

BHARATHIAR UNIVERSITY: COIMBATORE-46
BBA (International Shipping and Air Cargo Logistics Management)
(For the SDE candidates admitted from the academic year 2012-13 & onwards)

(Annual Pattern)

Course Syllabus

Scheme of Examinations

Year	Part	PAPER	Exam Duration	Max. Marks
I	I	Language - I	3	100
I	II	Language - II (English)	3	100
I	III	Management Process	3	100
I	III	Accounting for Managers	3	100
I	III	Mathematics for Managers	3	100
II	III	Organisational Behaviour	3	100
II	III	International Strategic Management	3	100
II	III	Introduction to Logistics Management	3	100
II	III	Inventory Management	3	100
II	III	Supply Chain Management	3	100
III	III	Principles of Logistics Information	3	100
III	III	Foreign Trade Procedure and Documentation	3	100
III	III	Air Cargo Logistics Management	3	100
III	III	Shipping and Ocean Freight Logistics Management	3	100
III	III	Domestic Logistics	3	100
			TOTAL	1500

Eligibility : Plus Two or Equivalent

Duration : Three Year

Objective: On successful completion of this course, the students should have understood the nature and types of business organizations, Principles & functions of Management, Process of decision making, and Modern trends in management process.

UNIT -I

Business - meaning -business and profession, requirements of a successful business-Organisation - meaning - importance of business organisation. Forms of business Organisation-Sole traders, partnership, Joint Hindu family firm - Joint Stock Companies - Cooperative Organisations - Public Utilities and Public Enterprises.

UNIT –II

Nature and Scope of Management process – Definitions of Management – Management: a science or an art? - Scientific Management - Managerial functions and roles – The evolution of Management Theory.

UNIT –III

Planning: meaning and purpose of planning - steps in planning - types of planning. Objectives and Policies - Decision making: Process of Decision making - types of Decisions.

UNIT -IV

Organising: Types of organisation - Organisational structure - span of control - use of staff units and committees. Delegation: Delegation and centralisation - Line and Staff relationship. Staffing: Sources of recruitment - Selection process - training.

UNIT - V

Directing: Nature and purpose of Directing. Controlling: Need for co-ordination - meaning and importance of controls - control process - Budgetary and non-Budgetary controls Modern trends in Management Process - case studies.

REFERENCE BOOKS

1. Business Organisation - Bhushan Y.K.
 2. Principles of Management – L.M. Prasad
 3. Business Management – Dinkar Pagare
 4. Principles of Business organisation and Management – P.N. REDDY
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Objective: On successful completion of this course, the students should have understood the basic accounting concepts, Fundamentals of Financial Accounting, Preparation of final accounts, and Fundamentals of Cost and Management Accounting

UNIT - I

Basic Accounting concepts - Kinds of Accounts – Branches of Accounting - Fundamentals of Financial Accounting - Rules of Double Entry System – Preparation of Journal and Ledger Accounts- problems - Subsidiary books - cash book – types of cash book - problems - Trial balance – problems.

UNIT - II

Manufacturing - Trading - Profit & Loss Account - Balance sheet. – Problems with simple adjustments.

UNIT - III

Meaning-definition-scope-objectives-function-merits and demerits of Cost Accounting and Management Accounting - distinction between Cost, Management and Financial Accounting - Elements of cost-cost concepts and costs classification.

UNIT – IV

Preparation of cost sheet - Stores Control - ECQ-Maximum, Minimum, Reordering Levels - Pricing of Materials Issues - problems (FIFO, LIFO, and AVERAGE COST methods only) - labour cost - remuneration and incentives - problems.

UNIT – V

Standard Costing - Variance Analysis – problems (Material and Labour Variances only) - Marginal Costing - Cost Volume Profit analysis. Budgeting - preparation of various budgets. (Theory and problems may be in the ratio of 20% and 80%respectively)

REFERENCE BOOKS

1. Grewal, T.S. : Double Entry Book Keeping
2. Jain and Narang : Advanced Accountancy
3. Shukla and Grewal : Advanced Accountancy
4. Gupta and Radhaswamy : Advanced Accountancy
5. Gupta R.L. : Advanced Accountancy
6. Jain and Narang : Cost Accounting
7. Nigam and Sharma : Cost Accounting
8. RK Sharna & K. Gupta : Management Accounting
9. S.N.Maheswari : Management Accounting

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MATHEMATICS FOR MANAGEMENT

Objective: On successful completion of this course, the students should have understood to Set operations, matrix and Mathematics of Finance and statistical tools and their applications

UNIT - I

Sets and set operation - Venn Diagrams - Elements of Co-ordinate system. Matrices, Fundamental ideas about matrices and their operational rules – Matrix multiplication - Inversion of square matrices of not more than 3rd order- solving system of simultaneous linear equations.

UNIT-II

Mathematics of Finance and series simple and compound interest – Arithmetic progression - Geometric progression (Simple problems only).

UNIT-III

Meaning and Definitions of Statistics - Scope and Limitations. Statistical enquiries - Scope of the problem - Methods to be employed types of enquiries - Presentation of data by Diagrammatic and Graphical Method - Formation of Frequency Distribution.

UNIT-IV

Measures of Central tendency - Arithmetic Mean, Median, Mode, Geometric and Harmonic mean, Measures of variation and standard, mean and quartile deviations – Skewness and Kurtosis Lorenz curve, Simple Correlation - Scatter diagram - Karl Pearson's Coefficient of correlation – Rank correlation - Regression lines.

UNIT-V

Analysis of Time Series: Methods of Measuring - Trend and Seasonal variations - Index number - Unweighted indices - Consumers price and cost of living indices.* Questions in theory and problems carry 30% and 70% marks respectively

REFERENCE BOOKS

1. Sundaresan and Jayaseelan - An Introduction to Business Mathematics and Statistical Methods
2. Gupta S.P. - Statistical Methods
3. Navaneethan P. - Business Mathematics
4. Statistics - R.S.N. Pillai, Mrs. Bhagavathi
5. P.R. Vittal - Business Mathematics and Statistics

ORGANISATIONAL BEHAVIOUR

Objective: On successful completion of this course, the students should have understood Personality, Perception, Motivation, Job-satisfaction, morale, Group dynamics, Leadership traits, Counselling and guidance, etc.

UNIT - I

Importance and scope of organisational psychology – Individual differences - Intelligence tests - Measurement of intelligence - Personality tests - nature, types and uses.

UNIT - II

Perception - Factors affecting perception - Motivation - theories - financial and non-financial motivation - techniques of motivation - Transactional Analysis – Brain storming.

UNIT - III

Job satisfaction - meaning - factors - theories - Management of job satisfaction -Morale - importance - Employee attitude and behaviour and their significance to employee productivity - job enrichment - job enlargement.

UNIT – IV

Hawthorne Experiment - importance - Group Dynamics - Cohesiveness – Cooperation-competition - conflict - Types of Conflict – Resolution of conflict - Sociometry - Group norms - Role - Status – supervision style - Training for supervisions.

UNIT - V

Leadership - types - theories – Trait, Managerial Grid, Fiedler's contingency - Organisational climate - organisational effectiveness – organisational development - counselling and guidance - Importance of counsellor - types of counselling - merits of counselling.

REFERENCE BOOKS

1. Keith Davis - Human Behaviour at Work
2. Ghos - Industrial Psychology
3. Fred Luthans - Organisational Behaviour
4. L.M. Prasad - Organisational Behaviour
5. Hippo - Organisational Behaviour

INTERNATIONAL STRATEGIC MANAGEMENT

Objective: On successful completion of this course, the students should have understood Personality, Perception, Motivation, Job-satisfaction, morale, Group dynamics, Leadership traits, Counselling and guidance, etc.

UNIT – I

International Strategic Management – Distinguishing Characteristics of international Strategic Management - Difference between international Strategic Management and Domestic Strategic Management.

UNIT – II

Corporate Strategies – Mission – Vision – Analyzing industry and competition – Internal appraisal of the firm – Competitive advantage – Core competence – Internal analysis – Turnaround.

UNIT – III

Portfolio Analysis –Process of strategic choice- focusing in strategic alternatives – GAP Analysis – Selection Factors – Corporate portfolio analysis – BCG Matrix – Limitations of BCG Matrix – GE Nine cell matrix – SWOT analysis.

UNIT – IV

Strategy implementation – Concept of strategy implementation – steps in strategy implementation – Factors causing unsuccessful implementation of Strategy – Organization structure for strategy implementation – Forms of organization structure - relating structure to strategy.

UNIT – V

Strategy evaluation and control – Requirements for effective evaluation – Strategic control –Types of strategic Control – Process of evaluation – Setting Performance standards – Evaluation techniques for strategic control.

BOOKS RECOMMENDED

1. International Strategic Management, R.M. Srivastava, Himalaya Publishing House, Bombay
2. Strategic Planning formulation of Corporate Strategy Text & Cases, V.S. Ramasamy, S. Namakumari, Macmillan India Ltd., New Delhi.
3. Strategic Management, Francis Cherunillam, Himalaya Publishing House, Bombay.
4. Business policy & Strategy, LM Prasad, Sultan Chand Co., New Delhi.
5. Corporate Strategic Management, RM Srivastava & Divya, Nigam Pragati prakashan, Meerut.
6. Business Policy & strategic management, Agarwal, Ban erjeed Nair, Pragati Prakashan, Meerut.

INTRODUCTION TO LOGISTICS MANAGEMENT

Objective:

The aim of the paper is to know how a logistic strategy fits into an organisation's broader decisions, understand the role of logistic providers, and realize the meaning of customer service and understand its importance to logistics management.

Unit I

Logistics- Definition - History and Evolution- Objectives-Elements-activities importance-The work of logistics-Logistics interface with marketing-retails logistics-Emerging concept in logistics. (18 Hours)

Unit II

Logistics Management-Definition-Achievement of competitive advantage through logistics Framework-Role of Logistics management-Integrated Logistic Management-Evolution of the concept- model - process-activities (in brief). (18 Hours)

Unit III

Outsourcing logistics-reasons-Third party logistics provider-Fourth party Logistics providers (4 pl)-Stages-Role of logistics providers

Unit IV

Logistics Strategy-Strategic role of logistics-Definition-role of logistics managers in strategic decisions-Strategy options, lean strategy, Agile Strategies & Other strategies-Designing & implementing logistical strategy

Unit V

Quality customer service & integrated logistics-customer service-importance elements-the order cycle system-distribution channels-Functions performed-Typesdesigning.

Books for Reference:

David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd.,New Delhi, 2003.

Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004

Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005

Donald Waters : Logistics. Palgrave Macmillan, New York, 2004

Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999

INVENTORY MANAGEMENT

Objective:

The aim of this paper is to understand the importance of holding inventory by the organizations, describe ABC inventory systems and calculate an Economic Order Quantity (EOQ) and safety stock.

Unit I

Inventory – Definition – Types – Characteristics - Cost of Carrying inventory - Conceptual framework of inventory - Inventory categorization - Service level. (15 Hours)

Unit II

Inventory Management-Meaning-need-Classification ABC Analysis and CAV analysis-Inventory Management Policy-factors to be considered to formulate it - definition-Inventory control procedures-Inventory Planning methods-Constraints to the effectiveness of Inventory Planning-Conceptual design of a Combined DRP/MRP System-features-benefits & limitations of DRP. (18 Hours)

Unit III

Inventory Management Strategy-Strategy Development process-Characteristics of poor inventory-Steps-Methods for improved inventory management- Export inventory management. (15 Hours)

Unit IV

Inventory Management models-Push and Pull models-EOQ model-Safety stock – Inventory cost-Types: carrying and ordering - financial impact of inventory-Total cost presentation. (13 Hours)

Unit V

Supply chain Inventory Management-Reasons for carrying inventory-Supply chain wastes and their effects on inventory investment-Measures to eliminate supply chain waste-Approaches for controlling inventory investment. Supply chain inventory planning and controlling. (14Hours)

Books for Reference:

David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Ltd., Joe B. Hanna New Delhi, 2003.

Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004

Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005

Donald Waters : Logistics. Palgrave Macmillan, New York, 2004

Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999

Sarika Kulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004

SUPPLY CHAIN MANAGEMENT

Objective:

The paper aims to educate students on stages of supply chain management and new opportunities in SCM

Unit I

SCM – Definition – objectives – Evolution - need-Issues involved in developing SCM Framework-Types. SCM activities - constituents - Organisation. (12 Hours)

Unit II

Supply chain Integration-Stages-Barriers to internal integration-Achieving Excellence in SCM-Dimensions of Supply Chain Excellence-Forces influencing SCE Emotions, Physical and Financial Supply Chains-Check list for Excellence.

Unit III

Purchasing and Supply Management-Introduction-importance Objectives purchasing process-purchasing & other functions-Purchasing and integrated logistics interfaces-Types of purchases-Purchasing partnerships-Materials sourcing-Just-in-time purchasing.

Unit IV

Outsourcing in SCM-Meaning need-outsourcing risks-outsourcing process outsourcing in SCM-New opportunities in SCM outsourcing-Myths of SCM outsourcing.

Unit V

Performance Measurement in SCM-Meaning-Advantages of performance measures-The benefits of performance measurement-Measuring SCM-Supplier performance measurement-Parameters choosing suppliers.

Books for Reference:

David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Ltd., Joe B. Hanna New Delhi, 2003.

Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004

Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005

Donald Waters : Logistics. Palgrave Macmillan, New York, 2004 Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999

Sarika Kulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004

PRINCIPLES OF LOGISTICS INFORMATION

Objective :

The paper aims to teach the forms of logistics information, Information functionality, Information forecasting, and application of information technology in logistics

Unit I

Logistics Information-Meaning & Need Forms-LIS-Definition-Information functionality - activities involved in transaction system-Principles of designing or evaluating LIS applications.

Unit II

LIS Architecture-components-Two forms of activities; Planning & co-ordination flows & operating flows - Flow and use of integrated logistics information.

Unit III

Information forecasting: Definition-Process- component-characteristic of forecast compound-approaches-forecast techniques-Forecast error.

Unit IV

Information Technology & Logistics-Electronic Data Interchange-Personal Computers-Artificial Intelligence/Expert system-Communications Bar coding & Scanning. Electronic Data Interchange standards-Communication, Information & Future directions.

Unit V

Information Technology for supply chain management - Bull whip effect-IT in supply chain-Business Process Reengineering-enterprise resource planning-EDI-Problems with EDI-Impact of Internet on SCM.

Books for Reference:

David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Ltd., Joe B. Hanna New Delhi, 2003.

Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004

Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005

Donald Waters : Logistics. Palgrave Macmillan, New York, 2004

Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999

Sarika Kulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004

FOREIGN TRADE PROCEDURE & DOCUMENTATION

Objective :

The paper aims to teach the foreign trade procedure and documentation in logistics

UNIT- I

Foreign trade policy 2004-2009 – Export licensing procedures and formalities –Export price Quotations – Deemed Exports – benefits – Categories of supply Role of Export Promotion in Export credits guarantee Corporation (ECGC) – Export promotion councils (EPCS) & commodity Boards (CB) – Export promotion schemes.

UNIT – II

EOU scheme (Export Oriented Units) – Eligibility – Setting up EOUs – supplies by DATA (Domestic Tariff Area) Units to EOUs – Special Economic Zones (SEZ) scheme – Eligibility Approval – conditions – fiscal Incentives for developer of SEZ's – New status Holder Categorization – one to five star Export Houses – Free trade and Warehousing Zones.

UNIT – III

Procedure for Registration of Importers- Categories of Importers – Importer Registration with regional licensing Authorities (IEC Number, I – card and modification of particulars) import of capital Goods under EPCG scheme (Export promotion capital Goods) – Duty Exemption / Remission scheme.

UNIT – IV

General provisions for Imports – Financing Import – Foreign Exchange Facilities to Importers – Customer and Central Excise Duty Drawbacks in Export goods –Foreign Currency Accounts in India and Abroad permitted currencies and methods of payment- Customs formalities for clearance of Imports goods- Shipment of goods.

UNIT – V

Import and export documentation – Frame work – Standardized pre-shipment Export documents – Commercial and regulatory documents.

Books Recommended :

1. Foreign trade policy procedures and documents – M.I. Mahajan
2. 100% Export oriented unites special economic zones award procedure – S.M. Bhat Nagar
3. Import – M.I. Mahajan
4. Import Management – Nand Kishore sharmas
5. Import do it yourself – M.L. Mahajan
6. Export Management - Dr. Verma and Aggerwal
7. A guide on Export policy procedures and documentation – M.L. Mahajan

AIR CARGO LOGISTICS MANAGEMENT

OBJECTIVES: This module has been designed to provide participants with a good understanding of airfreight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.

Unit 1

Introduction to Airline Industry - History - Regulatory Bodies - Navigation systems - Air Transport System – Functions – Customers – Standardization – Management – Airside - Terminal Area - Landside Operations – Civil Aviation - Safety and Security - Aircraft operator's security program - Security v/s Facilitation - – ICAO security manual - Training and awareness – Rescue and fire fighting - Issues and challenges - Industry regulations - Future of the Industry.

Unit 2

Introduction to Air Cargo: Aviation and airline terminology - IATA areas - Country – Currency– Airlines - Aircraft lay out - different types of aircraft - aircraft manufacturers - ULD - International Air Routes - Airports - codes – Consortium –Hub & Spoke – Process Flow

Unit 3

Airline Marketing and Customer Service
Standardization in Logistics - Air freight Exports and Imports - Sales & Marketing – Understanding Marketing, Environment, Marketing Research, Strategies and Planning, Audits, Segmentation, SWOT, Marketing Management Control, Consignee controlled cargo –Sales leads – Routing Instructions - Customer service, Future trends.

Unit 4

Advices – Booking - SLI – Labeling – Volume/ Weight Ratio – Shipment Planning - TACT – Air Cargo Rates and Charges. - Cargo operations- Customs clearance

Unit 5

Air Freight Forwarding: Air freight Exports and Imports - Special Cargoes - Consolidation - Documentation - Air Way Bill (AWB) – Communication – Handling COD shipments – POD – Conditions of contract - Dangerous (DGR) or Hazardous goods

Reference:

1. Air transport logistics by Simon Taylor (Hampton)
- 2 Air cargo distributions: a management analysis of its economic and marketing benefits / [by] Paul Jackson and William Brackenridge (Gower Press)
- 3 Air freight: operations, marketing and economics / (by) Peter S. Smith (Faber)
- 4 4th Party Cyber Logistics for Air Cargo by Sung Chi-Chu (Boston : Kluwer Academic Publishers)
- 5 Accelerated Logistics by Mark Wang (Santa Monica CA)
6. Airports; some elements of designs and future development-John Walter wood
7. Fundamental of air transport management by P.S.Senguttavan.
8. Oxford ATLAS-OXFORD PUBLISHING
9. Aviation century: wings of change- A global survey-Ratandeep singh-jain book

SHIPPING AND OCEAN FREIGHT LOGISTICS MANAGEMENT

OBJECTIVES: This module has been designed to provide participants with a good understanding of ocean freight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.

Unit 1

Shipping industry and business - description of a ship. Uses of a ship or a floating vessel. Classification of ship (route point) (cargo carried) - superstructure - tonnages & cubics - drafts & load lines - flag registration - Different types of cargo. (packaging, utility or value). Trimming - Cleansing -Unitized cargo

Unit 2

Stevedoring, Lighterage Services and Security - Port trusts -operational unit - services – Seaports – Vessel Operations – pilotage - Stevedoring - Dock Labour Boards - charges –Automated Container Handling - security at ports and harbours. Role of security agencies - lighterage services.

Unit 3

Sales and Customer Service: Shipping Lines - Hub & Spoke - Process flow - Advices – Booking - Containerization –Containers – Container numbering - Process flow - Shipping Sales – Leads – Quotations – Customer Service

Unit 4

Operations - Volume / Weight calculations - Shipment Planning basics – Preparing & loading containers– Types of container services - FCL - Consolidation –LCL - Advanced Scientific shipment planning –Container de-stuffing

Unit 5

Documentation - Bill of Lading basics – MBL - HBL – CY – CFS - Advanced learning in Bills of Lading - Sea Way bill - Combined transport - MTO – Multimodal Transport Document (MTD) - Invoicing - Information Flow - Release of cargo - Cross Trade & Documentation - Conditions of Contract – Managing Key Accounts – Trade Lane Development – Consortium.

References

- 1 Carriage of goods by sea / John F. Wilson (Harlow : Longman)
- 2 Containerization / (by) J.R. Whittaker (Hemisphere ; Wiley)
- 3 The economics of tramp shipping / (by) B.N. Metaxas. (Athlone Press)
- 4 Shipping and Logistics Management by Yuen Ha Lun, Kee Hung Lai, Tai Chiu Edwin Cheng (Springer)
- 5 Getting the Goods: Ports, Labor, and the Logistics Revolution by Edna Bonacich and Jake B. Wilson (Cornell University Press)
- 6 Logistics and Distribution Management by Alan Rushton, Phil Croucher & Peter Baker (CILT)
7. Ocean Freights and Chartering by Cyril Frederick Hardy Cufley (Adlard Coles Nautical)

DOMESTIC LOGISTICS

OBJECTIVES: To make students aware of domestic logistics and equip them with necessary knowledge to be industry ready.

Unit 1

Vehicle Selection-Types of vehicles – types of operations – load types and characteristics – main types of vehicle body - Implications of vehicle selection – vehicle acquisition.

Unit 2

Vehicle costing-Reasons for road freight transport vehicle costing – Main types of costing systems – vehicle standing costs – vehicle running costs – overhead costs – costing the total transport operation – whole life costing – vehicle cost comparisons – zero-based budget.

Unit 3

Legislation

Operator licensing – Driver licensing – Driver’s Hours regulations – Road transport directive – tachographs - vehicle dimensions.

Unit 4

Planning & Resourcing-Need for Planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing & scheduling issues – data requirements – manual methods of vehicle routing & scheduling – computer routing & scheduling – information system applications – GPS - RFID

Unit 5

Documenting & Information flow - Advices – Planning – FTL – LTL – Documentation – Road Receipts / Truck Receipts / Way Bills (RR / LR) - Consignment note CMR (EU & Canada) – Booking – Invoicing & Information Flow - Long Haul – Coordination with terminals – Exceptional Loads (Project cargo).

Reference:

- 1 Logistics of facility location and allocation / Dileep R. Sule (Marcel Dekker)
- 2 Logistics & supply chain management / Martin Christopher (Prentice Hall Financial Times)
- 3 The management of business logistics / John J. Coyle, Edward J. Bardi, C. John Langley (West Publishing Company)
- 4 Manufacturing operations and supply chain management : the LEAN approach / [edited by] David Taylor and David Brunt (Thomson Learning)
- 5 Operations and process management : principles and practice for strategic impact / Nigel Slack (Financial Times Prentice Hall)
- 6 Logistics and Distribution Management: Alan Rushton, Phil Croucher, Peter Baker (CILT)