, schemes. Documentation system, commercial invoice, mates receipt, Bill of Lading, Guaranteed Remittance form, ISO 9000, BIS 14000, types of marine insurance policies, Bill of Entry, transport documents, certificate of inspection, certificate of measurement, freight declaration.	15 hours
	Unit II: Export-Import Procedure and Policies Procedure - steps, contract, forward cover, finance, institutional framework, excise clearance, pre-shipment inspection, marine insurance, role of clearing and forwarding agents, Electronic Data Interchange system, negotiations, realization. Pre-import procedure, legalities, customs formalities, warehousing, exchange control, retirement of export documents. Policies - foreign trade policy, export assistance and incentives, export promotion organizations.	15 hours
	Unit III: Shipping Documents Letters of Credit (L/C)-Types of L/C's: Meaning, Importance in international trade, Types of L/C's, Documents in a Letter of Credit. Bills of Lading (B/L) - Liner B/L, Various types of B/L, Functions of B/L, B/L's issued under Charter Party (C/P), Functions of B/L in a C/P. Shipping Documents - Tally Sheet, Manifest, Mate's receipt, Statement of facts, Time-sheets, Notice of readiness.	15 hours

	Unit IV: Export Documentation Documents for an Export Oriented Units - Letter of Permission (LOP), green card with LOP, bonded warehouse license copy and other related documents. Export Documentation Checklist - invoice, packing list, annexure, statutory declaration form, importer exporter code, authorized dealer code. Dangerous Cargo Declaration - definition and meaning of dangerous goods declaration, types of documents.	15 hours
Pedagogy	Lectures/Tutorials/Laboratory Work/Field Work/Outreach Activities/ Project Work/ Viva/Seminars/ Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning.	
Suggested Readings	1. Branch, A.E., <i>Shipping & Airfreight Documentation for Importers & Exporters</i>, Witherby & Co., 2000 Edition or Latest Edition. 2. Beedu, R.R., <i>Documentary Letter of Credit and UCP 600</i>, SnowWhite, 2012 Edition or Latest Edition. 3. Paul, J., Aserkar, R., <i>Export Import Management</i>, Oxford Higher Education, 2020 Edition or Latest Edition. 4. Rakshit, P., Gamare, P., <i>EXIM Procedure and Documentation</i>, Dreambook Publishing, 2022 Edition or Latest Edition. 5. Singh, R., <i>Export and Import Management - Text and Cases</i>, Wiley, 2023 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participant will be able to: 1. Demonstrate understanding of the export-import procedures. 2. Understand methods of exporting. 3. Identify various shipping documents. 4. Demonstrate understanding of the foreign trade policy.	

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-202
Title of the course : Business Statistics
Number of credits : 4
Effective from AY : 2025-26

Pre requisites for the course	Nil	
Course Objective	To equip participants to identify business research situations requiring statistical analysis and to use such analysis to arrive at conclusions and make decisions.	
Content	Unit I: Classification and Tabulation of Data Introduction to Statistics, Grouping and displaying data, difference between sample and population, converting raw data to useful information, construction of data arrays and frequency distribution, graph frequency distribution with histograms, polygons and ogives	10 hours
	Unit II: Descriptive Statistics and Probability Measures of central tendency and dispersion in frequency distribution – mean, median, mode, variance, standard deviation, Relative dispersion, Probability & Probability distributions – Theorems and types of probabilities; Discrete and continuous probability distributions- Binomial, Poisson and Normal probability distributions	15 hours
	Unit III: Inferential Statistics Sampling and sampling distributions – random and non-random sampling, relationship between sample size and standard error. Estimation – point and interval estimates, Interval estimates and confidence interval, Testing of hypotheses –tests of means and proportions.	15 hours
	Unit IV: Non-Parametric Tests and Analysis of Variance Chi-square and Analysis of variance - Chi-Square test of independence, Chi-Square test of goodness of fit, Analysis of variance. Non-parametric methods, The sign test for paired data, Rank sum test, Rank correlation.	10 hours
	Unit V: Predictive statistics Simple regression and Correlation -Estimation using the regression line, Correlation analysis, and multiple regression.	10 hours
Pedagogy	Lectures/Tutorials/Laboratory Work/Field Work/Outreach Activities/Project Work/Viva/Seminars/ Assignments/Presentations (in topics incidental to syllabus)/Self-Study/Case Studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning.	
References/	1. Aczel, A.D.; Sounderpandian, Jayavel; Saravanan, Palanisamy,	

Readings	<i>Complete Business Statistics</i>, Tata McGraw–Hill Publishing Company Limited, 2017 Edition or Latest Edition. - Levine, David M., <i>Statistics for Managers</i>, Prentice Hall of India Private Ltd., 2020 Edition or Latest Edition. - Levine, D.M.; Stephan, D.F.; Szabat, K.A., <i>Statistics for Managers Using Microsoft Excel</i>, Pearson Education, 2018 Edition or Latest Edition. - Srivastava, T.N.; Rego, S., <i>Statistics for Management</i>, Tata McGraw Hill Education Private Limited, 2016 Edition or Latest Edition. - Stine, R.E.; Foster, D., <i>Statistics for Business</i>, Pearson India, 2020 Edition or Latest Edition.
Course Outcomes	At the end of the course, the participants will be able to - Organise and illustrate raw business data using appropriate classification, tabulation, and graphical methods to extract basic insights. - Analyse business scenarios by calculating and interpreting measures of central tendency, dispersion, and probability distributions. - Formulate and test hypotheses using appropriate parametric and non-parametric inferential statistics to draw statistically valid conclusions about target populations. - Develop predictive models using correlation and multiple regression techniques to forecast business trends and estimate unknown variables.



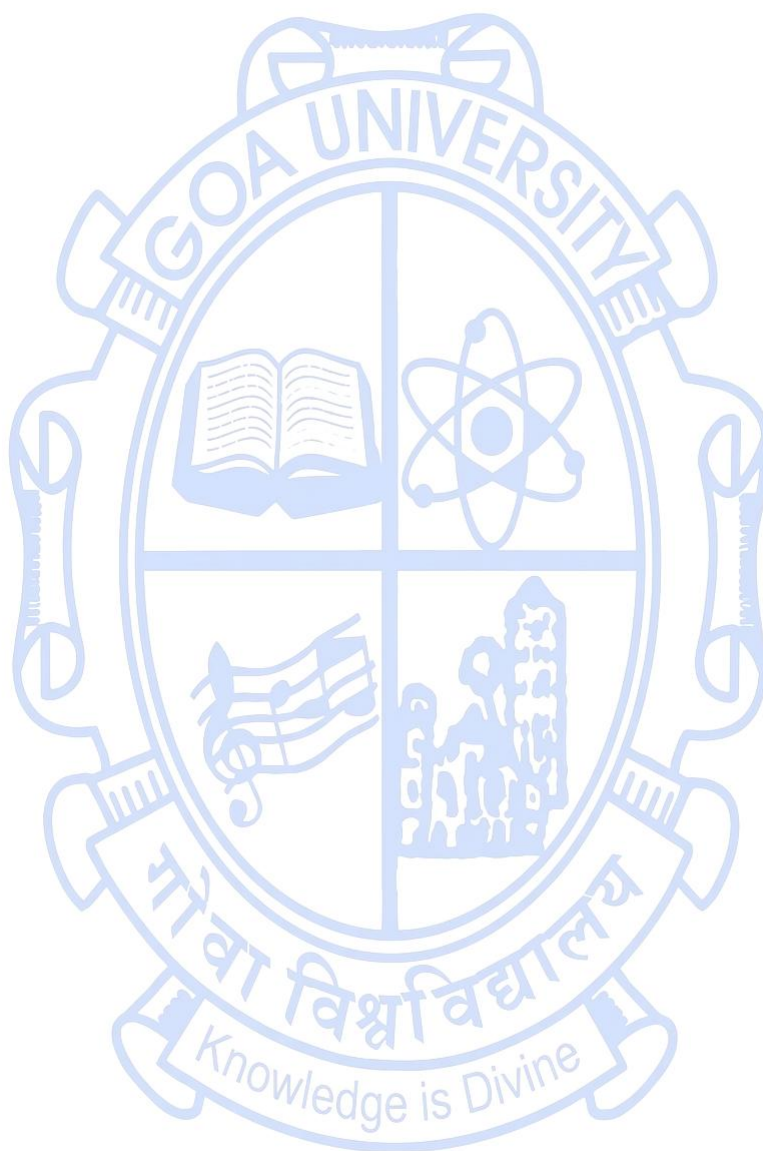
SKILL ENHANCEMENT COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-241
Title of the Course : Soft Skills and Personality Development
Number of Credits : 3T + 1P
Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	To equip participants with soft skills training for self-development.	
Content	Unit I: Introduction to Soft Skills and communication skills Soft Skills: Meaning and Importance Types of soft skills: Self-Management Skills, Communication Skills, Leadership Skills, Negotiation Skills, Presentation Skills, Life Skills, Time Management Skills, Social Skills, Stress Management, and Creative Thinking; Importance of Soft Skills in business, Role of Soft Skills in Personal and Professional Life. Communication skills: Meaning, purpose and process of communication, key elements of communication, characteristics of communication, tools of communication, Verbal communication: listening and speaking skills Nonverbal communication: Understanding nonverbal communication, its functions, and types (kinesics, haptics, paralanguage, proxemics, chronemics, sign language, silence). Body Language: Postures and gestures, Barriers to communication, overcoming barriers.	15 hours
	Unit II: Corporate Etiquette, Time Management and interpersonal relationships Social and corporate etiquette: Meaning, types, importance and impact of social and corporate etiquette, Etiquette at interviews and Resume writing etiquette, Developing trust and integrity in humans. Time Management: Meaning, importance of Time management, Team Building: Meaning of Teamwork and Team Building, Importance of Teamwork and Team Building, Conflict Resolution Techniques, stress management. Interpersonal relationships: Understanding people, Importance and types of interpersonal relationships, emotional intelligence.	15 hours
	Unit III: Introduction to Personality Development and Self-Development Personality Development: Meaning, Gordon Allport and Sigmund Freud's Definition of Personality, Types of Personality, Personality Traits, Factors that Determine Personality, Five-Factor Model of	15 hours

	Personality, How to Develop One's Personality, Importance of Personality Development, Tips for Personality Development. Self-Development: Meaning, importance, developing potential and self-actualisation; Strengths, Weaknesses, Opportunities, Challenges analysis (SWOC), learning to maximise success using SWOC, how to do a personal, Goal Setting: Types of goals, importance of goal setting, Specific, Measurable, Achievable, Realistic, Timebound (SMART) goals.	
	UNIT IV: PRACTICAL I ● Verbal communication: Listening and speaking exercise between students ● Nonverbal communication: students watch a speech/interview and identify the different nonverbal behaviour ● Roleplays on communication barriers ● Stress management: Stress Diary and stress techniques used	15 hours
	UNIT V: PRACTICAL II ● Use of time management application/planner for scheduling tasks ● Roleplays on corporate etiquette ● Personality assessments to measure type of personality ● Personal SWOC chart ● Goal vision board/ charts activity, Setting SMART goals	15 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Visit/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	
References/ Readings	1. Butterfield, J., <i>Soft Skills for a Digital Workplace (Written Communication)</i>, Cengage Learning India, 2023 Edition or Latest Edition. 2. Dorch, P., <i>What Are Soft Skills?</i>, New York: Execu Dress Publisher, 2013 Edition or Latest Edition. 3. Kumar, S. and Lata, P., <i>Communication Skills</i>, Oxford University Press, 2018 Edition or Latest Edition. 4. Mitra, B.K., <i>Personality Development and Soft Skills</i>, Oxford University Press, 2016 Edition or Latest Edition. 5. Soryan, R., <i>Soft Skills</i>, S.K. Kataria & Sons, 2025 Edition or Latest Edition.	
Course Outcomes	At the end of the course, participants will be able to: 1. Demonstrate understanding of the concept, types, and importance of soft skills and their role in personal and professional development. 2. Apply social and corporate etiquette in professional settings, including interviews and workplace interactions. 3. Analyse personality traits and factors influencing personality	

	development and improve interpersonal relationships. 4. Apply self-development techniques like time management and teamwork for growth in personal and professional environments. 5. Demonstrate the use of soft skills and personality development skills through practical activities.
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SEMESTER IV

CORE COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-203

Title of the course : Business Research Methodology

Number of credits : 4

Effective from AY : 2025-26

Prerequisites for the course	Nil		
Course Objective	To equip the participants with skills to locate problem areas in organisational settings, and plan, organise, design, and conduct research to help solve the identified problems.		
Content	Unit I: Introduction to Business Research Research in business – What is research, Types of research, strategy, Process of research, Research Applications in Business decisions Features of good research study, Ethics in Research, Formulation of the Research problem and development of hypothesis, The scientific thought (inductive and deductive), Defining and formulation of Research Problem, Literature review and concept mapping, Theoretical foundation and model building.	10 hours	
	Unit II: Design of Business Research Research design - the nature of research design, formulation of the research design, classification of Research design; Experimental research design - Generalization in Research, credibility, validity and reliability, Secondary data collection methods – classification of secondary data; Qualitative Research Methods - process, methods, experience survey, focus groups, descriptive studies, case study, observation method, qualitative versus quantitative research, meaning of mixed methodology.	15 hours	
	Unit III: Data Collection Measurement and scaling – Types of measurement scale, classification of scales, measurement error and scale; Questionnaire and instrument design, criteria for designing, Design procedure, types of questions, physical characteristics of the questionnaire; Sampling Considerations – Sampling concepts, sampling design, calculation of sample size.	15 hours	
	Unit IV: Analysis and Presentation of Data Quantitative Analysis – Basic statistical techniques, Organising, describing, analysing relationships, prediction, and testing of hypotheses, Use of Computer software in data analysis. Report	20 hours	

	Writing – Writing a good report, critical elements of a report, stylistic elements, formatting.	
Pedagogy	Lectures/Tutorials/Laboratory Work/Field Work/Outreach Activities/Project Work/Viva/Seminars/ Assignments/Presentations (in topics incidental to syllabus)/Self-Study/Case Studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning.	
References/ Readings	1. Chawla, D., Sondhi, N., <i>Research Methodology: Concepts and Cases</i>, Vikas Publishing House, 2020 Edition or Latest Edition. 2. Cooper, D.R. and Schindler, P.S., <i>Business Research Methods</i>, Tata McGraw-Hill, New Delhi, 2019 Edition or Latest Edition. 3. Sachdeva, J.K., <i>Business Research Methodology</i>, Himalaya Publishing House, 2019 Edition or Latest Edition. 4. Srivastava, T.N., Rego, S., <i>Business Research Methodology</i>, Tata McGraw-Hill Education Private Limited, New Delhi, 2018 Edition or Latest Edition. 5. Zikmund, W.G., Babin, B.J., Carr, J.C., Griffin, M., <i>Business Research Methods</i>, Cengage Learning, 2021 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the relevance and role of Research in business and formulate the Research problem. 2. Develop the framework/design and a well -designed questionnaire with appropriate use of measurement scaling. 3. Develop an appropriate Sampling design and undertake research. 4. Analyse and interpret the results and present them as a report appropriate for decision making.	

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-204
Title of the Course : Economics of Sea Transport
Number of Credits : 4
Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objectives	To equip the participants with the skills to analyze the various factors that impact costs in the shipping industry and the importance of various components of sea transport.	
Content	Unit I: Introduction to Economics of Sea Transport Shipping's industrial revolution, the global economic role of maritime shipping, transportation and economic development. Concepts and approaches in strategic planning, role of budgeting, costs of shipping operations, acquisition and capital costs. Impact of changes in rates, buying & selling rate, Maxim while quoting rates, typical rate sheet, forward rates, dealing room, Foreign Exchange Management Act (FEMA) relating to shipping companies (aim of exchange control), Environmental Crisis Management (ECM) relating to shipping companies. Types of finance (Equity, Debt, Mezzanine & Leasing), uniform customs and practice for documentary credits, leading financial institutions for Shipping Industry, shipping finance, moving from west to east.	15 hours
	Unit II: Acquisition and Disposal of Ships and Shipping Accounts Sale and purchase of ships, process, role of brokers, inspection and valuation, Memorandum of Agreement, role of brokers, acquisition of ships from abroad, ship acquisitions procedure, purchase requirements, purchase decisions, registration and other formalities, economics of scrapping & laying up ships. Preparation of voyage accounts, disbursements, various heads under disbursement, time charter, final accounts.	15 hours
	Unit III: Sea Transport Services Market, International Trade and Shipping Policy Determinants of demand and supply, factors affecting demand and supply, economics of manning, economies of scale. Fundamental topics in the shipping business, sea transport system, international trade patterns, international maritime passages, International Commercial Terms (INCOTERMS), rules for any mode of	15 hours

	transport, rules for sea and inland waterway transport. Evolution of India's national shipping policy, Cabotage Law.	
	Unit IV: Fuel Economy & Bunker Management, Stowage and Shipping Cost and Revenue Factors affecting fuel quality, legal aspects of bunkering, design of new ships for fuel efficiency, bunker adjustment factors and freight rates, development of a marine fuel specification. Factors affecting stowage, freight & freight units, packaging in sea transport. Cost in economics, cost management in shipping, cost of running ships, revenue in Shipping.	15 hours
Pedagogy	Lectures/Tutorials/Laboratory Work/Field Work/Outreach Activities/ Project Work/ Viva/Seminars/ Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning.	
Suggested Readings	1. Alderton, P.M., <i>Reeds Sea Transport</i>, Adland Coles Nautical, London, 6th Edition, 2011 Edition or Latest Edition. 2. Branch, A.E., <i>Elements of Shipping</i>, Routledge – Taylor & Francis Group, 2014 Edition or Latest Edition. 3. Karakitsos, E., Varnavides, L., <i>Maritime Economics: A Macroeconomic Approach</i>, Palgrave Macmillan, 2014 Edition or Latest Edition. 4. Ma, S., <i>Economics of Maritime Business</i>, Routledge Maritime Masters, 2020 Edition or Latest Edition. 5. Stopford, M., <i>Maritime Economics</i>, Routledge – Taylor & Francis Group, 3rd Edition, 2009 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Analyse various factors that impact costs in the shipping industry. 2. Demonstrate understanding of the acquisition and disposal of ships. 3. Identify the needs of various components of sea transport. 4. Manage cost in shipping.	

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-205

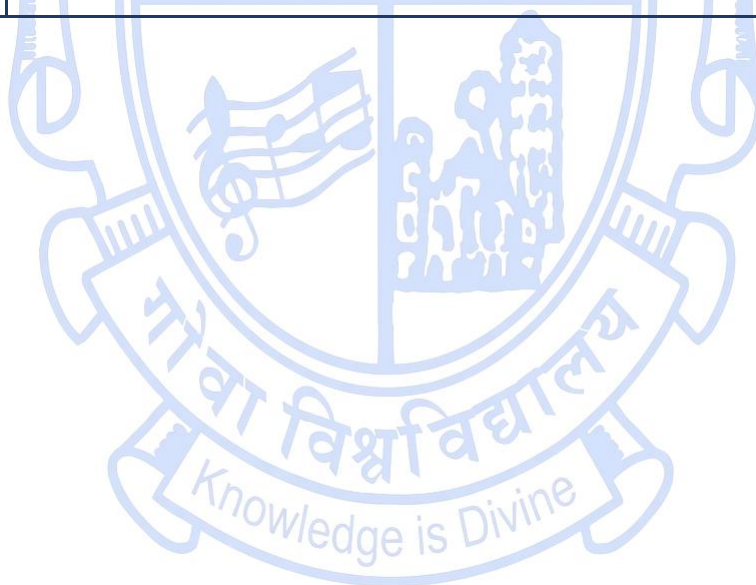
Title of the Course : Chartering

Number of Credits : 4

Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objectives	To equip the participants to comprehend the various concepts and practices of chartering.	
Content	Unit I: Chartering Concepts Chartering terms & abbreviations. Introduction to contract of affreightment – implied obligations of contract of affreightment, ship owners' obligations – undertaking of seaworthiness, no deviation, reasonable dispatch. Meaning and scope, types of Charter – voyage, time, demise, non-demise, bareboat – descriptions of the vessel for charter, provisions for operations, payments for charter. Freight – basic obligations, calculation and deductions; chartering procedure & ethics, the dry cargo charter market, dry cargo fixtures, factors influencing freight markets, dry cargo freight market, decoding chartering language through various Fixtures.	15 hours
	Unit II: Functions of Operations Department and Lay Time Functions of operations department - standard charter party forms: GENCON 91 CP, NYPE 93 C/P, Inter-club agreement. Lay Time - calculation of lay time, meaning of certain lay time terms and their implications for various types of transport such as Bulk carrier, Container, Tankers.	15 hours
	Unit III: Freight Market The market structure & factors affecting freight markets for various types of transport, Baltic Freight Index (BFI) – analysis of a Baltic index, Baltic index and charter rates, impact of global economic conditions on charter rates, Importance & workings of BFI, challenges for a chartering manager.	15 hours
	Unit IV: Voyage Estimating Calculation of voyage estimate to check the cost of working on a given route for various types of transport such as Bulk carrier, Container, Tankers, Tanker time charters, Shelltime-4, 1984 and Tanker voyage charters, Asbatankvoy, study of the various standard forms, challenges with charter party disputes.	15 hours

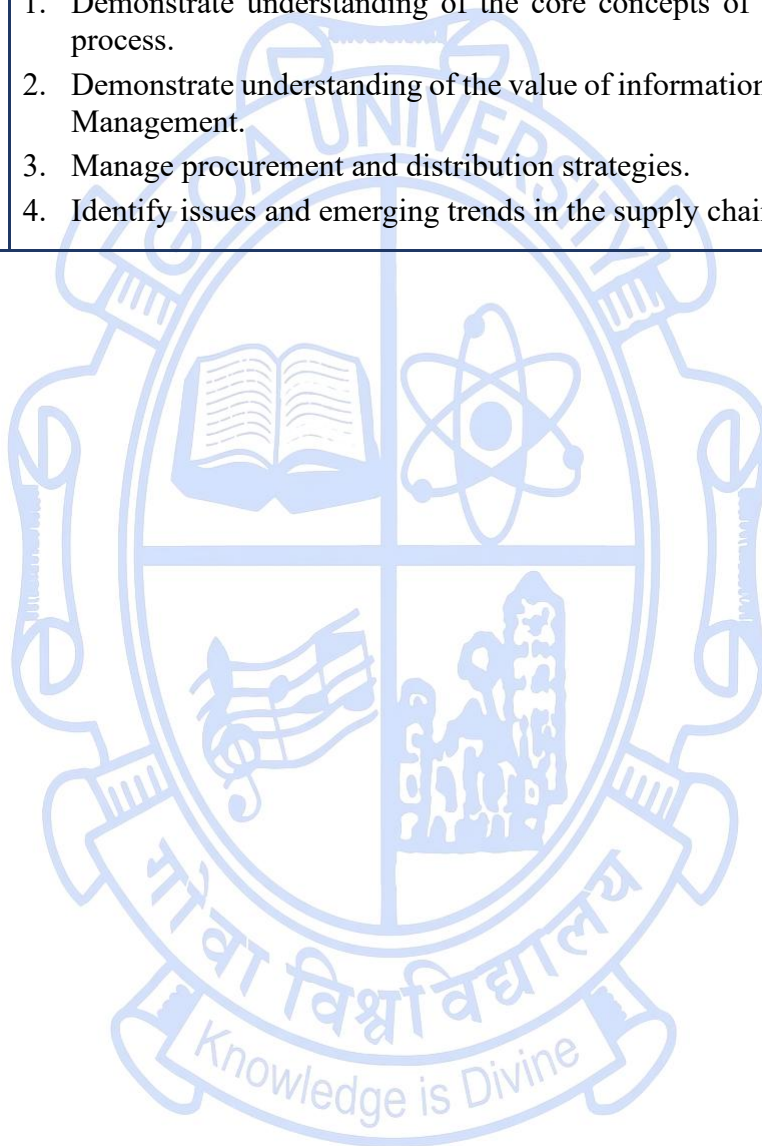
Pedagogy	Lectures/Tutorials/Laboratory Work/Field Work/Outreach Activities/ Project Work/ Viva/Seminars/ Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning.
Suggested Readings	1. Alderton, P.M., <i>Reeds Sea Transport</i>, Adland Coles Nautical, London, 6th Edition, 2011 Edition or Latest Edition. 2. Branch, A.E., <i>Elements of Shipping</i>, Routledge – Taylor & Francis Group, 9th Edition, 2015 Edition or Latest Edition. 3. Packard, W.V., <i>Laytime Calculating</i>, Fairplay Publications, 1979 Edition or Latest Edition. 4. Packard, W.V., <i>Voyage Estimating</i>, Fairplay Publications, 1981 Edition or Latest Edition. 5. Plomaritou, E., Papadopoulos, A., <i>Shipbroking and Chartering Practice</i>, Routledge, 2019 Edition or Latest Edition.
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the chartering concepts. 2. Identify functions and responsibilities of a Chartering Manager. 3. Perform lay time calculations. 4. Estimate voyage cost.



Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-206
Title of the Course : Supply Chain Management
Number of Credits : 2
Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objectives	To equip the participants with the skills to manage Supply Chain processes.	
Content	Unit I: Core Concepts and Processes of Supply Chain Integrated supply chain, growth of supply chain, strategic decision in supply chain. The Value of Information - information technology, information functionality in supply chain, principles of supply chain information, information system activities, the bullwhip effect, effective forecasts, lead-time reduction, integrating the supply chain. Distribution Strategies - centralized vs. decentralized control, strategies, central vs. local facilities, push vs. pull systems. Purchasing basics - purchasing in supply chain management, purchasing organization, the purchasing/procurement cycle, order processing cycle, legal aspects of purchasing.	20 hours
	Unit II: Issue and future of Supply Chain Issues in supply chain management - issues, facility location decisions, performance metrics along supply chain, service response logistics, customer relationship management. Future of supply chain management - supply chain process integration, greening of supply chains, increasing supply chain responsiveness, reducing supply chain costs.	10 hours
Pedagogy	Lectures/Tutorials/Laboratory Work/Field Work/Outreach Activities/ Project Work/ Viva/Seminars/ Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning.	
Suggested Readings	1. Bhattacharya, S.K., <i>Logistics Management – Definitions, Dimensions, and Functional Applications</i> , S. Chand, 2nd Edition, 2013 Edition or Latest Edition. 2. Chopra, S., Kalra, D.V., Dwivedi, G., <i>Supply Chain Management – Strategy, Planning, and Operation</i> , Pearson Education, 2026 Edition or Latest Edition. 3. Jacobs, F.R., Chase, R.B., <i>Operations and Supply Chain Management</i> ,	

	McGraw Hill, 2023 Edition or Latest Edition. 4. Monczka, R.M., Handfield, R.B., Giunipero, L.C., Patterson, J.L., <i>Purchasing and Supply Chain Management</i>, Cengage, 2016 Edition or Latest Edition. 5. Shah, J., <i>Supply Chain Management - Text & Cases</i>, Pearson Education, 2016 Edition or Latest Edition.
Course Outcomes	At the end of the course, the participants will be able to: 1. Demonstrate understanding of the core concepts of the supply chain process. 2. Demonstrate understanding of the value of information in Supply Chain Management. 3. Manage procurement and distribution strategies. 4. Identify issues and emerging trends in the supply chain.



SKILL ENHANCEMENT COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-242
Title of the Course : Interview Facing Skills
Number of Credits : 1T + 1P
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to face entry-level selection processes of organisations and to obtain feedback from the industry/ employers on the extent of their competence development.	
Content	Unit I: Pre-Interview Preparation Overview of the Job Market, Researching Industries, and Companies, Job Search Strategies. Identifying career goals and interests, self-assessment and skills inventory, selection procedures such as Group discussions and assessment centres. Importance of crafting an impressive Resume, cover letters and interviews: Resume Content and Types of Resumes and Cover Letters. Meaning and Purpose of an interview, Types of Interviews, Common Interview Questions, approaches to interviewing, use of technology in interviews, Know the company, Incorporating Technology for Resume Enhancement.	5 hours
	Unit II: During an Interview Professional Etiquette: Dressing, First Impressions, Body Language, Interview Etiquette, Interview Content and process, Artificial Intelligence in interviews, note taking.	5 hours
	Unit III: Post Interview Feedback post interview strategies, follow-up strategies after interviews, negotiating job offers, using career development resources, Utilizing Networking tools and building a professional network.	5 hours
	Unit IV: Practical I Self-assessment exercises for identifying strengths, weaknesses, interests, and career goals, Skills inventory and employability assessment activities, Research on industries, companies, and job roles using online resources, Job search strategies using job portals, Preparation of chronological, functional, and targeted resumes, Drafting professional cover letters and job application emails. Group discussion practice on business and current affairs topics Practice of common interview questions and self-introduction	15 hours

	techniques, mock interview simulations, LinkedIn profile generation, Online portfolio generation.	
	Unit V: Practical II Professional etiquette, grooming, and formal dressing practice, first impression management and workplace behaviour exercises, Body language, eye contact, voice modulation, and confidence-building activities, Practice sessions on skill-based and situational interview questions, feedback from peers and faculty, Salary negotiation role plays and communication exercises. Writing professional follow-up emails and thank-you messages, feedback analysis and post-interview reflection exercises, negotiating job offers and understanding employment terms, networking activities and professional relationship-building exercises.	15 hours
Pedagogy	Lectures/ Tutorials/Mock Interviews With Executives From Industry/Field Visit To Job Fairs/Industry/Executive Interaction /Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Bolles R.N, What Color Is Your Parachute? Ten Speed Press, 2021 or Latest Edition 2. Dalton S., "The 2-Hour Job Search", Ten Speed Press, 2020 or Latest Edition 3. Guido, A. Byrne, J.A. Interview Hero, How to Ace Your Interviews, Find Your Voice, and Direct the Narrative of Your Life, 2018 or Latest Edition 4. Papalia, A. Interviewology: The New Science of Interviewing, Harper Business, 2024 or latest edition. 5. Suman, A.M., "Interview Facing Skills" Himalaya Publishing House. 2023 or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Identify personal career goals through self-assessment and skills inventory. 2. Prepare professional job application documents. 3. Apply professional etiquette, communication skills, and appropriate body language to perform effectively during interviews. 4. Utilise post-interview strategies such as feedback analysis, follow-up communication, salary negotiation, and develop professional networks through online portfolios and networking platforms.	

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-243
Title of the Course : Artificial Intelligence Skills and Tools
Number of Credits : 2P
Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objective	To equip students with the skills to effectively use Artificial Intelligence tools for productivity, communication, content creation, and decision-making in academic and business contexts through hands-on applications.	
Content	Unit I: Exploring AI Tools for Everyday Productivity Exploring AI tools for academic and business use, understanding capabilities and limitations through hands-on interaction, comparing outputs across tools for tasks such as information retrieval, summarization and basic content generation, using AI tools for planning, scheduling and information organization, interacting with text and image-based tools, identifying appropriate tool selection for different use cases, recognizing errors, inconsistencies and bias in outputs, understanding safe and responsible usage including data privacy and prompt hygiene, exploring platforms for discovering AI tools and applications across domains, exposure using ChatGPT, Perplexity, Google Lens and exploratory platforms such as AIEsploria.	10 hours
	Unit II: AI for Writing, Communication and Knowledge Work Designing and refining prompts for communication tasks, generating emails, reports, blogs and business documents, editing, paraphrasing and improving clarity and tone, summarizing documents and extracting insights, synthesizing information from multiple sources, generating structured outputs such as tables and FAQs, performing basic text analysis including sentiment and categorization, adapting and translating content for different audiences, designing conversational scripts and interaction flows, developing workflows for writing, note-making and knowledge management, evaluating and improving outputs through iterative prompting Recommended tools: ChatGPT, Grammarly, QuillBot, Notion AI, Perplexity, Notebook LM, Google Translate and Gmail Smart Compose.	30 hours
	Unit III: AI for Visual Communication and Content Creation Creating visual content such as posters, infographics, presentations and social media creatives, generating and modifying images for communication purposes, editing images including background removal and layout adjustments, applying templates, layouts and color schemes for consistent design, developing visual storytelling content, extracting and reusing	10 hours

	information from images, applications in marketing and business communication. Recommended tools: Canva, Beautiful.ai, Google Lens and Google Slides	
	Unit IV: AI for Automation, Productivity and Decision Support Automating routine tasks such as emails, reminders and scheduling, creating workflows connecting applications, generating reports from structured inputs, building rule-based decision flows, designing chatbot-style interactions, integrating AI tools to improve efficiency in workflows	10 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Abshire B. and LeMaire, C., AI for Everyday IT: Accelerate Workplace Productivity, Manning Publications, 2025 or Latest Edition. 2. Goss,K., Automate It with Zapier and Generative AI, Packt Publishing Limited, 2023 or Latest Edition. 3. Greenwood, M. Artificial Intelligence: A Practical Guide to Using AI in Everyday Life, Ochreland Publishing, 2026 or Latest Edition. 4. Marr B., and Ward M., Artificial Intelligence in Practice, Wiley, 2019 or Latest Edition. 5. Traskar, J. Canva AI 2026 Made Simple for Beginners: A Comprehensive Guide to Mastering AI-Powered Design, Smart Workflows, and Creating Interactive Social Media Content, Kindle Direct Publishing, 2026 or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Apply AI tools for productivity tasks such as planning, summarization, and organization 2. Create and refine communication and content using AI tools 3. Develop visual communication artifacts using AI tools 4. Design simple workflows and automation solutions using AI tools	

SEMESTER V

CORE COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-300

Title of the Course : Maritime Law

Number of Credits : 4

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with an understanding of the fundamentals of various shipping-related laws and international conventions.	
Content	Unit I: Introduction to Maritime Law Maritime Jurisdiction and Admiralty Law, types of proceedings; Maritime Lien – Different types of maritime lien, subjects of maritime lien, procedure for arrest, order of priorities. Health Regulations and Safety – Responsibility of master, duties, hours of work, provisions, code of safe working requirements, Indian Port Health Rules. Liabilities and Responsibilities – Deviation & freight, consequences of deviation, reasonable deviation, deviation & prior damage to cargo, liability to provide a seaworthy vessel, definition of seaworthiness, meaning of unseaworthiness, burden of proof, limits on liability, notice of loss, measurement of damages, non-contractual claims, Himalaya clause, limitation of action, jurisdiction and arbitration.	15 hours
	Unit II: Introduction to Various Acts Meaning, Scope, Applicability, and Procedures of Operations - Merchant Shipping Act 2025, Admiralty (Jurisdiction and Settlement of Maritime Claims) Act 2017, Customs Act 1962, Multimodal Transportation of Goods Act 1993, Carriage of Goods Act 2025.	15 hours
	Unit III: Introduction to Various Conventions Facilitation convention – Hague Rules, Visby Rules & Hamburg Rules, The Athens Convention, 1974, Civil Liability Convention (Oil Pollution), Fund Convention, International Convention for the Safety of Life at Sea (SOLAS), International Convention for the Prevention of Pollution from Ships (MARPOL). The impact and importance of International Maritime Conventions and the role of international conventions in shaping Maritime Law.	15 hours

	Unit IV: Rules & Legal Provisions for Shipping Operations Principles of salvage, crew, passengers, real danger, salvage agreement, Lloyd's Open Form, duties of salver, owner, master. Towage, special towage contracts, cargo claims, collision regulations, purpose of collision regulations, alternative danger, damages, tort, types of torts, defences against tortious liability, limitation of actions.	15 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Bunderck, M., <i>Shipping Law Handbook</i>, Routledge, 2013 Edition or Latest Edition. 2. Gupta, S.P., <i>The Outlines of Maritime Law</i>, Allahabad Law Agency, 2014 Edition or Latest Edition. 3. <i>Maritime Law of India – International Context</i>, Bhandarkar Publications, Bombay, Latest Edition. 4. Myneni, S.R., <i>Maritime Law</i>, New Era Law Publications, 2024 Edition or Latest Edition. 5. <i>The Merchant Shipping Act</i>, 2025, Professional Book Publishers, Delhi, 2026 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Identify the various types of Maritime Lien and responsibilities of various authorities. 2. Demonstrate understanding of the composition of various Acts. 3. Demonstrate understanding of the various conventions related to Maritime Law. 4. Apply the Rules & Legal Provisions for Shipping Operations.	

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-301
Title of the Course : E-Logistics
Number of Credits : 4
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with an understanding of the role of E Logistics function in an organisation.	
Content	UNIT I: Introduction to E-logistics and Method of Documentation Introduction to E-logistics-Forward logistics, reverse logistics, logistics renovation toward E-logistics, importance of E-logistics, new trends and technology in logistics. E-logistics Method of Documentation - Electronic data interchange, softwares, Enterprise resource planning systems and web-based systems.	10 hours
	UNIT II: Tracking Systems, E-Procurement and Challenges of E-Logistics Advance Shipping Notice (ASN), Tracking Systems, Satellite Global Positioning Systems (GPS) and Geographic Information Systems (GIS), Bar- Coding and Scanning. Electronic Procurement (E-procurement), Transport and Delivery Management, Packing and Order Management, Inventory and Warehousing. Challenges of E-Logistics, Environmental Issues, E-Business Strategy, Application for E-Logistics – Business to Business, Business to Consumers, Exception Based Status Alert, Transportation Documentation.	20 hours
	UNIT III: E-Logistics in Warehouse Management Introduction, challenges, type, size and location of fulfillment centers and warehouses. Location of inventory, outsourcing, warehouse operations and labour, technology and automation. The evolution of information management in warehouses and distribution centers. Core warehouse management system features. Inbound, inventory and outbound management workflows. Connectivity of Warehouse Management System solutions into Enterprise Resource Planning, deployment of Radio Frequency Identification technology. Labour management and workforce systems.	15 hours
	UNIT IV: Trade and transport electronic single windows and port-centric ICT systems.	15 hours

	Introduction to trade and transport electronic single windows, Trade facilitation single window and EU maritime transport single window and customs-related initiatives. A design and development single windows platform. Introduction to port centric ICT systems, its importance. Information matrix of port-centric ICT, port community systems, ICT investment, policy implications and smart port.	
Pedagogy	Lectures/ Tutorials/ Laboratory Work/ Fieldwork/ Outreach Activities/ Project Work/ Vocational Training/ Viva/ Seminars/ Term Papers/ Assignments/ Presentations (in topics incidental to syllabus)/ self –study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Columbus, L., <i>Realizing e-business with application service providers</i>, LWC Publication, 2000 Edition or Latest Edition. 2. Elliot, C., Lee, O., <i>E Logistics and E-Supply Chain Management</i>, Knowledge Baker, 2024 Edition or Latest Edition. 3. Pandey, K., <i>E Logistics and E Supply Chain Management</i>, B.R. Publishing Corporation, Latest Edition. 4. Stanford, B., <i>E-business: Key Issues, Applications and Technologies</i>, Ohmsha Publication, 2000 Edition or Latest Edition. 5. Wang, Y., Pettit, S., <i>E-Logistics: Managing Digital Supply Chains for Competitive Advantage</i>, Kogan Page, UK, 2021 Edition or Latest Edition.	
Course Outcomes	At the end of the course the participant will be able to: 1. Demonstrate understanding of the concepts of E-Logistics. 2. Demonstrate understanding of the various tracking systems. 3. Analyse the challenges of e-commerce in warehousing. 4. Demonstrate understanding of trade and transport electronic single windows.	

DISCIPLINE SPECIFIC ELECTIVE COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-361

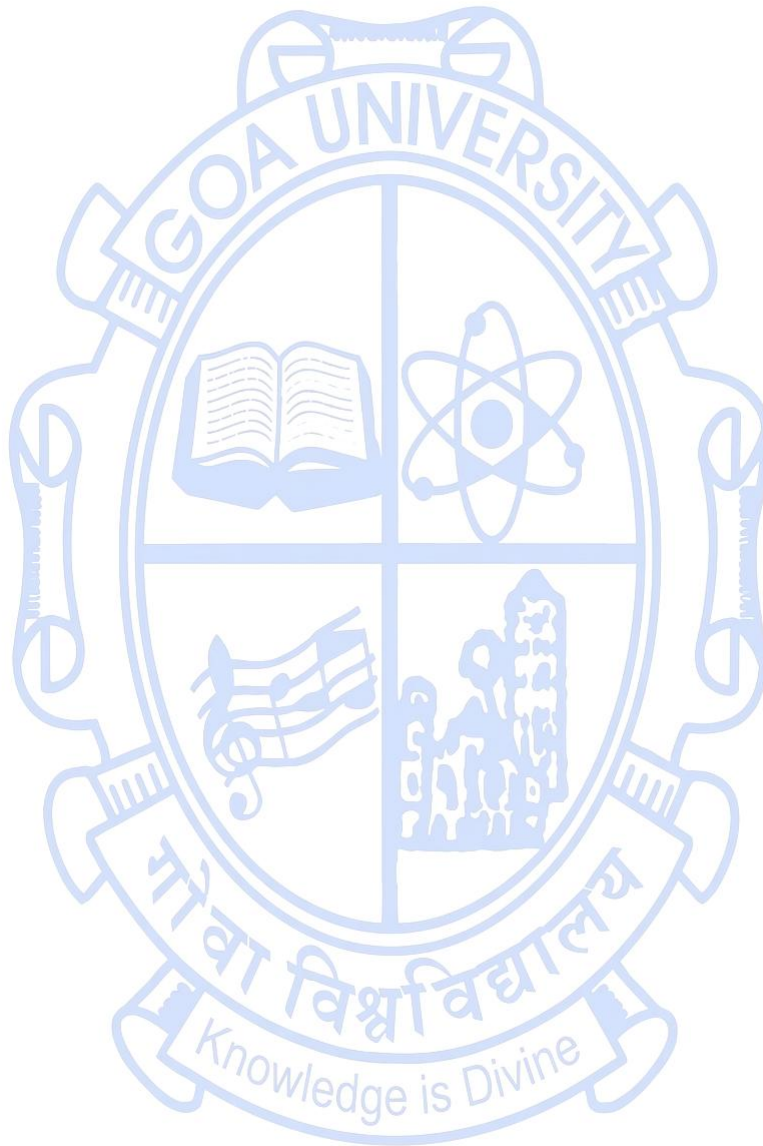
Title of the Course : Shipping Finance Management

Number of Credits : 4

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip participants with the skills to manage the finance function in a shipping organization.	
Content	Unit I: Introduction to Shipping finance and ship mortgage Economic drivers of shipping markets, current developments and trends in shipping sub-markets, various “players” in the ship transportation value chain, various markets involved in the shipping industry, The shipping cycle - shipping cycle and loan finance decision, , main sources of shipping finance, issue of shares, types of shares, listing of shares in International stock exchanges, Cost of capital, Meaning and significance of cost of capital – Components of cost of capital (debt, preference capital, equity capital and retained earnings) – Combined cost of capital (weighted) and CAPM. International element - ship registration, different types of registry, bareboat charter registration. Loan - types of loan, hedging risk. Ship mortgage - types and terms of mortgage, basic rights required by a mortgagee, standard mortgage provisions, mortgages in the most important ship registration jurisdictions.	15 hours
	Unit II: Financing of New Ship and Banker’s Perspective New buildings - financing options, mortgage-backed loans, newbuilding financing, mezzanine, unsecured/corporate loans and leasing finance; high yield bonds; convertible notes; Initial Public Offerings (IPOs); follow-on offerings; master limited partnerships (MLPs); Special Purpose Acquisition Companies (SPAC); and private equity offering Government support, the OECD and the EU, the SUECS, promissory note, letter of commitment, letter of guarantee. Shipping market - assessing shipping risk, choice of finance for ship owners, term sheet and risk analysis. Basic principles of good lending, documentation of guarantee, sources of security and guarantee for loan.	15 hours
	Unit III: Financing, Sale and Purchase of Second Hand Ship Second-hand ships - types of lender, loan and guarantee facilities, international element, loan agreement provisions, execution,	10 hours

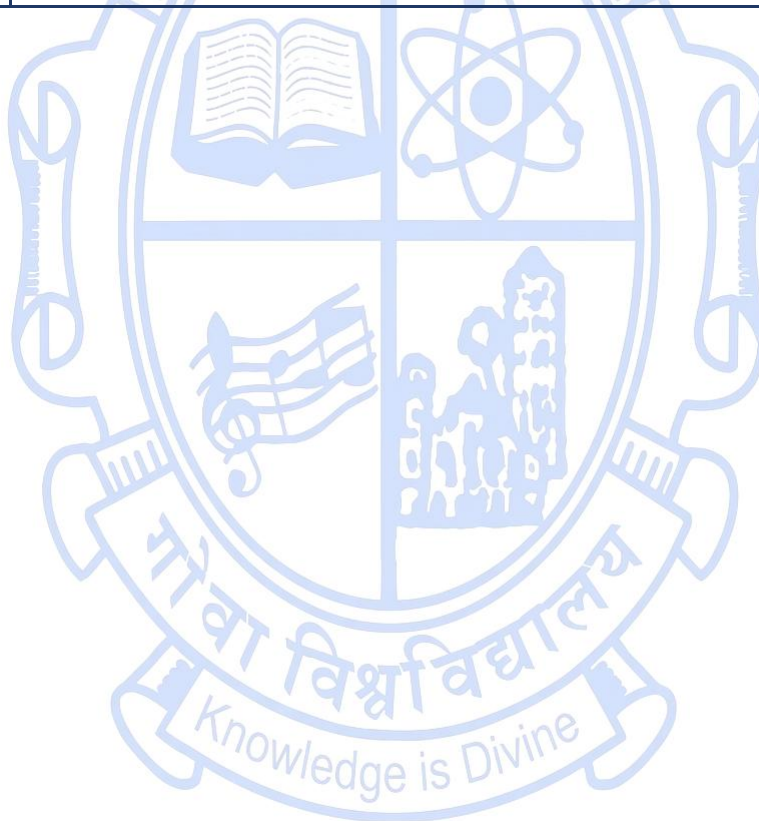
	Standard security in ship financing, registration of security, equity, Mezzanine finance, Islamic finance options. Sale and Purchase – MOA and delivery-standard forms of MOA, Norwegian Sale form, standard documents. Unit IV: Financial Market Products and Modeling of Ship Investment Financial products – meaning, interest rate hedging products, currency hedging products, freight hedging products, tying in hedging products to a ship finance, facility, accounting issues. Maritime Investment Appraisal and Budgeting - basic principles of vessel valuation, Investment evaluation criteria – Methods of Capital Budgeting (payback period, accounting rate of return, net present value, internal rate of return, profitability index), illustrating the ‘mark-to-market’ approach, and the Long Term Asset Value (LTAV) method as an example of the Discounted Cash Flow (DCF) approach (mark-to-model), financial models for the evaluation of shipping investment, going for a new building versus a second-hand purchases, scrapping, the type of employment in terms of charter parties; and the financing methods, ships as investments, determining their valuation that include the market price of the vessel, its cash flow, its charter, market expectations, the secondary markets for trading vessels, the age of the vessels.	20 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Grath, A., <i>The Handbook of International Trade and Finance</i>, 2016 Edition or Latest Edition. 2. Harwood, S., <i>Shipping Finance</i>, Euromoney Institutional Investor Plc, UK, 2018 Edition or Latest Edition. 3. Kavussanos, M.G., Visvikis, I.D., <i>The International Handbook of Shipping Finance</i>, 2016 Edition or Latest Edition. 4. Schinas, O., Grau, C., Johns, M., <i>HSBA Handbook on Ship Finance</i>, Springer, Verlag Berlin Heidelberg, 2016 Edition or Latest Edition. 5. Visvikis, I., Panayides, I., <i>Shipping Operations Management</i>, Springer, 2017 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participant will be able to: 1. Manage overall ship financing processes of new and second-hand ships. 2. Identify the various sources of financing. 3. Identify the risks associated with ship financing. 4. Carry out the documentation process of ship financing.	



Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-362
Title of the Course : Air Cargo, Road and Rail Logistics Management
Number of Credits : 4
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with the skills to manage the air, rail and road cargo function in an organisation.	
Content	Unit I: Introduction to Air Cargo Air freight forwarding, importance of air freight, air freight supply chain, types of cargo and cargo logistics. Air cargo traffic and capacity, air cargo market characteristics, air cargo alliances and mergers, air cargo financial performance.	15 hours
	Unit II: Air Cargo Management Air cargo forecasting, role of freighters, use of technology and air-freight. Air cargo and the environment, safety, role of Charter Broker, cargo Processing, air Cargo – issues & prospects.	15 hours
	Unit III: Road Cargo Logistics Significance of Rail and Road transportation logistics, local and medium, long and continental transportation, features of logistics transportation, roadways and logistics counters, road infrastructure and fleet Management, road cargo regulations and sustainability, roadways as a primary mode and complementary mode of transportation in logistics, fuel management, cost structure, operating and service characteristics, factors influencing growth in road logistics, suitability for different cargo and distance ranges segments. Factors influencing growth in road logistics, suitability for different cargo and distance ranges segments.	15 hours
	Unit IV: Rail Cargo Logistics Overview of rail transportation in cargo logistics, factors influencing growth, suitability for different cargo and distance range segments. Innovative schemes/facilities to popularize rail logistics in India, share of railways in cargo movement in India and world-wide. Outsourcing fleets, technology, cost, speed, security.	15 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

References / Readings	1. Barrett, J., Ritter, L., Wilson, R., <i>Securing Global Transportation Networks</i>, McGraw Hill, 2022 Edition or Latest Edition. 2. Coyle, J.J., Novak, R.A., Gibson, B.J., <i>Transportation: A Supply Chain Perspective</i>, Cengage Learning, 2019 Edition or Latest Edition. 3. MOSWest, <i>Transportation and Cargo Security</i>, Prentice Hall, Latest Edition. 4. Sales, M., <i>The Air Logistics Handbook – Air Freight and the Global Supply Chain</i>, Routledge, 2018 Edition or Latest Edition. 5. Stroh, M.B., <i>A Practical Guide to Transportation and Logistics</i>, Logistics Network Inc., 2006 Edition or Latest Edition.
Course Outcomes	At the end of the course, the participant will be able to: 1. Identify types and characteristics of air cargo. 2. Handle logistics operations of Rail and Road transport. 3. Gain expertise in cargo characteristics, its forecasting and safety precautions. 4. Identify issues and growth prospects in air cargo, road and rail logistics.



Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-363
Title of the Course : Packaging and Global Logistics Management
Number of Credits : 4
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with skills to manage the packaging function in an organization and familiarize the participants with the concepts in Global Logistics Management.	
Content	Unit I – Introduction to Packaging, Testing and identification codes Essentials of Packing and Packaging. Functions of Packaging, types of packaging, primary, secondary and tertiary, Requirements of consumer packaging. Testing of Packaging (Mechanical, Climatic & Lab test) International Care Labelling Code, Packaging Cost. Identification Codes, Bar Codes, and Electronic Data Interchange (EDI), Universal Product Code - GS1 Standards.	15 hours
	Unit II - Packing Considerations and Packaging/Packing Materials & Components Packing considerations - protection, convenience, environment, and use/reuse, cost and competition, packing as a systems approach to Logistics. Packaging/Packing Materials & Components - various materials/metals, flexible, folding, insulated, corrugated packing materials. Packing security printing, stretch wrap, time temperature indicator, tinplate.	15 hours
	Unit III – Introduction to global logistics and International Supply Chain Management Meaning and definition, global market forces, factors affecting global market forces, factors affecting technological forces, global cost forces, political and economic forces, borderless economy and trade implications, controllable and uncontrollable elements in a global market place, key players in international shipping, Incoterms. International Supply Chain Management - Introduction to international supply chain management, issues in international supply chain Management, international versus regional Products, regional and cultural differences in logistics.	15 hours
	Unit IV - Global Strategy Implementation and Laws and regulations governing international shipping	15 hours

	Global Strategy Implementation- Requirements and process for global strategy implementation, international distributional strategies, management of export shipments, the risks of international shipping, functions and responsibilities of buyers and sellers in international shipping, information system availability, role of human resources. Documents needed for international shipments, Laws and regulations governing international shipping, Global alliances and regional trade zones.	
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Branch, A.E., <i>Global Logistics Management and Supply Chain Management</i>, Routledge, U.K., 2008 Edition or Latest Edition. 2. Calver, G., <i>What Is Packaging Design</i>, Rot Vision, 2007 Edition or Latest Edition. 3. Mangan, J., Calatayud, A., Lalwani, C., <i>Global Logistics and Supply Chain Management</i>, Wiley, 2025 Edition or Latest Edition. 4. Natrajan, S., Govindarajan, M., Kumar, B., <i>Fundamentals of Packaging Technology</i>, PHI Learning Private Limited, Delhi, 2nd Edition, 2014 Edition or Latest Edition. 5. Soroka, W., <i>Fundamentals of Packaging Technology</i>, IPP, 2009 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participant will be able to: 1. Identify the types of packaging. 2. Identify the packing materials and components. 3. Analyse global supply chain management strategies. 4. Analyse the factors that impact global supply chain management.	

Name of the Programme : Bachelor of Business Administration
Course Code : MNS-364
Title of the Course : Business Ethics and Sustainability
Number of Credits : 4
Effective from AY : 2025-26

Pre-requisites for the Course	Nil	
Course Objectives	To equip participants with an understanding of ethical principles in business, corporate social responsibility (CSR), and sustainability practices, enabling them to analyze ethical dilemmas, integrate sustainability into business decisions, and promote responsible organizational behavior.	
Content	Unit I: Introduction to Business Ethics Business Ethics- Meaning and Definition of Business Ethics, Nature of Business Ethics, Role and importance of Business Ethics and values in Business, Causes of unethical behaviour, Ethical issues.	15 Hours
	Unit II: Sustainable Development Goals, Ethical Environmental, Social, and Governance Framework, and Responsible Business The Sustainable Development Goals (SDGs) and Ethical Environmental, Social, and Governance Framework (ESG), a primer on SDGs, Integrating SDGs into a firm's business decisions, concept of materiality, Diversity, Equity and Inclusion (DEI), Short-termism and its long-term consequences, Environmental Economics, Climate Change and its economic implications, The Circular Economy, The Regulatory Landscape: Institutions and Governance, Gender inequity and sustainability.	15 Hours
	Unit III: Moral Issues in Business Moral Issues in Business, Importance of moral issues and reasoning – Whistle Blowing, Kinds of Whistle Blowing, Ethical issues in functional areas of business. Marketing and Advertising, Truth in Advertising, Manipulation, Coercion, Trade Secrets, Corporate disclosure, Insider trading. Finance, Fairness and efficiency in Financial Market, Greenmail, Golden Parachute, Workers Rights and Duties, Workplace Safety, Sexual Harassment, Equal Employment Opportunity, Preferential hiring. Environmental Protection, Safety and acceptable risk, Environmental Harm, Pollution and its Control, Product Safety and Corporate Liability.	15 Hours
	Unit IV: Corporate Sustainability Corporate Sustainability, Concepts of sustainability, Social, Environmental and Economic dimensions, Sustainability in a business context. Principles of Sustainable Development:	15 Hours

	History and emergence of the concept of Sustainable Development, Definitions, Environmental issues and crisis, Resource degradation, Greenhouse gases, Desertification, Social insecurity, Industrialization, Globalisation and Environment.	
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Visit/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Blowfield, M, <i>Business and Sustainability</i>, Oxform, 2019, or Latest Edition. 2. Fernando A.C., Satheesh E.K., Muralidheeran K.P., <i>Business Ethics, An Indian Perspective</i>, Pearson 2019 or Latest Edition. 3. Ferrell O.C., Fraedrich J. & Ferrell L., <i>Business Ethics: Ethical Decision Making and Cases</i>, Cengage, 2019, or Latest Edition. 4. Lacy P., Long J., <i>The Circular Economy Handbook: Realising the Circular Advantage</i>, Palgrave Macmillan, 2020 or Latest Edition. 5. Paleri P., <i>Corporate Social Responsibility: Concept, Cases and Trends</i>, Cengage Learning India, 2019 or Latest Edition.	
Course Outcomes	At the end of the course, participants will be able to: 1. Demonstrate understanding of the fundamental concepts of business ethics and ethical decision-making. 2. Analyse moral issues across different functional areas of business. 3. Evaluate CSR and sustainability practices using SDG and ESG frameworks. 4. Assess environmental, social, and governance challenges affecting modern organisations.	

SKILL ENHANCEMENT COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-341

Title of the Course : Internship

Number of Credits : 4

Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objective	To equip students with the skills to apply their in-class learnings in organisations to help them make decisions keeping ethics in mind and to articulate their work in an efficient manner.	
Content	UNIT I At the end of the Second semester, every student shall undergo an eight-week internship in industry/Research or an Academic Institute, or in the Social Responsibility & Community Engagement Programme, encompassing Community Engagement. The student is required to carry out an organisational study and cover an overview of the departments and processes of the organisation, and undertake a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis and Political, Economic, Social, Technological, Environmental (PESTLE) Analysis.	8 weeks (5 days a week minimum)
	Unit II At the end of the Fourth Semester, every student shall undergo Summer Training/Internship/Capstone for eight weeks in an Industry/Research or Academic Institute. The participant is expected to work for eight weeks in an organisation in functional areas such as Finance, HR, Marketing, etc. The participant is expected to solve the problems faced by the organisations. The student shall have an academic supervisor and an organisational supervisor. S/he shall attend mentoring at least once a week with an academic supervisor to map the progress. The two Internships by a student should be in the same organization as far as possible.	8 weeks (5 days a week minimum)
Pedagogy	Lectures/Mentoring/ Field Work/ Outreach Activities/ Project Work/ Real-Life Scenarios /Workshops/ Seminars/ Term Papers/Assignments/Expert Talks/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings:	1. Bentley, T.J., <i>Report Writing in Business</i> , Viva Books Private Limited, 2003 Edition or Latest Edition. 2. Bowden, J., <i>Writing a Report</i> , Constable and Robinson, 2011 Edition	

	or Latest Edition. - Chawla, D., Sondhi, N., <i>Research Methodology: Concepts and Cases</i>, Vikas Publishing House, 2020 Edition or Latest Edition. - Cooper, D.R., Schindler, P.S., <i>Business Research Methods</i>, Tata McGraw-Hill, New Delhi, 2019 Edition or Latest Edition. - Sachdeva, J.K., <i>Business Research Methodology</i>, Himalaya Publishing House, 2019 Edition or Latest Edition.
Course Outcomes	At the end of the course, the participants will be able to: - Apply classroom knowledge to real organisational situations during the internship. - Demonstrate ethical decision-making while performing assigned tasks in the organisation. - Develop professional skills such as teamwork, communication, and problem-solving in a workplace environment. - Prepare and present a clear report explaining the work done, learning outcomes, and practical insights gained during the internship.
Evaluation	The participant shall be evaluated as follows: - Internship I & II - 100 marks each - Report - 50 marks (Interim Report - 20 marks/ Final Report - 30 marks) The report will be evaluated by the Faculty Mentor - Presentation - 50 marks Presentation will be evaluated by an Industry Expert - Average of Internship I and II will be considered as the final marks

SEMESTER VI

CORE COURSES

Name of the Programme : Bachelor in Business Administration (Shipping & Logistics)

Course Code : MNS-302

Title of the Course : Legal Aspects of Business

Number of Credits : 4

Effective from AY : 2025-26

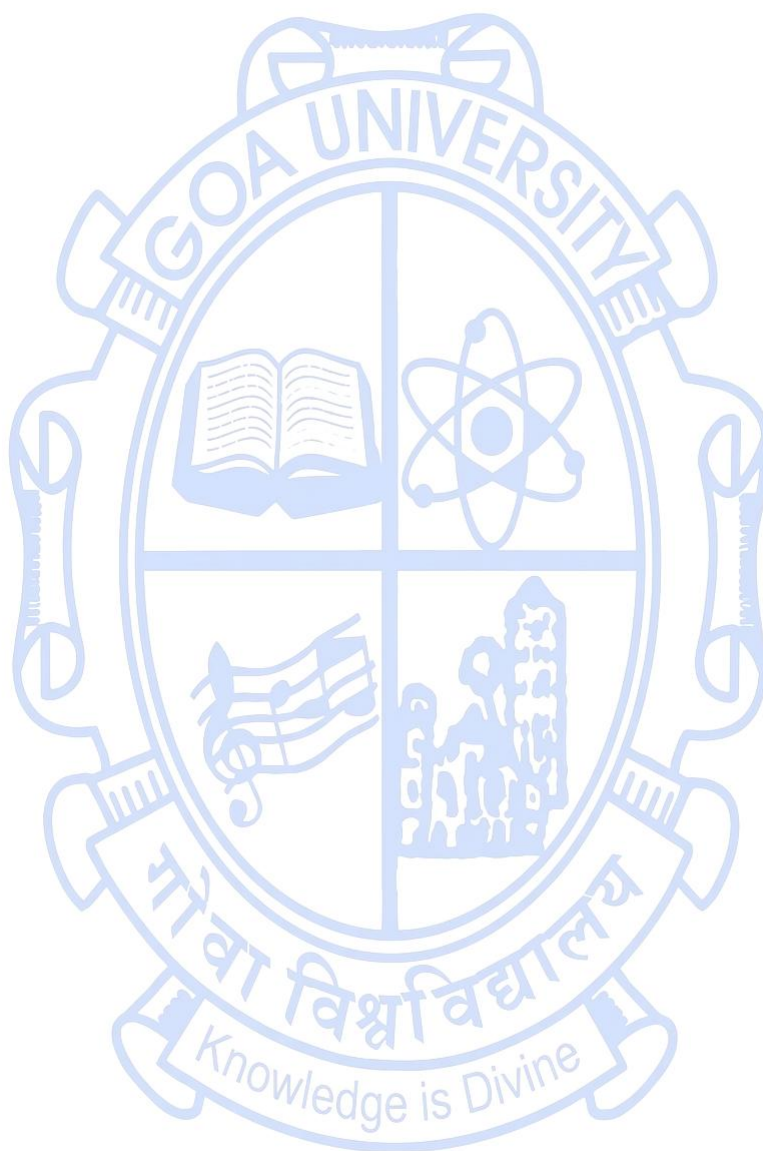
Prerequisites for the Course	Nil	
Course Objective	To equip participants with the knowledge of the legal aspects relating to business organizations and apply relevant legal provisions in business decision-making and compliance.	
Content	Unit I: Introduction to the Indian Legal System Evolution of the Indian legal system; sources of law in India; Constitution and the Indian legal system; Fundamental Rights and Fundamental Duties under the Constitution of India; structure of the Indian judicial system; hierarchy of courts; civil and criminal cases; jurisdiction of courts; appeals; constitutional remedies including writs; Public Interest Litigation; Power of Attorney.	10 hours
	Unit II: Business Laws The Indian Contract Act, 1872 – Meaning, characteristics and kinds of a contract; essentials of a valid contract; void and voidable agreements; discharge and breach of contract and remedies; special contracts including indemnity, guarantee, bailment, pledge, and agency. Sale of Goods Act, 1930 – Contract of sale; distinction between sale and agreement to sell; conditions and warranties; rights and duties of buyer and seller; unpaid seller and rights of an unpaid seller. Negotiable Instruments Act, 1881 – Meaning, characteristics, and types of negotiable instruments; negotiation and endorsement; dishonour of negotiable instruments; key provisions relating to cheque dishonour under Section 138; and relevant landmark judicial decisions.	15 hours
	Unit III: Companies Act, 2013 Characteristics and types of companies; doctrine of lifting the corporate veil; promoters and their legal position; incorporation and formation of a company; prospectus and its contents; Memorandum of Association and Articles of Association—meaning and significance; allotment of shares, forfeiture of	15 hours

	shares, transmission of shares, and buy-back of shares; Classification, appointment, powers, duties, and liabilities of directors, meetings and their types; committees of the Board of Directors; and winding up of a company.	
	Unit IV: Introduction to Industrial and Labour Laws Industrial Relations Code, 2020; Shops and Establishments Act; Factories Act, 1948—object, scope, and applicability of the Acts; important definitions; key provisions applicable under the Acts, with reference to recent labour reforms under the Labour Codes, 2020, Occupational Safety, Health and Working Conditions Code, 2020.	20 hours
Pedagogy	Lectures / Tutorials / Laboratory Work / Field Work / Outreach Activities / Project Work / Vocational Training / Viva / Seminars / Term Papers / Assignments / Presentations (in topics incidental to syllabus)/ Self-Study / Case Studies, etc., or a suitable combination of these methods. Sessions shall be interactive in nature to promote active participation, critical thinking, and peer learning.	
References/ Readings	1. Bangia, R.K., <i>Indian Contract Act</i> , Allahabad Law Agency, 2025 Edition or Latest Edition. 2. Malik, P.L., <i>Labour and Industrial Law</i> , Eastern Book Company, 2026 Edition or Latest Edition. 3. Mishra, S.N., <i>Labour and Industrial Law</i> , Central Law Publications, 2024 Edition or Latest Edition. 4. Singh, A., Malik, V., <i>Business Law</i> , Eastern Book Company, 2024 Edition or Latest Edition. 5. Tulsian, P.C., Tulsian, B., <i>Business Law</i> , McGraw Hill Education India, 2014 Edition or Latest Edition.	
Course Outcomes	At the end of the course, participants will be able to: 1. Analyse the framework of the Indian legal system, business laws, and industrial laws 2. Identify and apply legal concepts applicable to business transactions and industrial relations. 3. Demonstrate understanding of the formation and legal provisions relating to companies under the Companies Act, 2013. 4. Develop strategies for compliance with business, company, and labour laws.	

Name of the Programme : Bachelor in Business Administration (Shipping & Logistics)
Course Code : MNS-303
Title of the Course : Management of Dangerous & Hazardous Cargo
Number of Credits : 2
Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with the skills to classify, transport, and manage dangerous and hazardous cargo.	
Content	Unit I – Introduction to Dangerous goods Dangerous Goods - The classification of dangerous goods, Dangerous goods safety advisers' qualifications and training. International Maritime Dangerous Goods (IMDG) Code - Usage of the IMDG code in containerization & Multimodal Transport Operator (MTO) trade.	10 hours
	Unit II - Transportation of Dangerous Goods, Packaging and Enforcement of Dangerous Goods Regulations Transportation of Dangerous Goods - regulations for transporting dangerous goods by air, sea, road and rail transport, documentation when moving dangerous goods, marking and labelling of dangerous goods, suppliers' responsibilities. Packaging of Dangerous Goods for Transport - material classification, packing groups, packaging regulations. Enforcement of Dangerous Goods Regulations - compliance and training. Radiation screening at Ports and Airports - Radiation equipment, sources of radiation.	20 hours
Pedagogy	Lectures/ Tutorials/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Alderton, P.M., <i>Reeds Sea Transport</i> , Adland Coles Nautical, London, 6th Edition, 2011 Edition or Latest Edition. 2. Branch, A.E., <i>Elements of Shipping</i> , Routledge – Taylor & Francis Group, 2014 Edition or Latest Edition. 3. <i>Code of Safe Practice for Cargo Storage and Securing</i> , IMO, 2011 Edition or Latest Edition. 4. <i>Code of Safety for Nuclear Merchant Ships</i> , IMO, 2011 Edition or Latest Edition. 5. <i>The International Maritime Dangerous Goods Code</i> , International	

	Maritime Organization, 2026 Edition or Latest Edition.
Course Outcomes	At the end of the course, the participant will be able to: 1. Understand concepts of Dangerous goods. 2. Use IMDG Code Book. 3. Demonstrate understanding of the importance of documentation when moving dangerous goods. 4. Familiarise with Packaging of Dangerous Goods for transportation.



DISCIPLINE SPECIFIC ELECTIVE COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-365

Title of the Course : Customs Procedures and Logistics Insurance

Number of Credits : 4

Effective from AY : 2025-26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with an understanding Customs Procedures and Practices and manage Marine Insurance function in an organization.	
Content	Unit I: Overview of Customs & Insurance sector Function, importance, organizational structure/hierarchy of customs department in India, powers of customs department/customs officers under the Act, 1962, customs brokers, customs offences, penal provisions, grievance redressal mechanisms. Overview of insurance and its role in the service sector – range of products and services in the insurance sector. Life Insurance, General Insurance, Insurance Regulatory Development Authority of India (IRDA) and its role, policy values and methods of valuation, factors affecting selection of life insurance products and selection of appropriate products.	15 hours
	Unit II: Classification of Goods, Customs Refunds, Transshipment, and Export Promotion Schemes Procedure for clearance of import and export of goods, customs valuation, import-import restrictions and prohibitions, date of application of custom duty, refund of customs duty, remission and duty-free items, remission, reduction and/or allow import without duty under certain circumstances, transshipment of cargo, transshipment permit. Export Promotion Schemes – export-oriented units, drawback allowable on re-export of duty-paid goods, export-oriented imports.	20 hours
	Unit III: Risk Management in Air, Sea, Rail, and Road transportation Marine Insurance and Risk Management - what is risk, process of risk management, risk identification, risk evaluation, risk control, risk handling, definition, scope and overview of marine adventure, marine perils, air, rail, and road transit risks and insurance management. Principles of Insurance and Protection & Indemnity Clubs Insurance - introduction, marine Insurance, assignment, insurable interest, indemnity, utmost good faith, warranties, subrogation,	15 hours

	contribution, proximate cause, partial & total loss, history, liability insurance, membership, management of clubs rating of risk & fixing of calls, scope for P&I cover, risk insured under P&I cover, club letters of undertaking, exceptions limitations of cover etc.	
	Unit IV: Rules and Regulations General Average & the York Antwerp Rules, 1974 - Particular & General Average, Open Cover and Open Policies - Meaning, Special declaration policy, GOI- Scheme of War Risk Insurance of Marine Hull, 1976 - applicability, features, scope of act. Cargo Insurance, and Hull & Machinery Insurance - basis of rating.	10 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. <i>Insurance Institute of India</i>, Marine Insurance, Latest Edition. 2. <i>Insurance Institute of India</i>, Risk Management, Latest Edition. 3. Jain, R.K., <i>Customs Law Manual</i>, Centax Law Publications Pvt. Ltd., 2026 Edition or Latest Edition. 4. Kashyap, A.M., Sharma, R.N., <i>Marine Insurance - Management, Law and Practice</i>, Integrity Education India, 2025 Edition or Latest Edition. 5. <i>The Customs Act, 1962</i>, as amended by Finance Act, 2025, Professional Book Publishers, 2025 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participant will be able to: 1. Demonstrate understanding of customs procedures, applicable rules and regulations. 2. Classify goods and transshipment of goods. 3. Apply the concepts of Marine Insurance. 4. Identify risks and indemnities for insurance in all modes of transportation.	

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-366
Title of the Course : Liner Transport and Port Operations Management
Number of Credits : 4
Effective from AY : 2025–26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with skills to manage the Port and Liner Transport functions in an organisation	
Content	Unit I: Introduction to Liner Transport Functions, hierarchy of a liner company, functions of various departments, how the liner company works. Cargo consolidation in India, unitization, and Less than Container Load (LCL) / Full Container Load (FCL). What is consolidation, benefits to trade, carrier, freight forwarders, scope for consolidation, cargo stuffing, selecting a shipping line, concept of unit load, strapping, pre-slinging, handling palletisation, meaning & concept of FCL & LCL shipments. Shipping conferences, joint ventures, shipping pools & consortia, functions, trends.	15 hours
	Unit II: Containerization, and Liner Agents Containerization (in India & at International level), advent of containerization, history, progress in India, container leasing methods, owning & leasing, advantages /disadvantages, cost of leasing, basic types of lease contracts; UNCTAD Liner Code. Duties & responsibilities, relationship with principal & port authorities, DGS, Terminal operators, Ports. Agency remunerations, office organizations - marketing, operations, finance.	15 hours
	Unit III: Introduction to Port Management Ports - Types & Functions - Major world ports in liner, Dry bulk & liquid trades, Port ownership, Economics of port location, Factors used as a parameter to select a port. Port Competition, Marketing and Pricing -Understand the nature of port competition at national & international level; Understand the relevance of geographic location to vessel turnaround time & port rotation, Port promotion techniques & their impact in identifying potential users. Impact of better connectivity, Inland transportation, Understand nature & types of port charges, Understand how pricing is used as a tool to influence demand.	15 hours
	Unit IV: Legal Aspects of Port Management and Port Equipments and Stevedoring Legal aspects of port management and SEZ/FTZ in ports - legal nature of port constitutions, legal framework of port ownership laws & regulations relating to employment of dock workers,	15 hours

	setting up of SET/FTZ in port areas, legal implications, benefit to trade. Port Equipment and Stevedoring - understand what is meant by port building, warehouse, transit sheds. Understand the different cargo handling equipment's, types, costs & the need for maintenance management, functions of stevedores, usefulness, how they can affect the loading /unloading operations.	
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Alderton, P.M., <i>Reeds Sea Transport</i>, Adland Coles Nautical, London, 2011 Edition or Latest Edition. 2. Branch, A.E., <i>Elements of Shipping</i>, Routledge – Taylor & Francis Group, 2014 Edition or Latest Edition. 3. Hariharan, K.V., <i>Containerization, Multimodal Transport & Infrastructural Development in India</i>, Shroff Publishers & Distributors Pvt. Ltd., 2015 Edition or Latest Edition. 4. Packard, W.V., <i>Shipping Pools</i>, Informa Pub, 1995 Edition or Latest Edition. 5. Stevens, E., Butterfield, C.S.J., <i>Shipping Practice</i>, Sterling Book House, 2004 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participant will be able to: 1. Recognize and analyse effects of containerization, unitization, ICD's on development of liner trade. 2. Analyse the role of ports in international trade & its importance. 3. Analyze role of port equipment in port operations. 4. Perform Stevedoring functions.	

Name of Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-367
Title of the Course : Occupational Health and Safety Management
Number of Credits : 4
Effective from AY : 2025-26

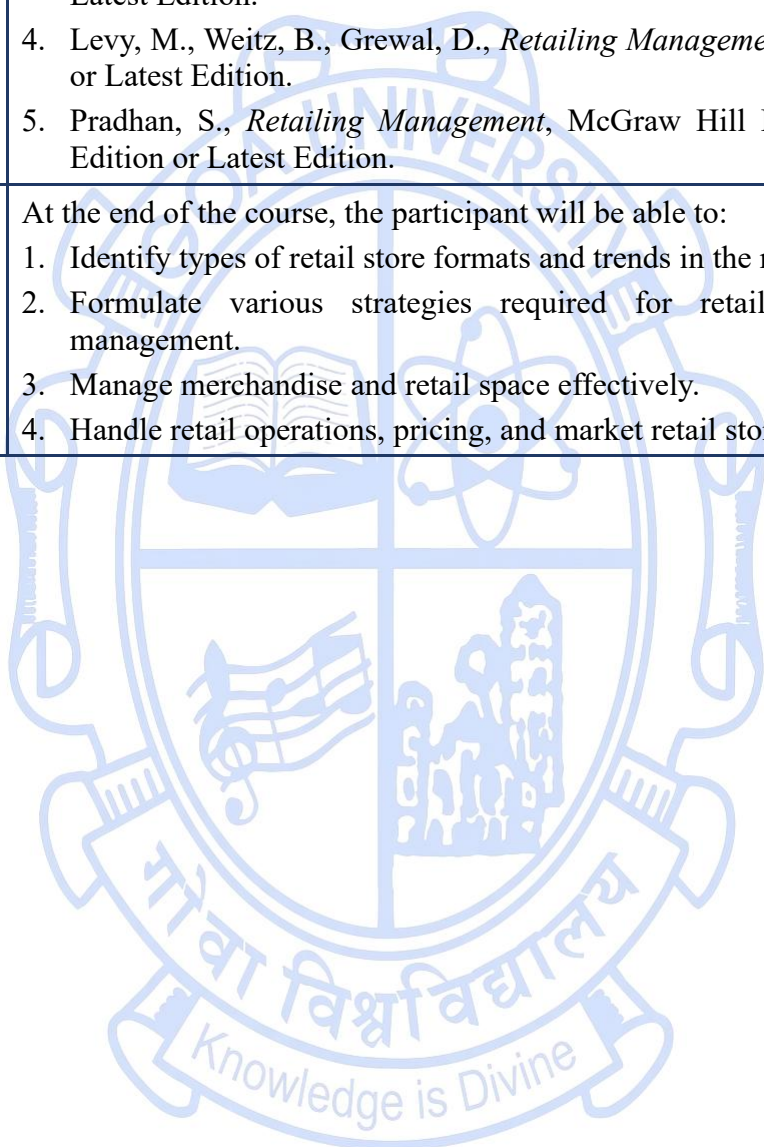
Pre-requisites for the course	Nil	
Course Objective	To equip participants with the skills to practice occupational health and safety management at the workplace.	
Content	Unit I: Basic principles and importance of health and safety Occupational Health Hazards - classification, permissible exposure limits, threshold limit value, occupational diseases due to metals & dusts, fumes & chemical compounds, behavioral based safety; role of ergonomics in employee safety & health. Safety - Nature, Philosophy, terminology, total safety concept, safety psychology, safety management & responsibilities of employees at different levels, safety organization, safety measures required in different industries, safety areas - electrical safety, protection from fire and explosion, basic first aid and CPR.	15 hours
	Unit II: Accident Causes and prevention Factors leading to accidents, accident problem, need for prevention and preventive measures, Personal Protective Equipment (PPE) - Need of PPE, Indian standards, factors of selection of PPE, non-respiratory equipment, respiratory equipment.	10 hours
	Unit III: Health and Safety in Logistics PPE, road vehicle specifications, maintenance and compliance, vehicle mounted loading equipment, drug and alcohol issues, physical and mental health issues, fire safety, manual handling, safe storage and warehouse layout, accident prevention during vehicle operations, health and safety monitoring and audits, seafreight, rolling motorway, and air freight, yard safety, materials handling equipment, vehicle loading. Health and Safety on ships - preventing accidents, diseases and other harmful effects on the health arising from employment on board ship at sea and in port, Prevention of Occupational Accidents to Seafarers Convention, 1970 other applicable ILO Conventions and recommendations.	20 hours
	Unit IV: Hazards & Risk identification, Assessment and control techniques Hazards, Risks & detection techniques, Preliminary Hazard Analysis (PHA) & Hazard Analysis (HAZAN), Failure Mode Effect Analysis (FMEA), Hazard and Operability (HAZOP)	15 hours

	study, Hazard ranking (DOW & MOND index), Fault tree analysis, Event Tree Analysis (ETA), major accident hazard control, onsite and off-site emergency plans.	
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self- Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings	1. Mishra, R.K., <i>Occupational Health Management</i>, AITBS Publishers, 2015 Edition or Latest Edition. 2. Mishra, R.K., <i>Safety Management</i>, AITBS Publishers, 2nd Edition, 2017 Edition or Latest Edition. 3. Rudd, J., <i>Health and Safety in Logistics: Assessing and Avoiding Risk in Warehousing and Transportation</i>, Kogan Page, 2020 Edition or Latest Edition. 4. <i>The Occupational Safety, Health, and Working Conditions Code 2020</i>, Ministry of Labour and Employment, Government of India, 2021 Edition or Latest Edition. 5. Vasilyev, N., Sanchez, M.R., Olsen, A.A., <i>Health and Safety on Ships</i>, Magellan Maritime Press Ltd., 2022 Edition or Latest Edition.	
Course Outcomes	At the end of the course the participant should be able to: 1. Identify hazards, risks and their assessment. 2. Take precautionary measures for personnel safety. 3. Appreciate the importance of PPE. 4. Prevent and manage accidents.	

Name of Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-368
Title of the Course : Retail Stores and Supply Chain Management
Number of Credits : 4
Effective from AY : 2025–26

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with skills to manage the Retail Stores and Supply Chain function in an organisation.	
Content	Unit I: Introduction Retail Supply chain - Definition, Retail as a business, Importance of customer segments, Value chain, Retail in India. Emerging trends in retailing - Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector. Retail Supply Chain Environment - Drivers of retail supply chain change, Globalization, Nature of demand.	15 hours
	Unit II: Retail Location Selection, Retail Supply Chain Strategy, and Merchandise Planning Retail Location Selection - Importance of retail locations, Types of retail locations, Factors determining the location decision. Retail Supply Chain Strategy - Product life cycle, Innovative and functional products, Retail market segments, Supply chain management excellence, Skill requirements. Merchandise Management - Meaning of merchandising, Factors that influence merchandising, Functions of merchandising manager, Merchandise planning.	15 hours
	Unit III: Retail Operations, and Space Management Retail Operations - Store administration, Premises management, Inventory management, Store management, Receipt management and Profitability. Retail Space Management – Store Space management, layout and design.	15 hours
	Unit IV: Responsibilities, Retail Marketing, and Pricing Responsibilities of a Store Manager - Store record and accounting system, Coding system, Logistics, and Information system. Retail marketing, pricing and Visual merchandising, Promotions strategy.	15 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/ Viva/ Seminars/ Term Papers/ Assignments/ Presentations (in topics incidental to syllabus)/ Self- Study/	

	Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References / Readings	1. Ayers, J.B., Odegaard, M.A., <i>Retail Supply Chain Management</i>, Auerbach Publications, 2021 Edition or Latest Edition. 2. Berman, B., Evans, J.R., <i>Retail Management - A Strategic Approach</i>, Pearson, 2017 Edition or Latest Edition. 3. Fernie, J., Sparks, L., <i>Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain</i>, 2018 Edition or Latest Edition. 4. Levy, M., Weitz, B., Grewal, D., <i>Retailing Management</i>, 2023 Edition or Latest Edition. 5. Pradhan, S., <i>Retailing Management</i>, McGraw Hill Education, 2024 Edition or Latest Edition.
Course Outcomes	At the end of the course, the participant will be able to: 1. Identify types of retail store formats and trends in the retail industry. 2. Formulate various strategies required for retail supply chain management. 3. Manage merchandise and retail space effectively. 4. Handle retail operations, pricing, and market retail stores.



SKILL ENHANCEMENT COURSES

Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)

Course Code : MNS-343

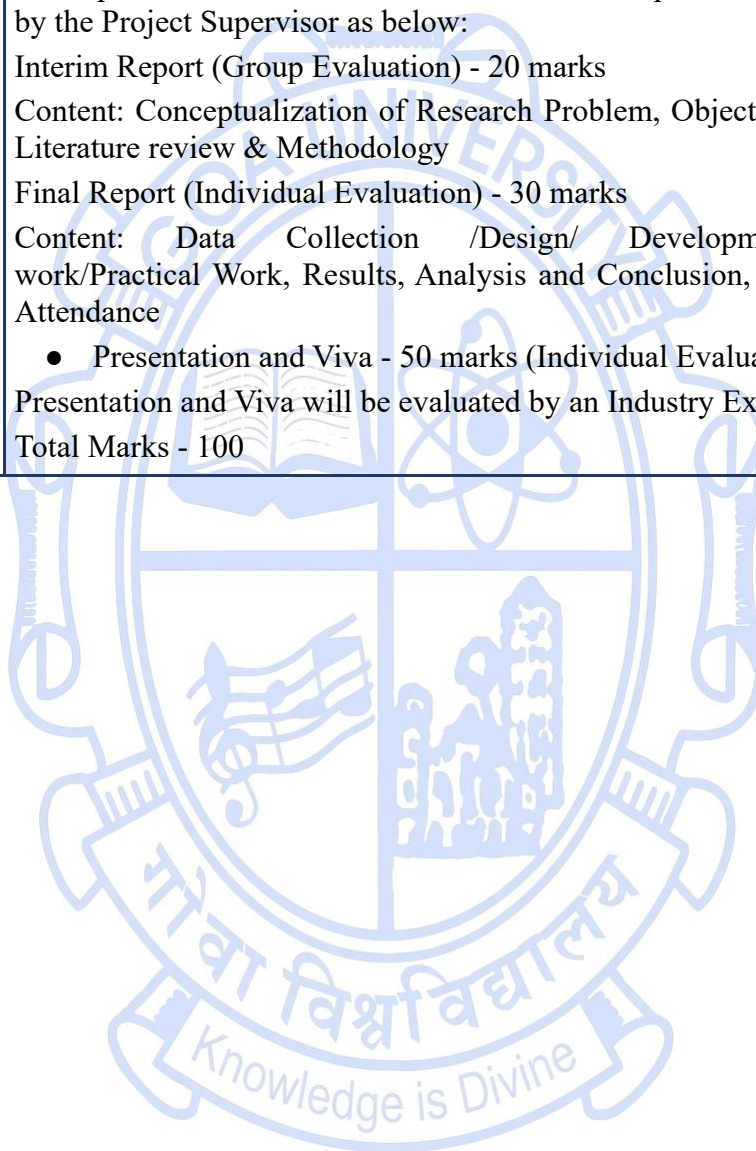
Title of the Course : Major Project

Number of Credits : 4

Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objective	To equip students with the skills to apply their in-class learnings and analytical skills to real-world problems through independent research and project execution.	
Content	Project shall be a Group project. Each project group shall consist of maximum 5 students. Project and the Report shall be based on field work/ on-the-job training or similar work assigned by the teacher as per Project Guidelines issued by Goa University from time to time except for evaluation which will be as per OA 44. The student shall have project supervisor. S/he shall attend project meetings as per the schedule with the project supervisor to map the progress.	60 hours
Pedagogy	Lectures/ Field Work/ Outreach Activities/ Project Work/ Real-Life Scenarios /Workshops/ Seminars/ Term Papers/Assignments/Expert Talks/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	1. Bovee, C.L. & Thill, J.V. <i>Business Communication Today</i>, Pearson Education, 2020 or Latest Edition 2. Chawla D. and Sondhi N., <i>Research Methodology: Concepts and Cases</i>, Vikas Publishing House, 2020 or Latest Edition 3. Cooper, D. R. and Schindler, Pamela S., <i>Business Research Methods</i>, Tata McGraw-Hill, New Delhi, 2019 or Latest Edition 4. Guffey, M.E. & Loewy, D. <i>Essentials of Business Communication</i>, Cengage Learning, 2019 or Latest Edition 5. Sachdeva, J. K., <i>Business Research Methodology</i>, Himalaya Publishing House, 2019 or Latest Edition	
Course Outcomes	At the end of the course, the participants will be able to: 1. Apply theoretical knowledge to solve real business problems through project work. 2. Conduct field work, library research, and/or organizational study to collect and analyze relevant data.	

	3. Demonstrate teamwork, ethical practices, and professional responsibility while completing the project. 4. Prepare and present a well-structured project report communicating findings and recommendations effectively.
Evaluation	The participant shall be evaluated as under: • Report - 50 marks • Presentation and Viva - 50 marks The report will consist of an Interim and Final Report and will be evaluated by the Project Supervisor as below: Interim Report (Group Evaluation) - 20 marks Content: Conceptualization of Research Problem, Objectives of the study, Literature review & Methodology Final Report (Individual Evaluation) - 30 marks Content: Data Collection /Design/ Development/Field/Library work/Practical Work, Results, Analysis and Conclusion, Project meetings Attendance • Presentation and Viva - 50 marks (Individual Evaluation) Presentation and Viva will be evaluated by an Industry Expert Total Marks - 100



Name of the Programme : Bachelor of Business Administration (Shipping & Logistics)
Course Code : MNS-344
Title of the Course : Innovation and Design Thinking
Number of Credits : 1T + 1P
Effective from AY : 2025-26

Prerequisites for the Course	Nil	
Course Objective	To enable participants to have competence to develop creative thinking skills and apply design-based approaches/tools for identifying and implementing innovation opportunities into implementable projects.	
Content	Unit I: Foundation to Innovation and Design Thinking Meaning and importance of innovation in modern business, Types of innovation: Product, Process, Business Model, Service, Introduction to Design Thinking and its relevance in management, Principles: Empathy, Customer-Centricity, Experimentation, Stages of Design Thinking: Empathize, Define, Ideate, Prototype, Test, Understanding customer needs: pain points, latent needs, Role of Design Thinking in global success stories.	5 hours
	Unit II: Ideation, Business Models and Innovation Tools Techniques for creative thinking: Brainstorming, Mind Mapping, Identifying opportunities and problem framing, Concept of “wicked problems” in business, Tools for innovation: Introduction to Business Model Canvas, Value Proposition Canvas, Customer journey mapping and experience design, evaluating ideas.	5 hours
	Unit III: Prototyping, Testing and Commercialisation Prototyping: meaning, types (low-fidelity & high-fidelity), Rapid prototyping techniques in business contexts, Minimum Viable Product (MVP) concept, understanding testing with users and feedback, Iteration and redesign based on feedback loops, Basics of market validation and pilot testing, innovation implementation and scaling, Importance of Communicating ideas: pitching and storytelling for business.	5 hours
	Unit IV: Practical I • Classification and comparison tables of companies into types of innovation • Report of bad customer experiences in the field through observation • Empathize stages of design thinking through on common issues in business • Problem framing canvas of wicked problems in business • Brainstorming exercise on how problems can be fixed • Mind mapping exercise	15 hours

	Unit V: Practical II ● Redesign a classroom experience using the stages of design thinking ● Business model canvas poster ● Analysing successful business models through presentations ● Design a value proposition canvas ● Customer journey experience mapping ● Idea ranking matrix exercise with justifications ● Innovative strategy case discussion ● Paper prototype challenge ● 1 page Minimal Viable Product plan ● Before and after prototype comparison through feedback loops ● Pilot launch strategy document for launching a product ● Startup pitch presentation	15 hours
Pedagogy	Lectures/ Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations (in topics incidental to syllabus)/ Self-Study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive to enable peer-to-peer learning.	
References/ Readings	1. Balaguruswamy, E., <i>Developing Thinking Skills (The Way to Success)</i>, Khanna Book Publishing Company, 2025 Edition or Latest Edition. 2. Brown, T., <i>Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation</i>, Harper Business, 2019 Edition or Latest Edition. 3. Lewrick, M., Link, P., Leifer, L., <i>The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems</i>, Wiley, 2023 Edition or Latest Edition. 4. Liedtka, J., Ogilvie, T., <i>Designing for Growth: A Design Thinking Tool Kit for Managers</i>, Columbia Business School Publishing, 2023 Edition or Latest Edition. 5. Pinheiro, T., <i>The Service Startup: Design Thinking Gets Lean</i>, CreateSpace Independent Publishing, 2022 Edition or Latest Edition.	
Course Outcomes	At the end of the course, the participants will be able to: 1. Understand the basics of design thinking and innovation in business. 2. Identify customer needs and business problems using simple tools. 3. Generate and develop creative ideas for business solutions. 4. Create and present a basic prototype or innovative solution.	