



Program Name : MBA (Distance)

Curriculum Document

SEMESTER 1

Program: MBA(Distance)		Term I
Subjects	Topics	
Business Economics	<ul style="list-style-type: none"> • Fundamentals of Economics • Introduction to Business Economics • Probability and probability distribution • Demand Analysis • Supply Analysis • Consumer Demand Analysis • Elasticity of demand and supply • Demand Forecasting • Production Theory • Cost and Revenue analysis • Market Structure • Market Failures 	
Financial Accounting & Analysis	<ul style="list-style-type: none"> • Introduction toAccounting • Accounting Process • Financial Statements • Preparation of Financial Statements • Financial Reporting Standards I • Financial Reporting Standards II • Corporate Financial Statements • Analysis of Financial Statements I • Analysis of Financial Statements II 	
Information Systems for Managers	<ul style="list-style-type: none"> • Organizations and Information Systems • Concepts of Management Information System • Electronic Commerce, Electronic Business, Electronic Governance • Managing Green IT and Smart Cities • Information Technology Infrastructure and Choices • Cloud Computing and Internet-of-Things • Information Systems Security and Control • Information Systems Development and Project Management • Managing Data Resources • Business Process Integration & Enterprise Systems 	

Management Theory and Practice	<ul style="list-style-type: none"> • Evolution of Management • Nature of Management • Corporate Culture • Structure of an Organisation • Business Communication • Managerial Decision Making • Leadership • Motivation • Change Management • Management Information Systems
Organisational behaviour	<ul style="list-style-type: none"> • Introduction to Organisational behaviour • Understanding Individual Behaviour • Personality • Perception • Learning • Motivation • Leadership & People Skill • Groups and Teams • Stress Management • Conflict Management • Power and Politics in Organisations • International Organisational Behaviour

SEMESTER 2

Program: MBA(Distance)		Term II
Subjects	Topics	
Business Communication	<ul style="list-style-type: none"> • Professional Communication in a Digital, Social, Mobile World • Writing Business Messages • Completing Business Messages • Probability and probability distribution • Digital & Social Media • Writing Routine and Positive Messages • Writing Negative Messages • Writing Persuasive Messages • Writing Reports and Proposals • Making Business Presentations • Writing Resumes • Applying and Interviewing for Employment 	

Business Law	<ul style="list-style-type: none"> • Introduction to Law • Framework of Legal System in India • Legal Framework of Business' in India • The impact of Law on Business' • The need for Law in Business • Overview of the laws dealt in the Course Financial Statements • Indian Contract Act, 1872 • Sale of Goods Act, 1930 • Laws related to formation of Business • Laws that Commonly affect Business • Laws related to enforcement and Redressal Mechanism in Business • Consumer Protection Act, 2019
Decision Science	<ul style="list-style-type: none"> • Introduction to business statistics • Central Tendency (Averages) • Dispersion, Skewness and Kurtosis • Probability • Approaches of Determining the Probability • Probability Distribution- Binomial and Poisson Distribution • Probability Distribution- Normal Distribution • Sampling and Sampling Distribution • Correlation analysis, Performing correlation using Excel • Time Series forecasting • Decision Analysis and Case studies

SEMESTER 3 & 4

Program: MBA(Distance) Specialisation: Business Management		Term III
Subjects	Topics	
Consumer Behaviour (CB)	<ul style="list-style-type: none"> • CB, Factors influencing it • Basics of Consumer Behaviour (CB) • STP, its types and its implication in marketing • CBBE model • Use of STP in consumer Behaviour • How political, economic, social, technological, environmental etc factors effect CB • Environmental Determinants in CB • Consumer Decision making process and models • Various decision-making models Stimulus Response, economic CB Models • Consumer Decision making process and models • Various decision-making models Howard-sheth Model, Nicosia model CB Models • Diffusion and adoption of innovations • Consumer decision making (reference group influences) • Motivation, Perception, Learning, Attitude, Personality concepts and their models • The consumer as Individual 	

<p>Cost & Management Accounting</p>	<ul style="list-style-type: none"> • Course Overview and Management Accounting Fundamentals • Cost Concepts, Cost Classification and Unit Cost Analysis • Materials Cost Control • Labor Cost and Overhead Cost Control • Income Recognition Under Marginal and Absorption Costing • Standard Costing and Variance Analysis • Standard Costing and Variance Analysis • Cost Analysis: Job Order, Batch and Contract Costing, Process Costing and Joint Costing • Management Accounting in Global Perspective and Revision
<p>Digital Marketing</p>	<ul style="list-style-type: none"> • Introduction to Digital Marketing • Creating DM Models • The Online Consumer • The Digital Marketing strategy • The Digital Marketing Channel and communication mix • Digital Marketing operations set up • Digital Marketing Campaign management • DM execution elements and careers in digital marketing
<p>International Business</p>	<ul style="list-style-type: none"> • Introduction to International Business and Globalization • International Trade Theories and Policies; International Monetary System and Export Documentation • International Business Environment, Cultural Environment facing International Business • Entering International Markets • International Marketing • Marketing Mix in International Business • Issues in International Trade; Ethics in International Business • Doubt Clearing session
<p>Organisational Theory, Structure and Design</p>	<ul style="list-style-type: none"> • An Introduction to Organisation and Organisation Theory • Organisational Effectiveness and its Measurement • Organisational Structure and Design • External Environment and Analysis • Internal Environment and Organisational Analysis • Strategic Management in Organisations • Organisational Diversity • Power, Politics and Authority in an Organisation • Managing Organisational Conflict • Managing Organisational Change
<p>Project Management</p>	<ul style="list-style-type: none"> • Introduction • Project Organisation • Project Selection • Costing and Budgeting • Project Decisions • Project Planning • Project Scheduling • Monitoring & Control • Commissioning & Closure • IT in Projects • PM Software

Program: MBA(Distance) Specialisation: Business Management		Term IV
Subjects	Topics	
Business Ethics, Governance & Risk	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk 	
Corporate Finance	<ul style="list-style-type: none"> • An introduction to finance • Time value of money • Cost of Capital • Financial and Operating leverage • Capital Structure • Capital Budgeting Decisions • Working Capital Management • Short Term Sources of Finance • Cash, Receivables and Inventory Management • Case Studies 	
Entrepreneurship and Venture Capital Management	<ul style="list-style-type: none"> • Introduction to Business Process Outsourcing • Entrepreneurship and Art of Innovation • Ideas into Business Models • Writing and winning business models • Setting up Company and Funding the Venture • Managing Resources – Money, People • Exiting the Venture • Social Entrepreneurship and Technology Entrepreneurship • Family Business, Few Case studies and conclusion 	
Research Methodology	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition 	

	<ul style="list-style-type: none"> • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
Sales Management	<ul style="list-style-type: none"> • Personal Selling and marketing Strategy • Sales Management, Personal Selling, and Salesmanship • Setting Personal-Selling Objectives • Determining Sales-Related Marketing Policies • The Effective Sales Executive • Sales Personnel Management • Recruitment and Selection • Motivations, Compensation and Sales Budget
Project	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> a) You have some interest and understanding of the topic. b) There is a possibility to get sufficient data c) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> a) Include a title to the project: The project should start with the details of the project title, your name b) Acknowledgements: A brief thank you note to the people who have helped you in the project c) Table of contents: List of the various topics covered in the project along with the page numbers d) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report

SEMESTER 3 & 4

Specialisation: Banking and Finance Management		Term III
Subjects	Topics	

<p>Commercial Banking System & Role of RBI</p>	<ul style="list-style-type: none"> • Structure of Indian Financial System, Central Bank Regulatory Framework • Business Environment of Commercial Banks • Types of lending • Credit appraisal of fund based loans & WC Assessment • Working Capital Assessment & NPA & Capital Adequacy in banks • Methods of non-fund based credit appraisal & Risk Management in Banks • Types of charges for creation of securities & Financial statements and Asset Liability Management in Banks
<p>Corporate Finance</p>	<ul style="list-style-type: none"> • An introduction to finance • Time value of money • Cost of Capital • Financial and Operating leverage • Capital Structure • Capital Budgeting Decisions • Working Capital Management • Short Term Sources of Finance • Cash, Receivables and Inventory Management • Case Studies
<p>Cost & Management Accounting</p>	<ul style="list-style-type: none"> • Course Overview and Management Accounting Fundamentals • Cost Concepts, Cost Classification and Unit Cost Analysis • Materials Cost Control • Labour Cost and Overhead Cost Control • Income Recognition Under Marginal and Absorption Costing • Standard Costing and Variance Analysis • Standard Costing and Variance Analysis • Cost Analysis: Job Order, Batch and Contract Costing, Process Costing and Joint Costing • Management Accounting in Global Perspective and Revision
<p>Financial Institutions and Markets</p>	<ul style="list-style-type: none"> • Financial System Overview and Regulations in Indian Financial Markets • Money Market and Capital Market • Primary, Secondary, Debt Market and Currency Market • Institutions in the Financial Market – Banking Institutions, NBFCs and Development Financial Institutions • Mutual Funds, Insurance and Venture • International Financial Institutions, Efficient Market and Market Anomalies • Risk Management in Financial Institutions • Revision, Doubt Solving and Closure of Subject
<p>Marketing of Financial Services</p>	<ul style="list-style-type: none"> • Role and Contribution of Financial Services • Financial Services Marketplace • Building Strategies and Market Plans • Financial Planning • Analysing Financial Service Market Environment • Consumers of Financial Services • Segmentation Targeting & Positioning • Marketing Financial Services in International Market • Pricing • Product Management and Distribution

	<ul style="list-style-type: none"> • Promotion • Consumer Relationship in Financial Services • Case Study and Resolving Queries
Retail Banking	<ul style="list-style-type: none"> • An overview of Retail Banking • An overview of NRI Banking and Investment opportunities • An insight into Retail Banking Products • An overview on Retail Lending and Lending products • An overview of Credit and Risk • An exposure to marketing management • An overview of Customer Service • An exposure to Technology in Retail Banking • An overview of Distribution Management • An exposure to Regulations and recent trends in Retail Banking • An overview of Retail Banking in India

Specialisation: Banking and Finance Management		Term IV
Subjects	Topics	
Business Ethics, Governance & Risk	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk 	
Insurance & Risk Management	<ul style="list-style-type: none"> • Introduction to Insurance and Risk Management • Operations of Insurance Companies • Insurance Principals and Contract • Life Insurance • Annuities and Retirement Benefits • Health Insurance • Property Insurance • Commercial Property Insurance • Liability Insurance • Personal Auto Insurance • Commercial Liability Insurance • 	
International Banking & Foreign Exchange Management	<ul style="list-style-type: none"> • Overview of International Banking and Foreign Exchange Management • Foreign Exchange Market, Foreign Exchange Management and Financial Institutions 	

	<ul style="list-style-type: none"> • International Banking - Payment, Clearing and Settlement Systems & Foreign Currency Accounts • Dealing Room Operations and Integrated Treasury Operations • Financing International Trade/Foreign Trade and Long-term International Financing • Foreign Exchange Risk Management • Foreign Exchange Risk Management Techniques – Derivatives
<p style="text-align: center;">Research Methodology</p>	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
<p style="text-align: center;">Treasury Management in Banking</p>	<ul style="list-style-type: none"> • Introduction to Bank Treasury Management • Banking Treasury Operations & settlement mechanisms • Understanding and Measuring Risks in Treasury Management • Cash Management • Liquidity Management • Foreign Exchange Management • Interest Rate Management • Payment Systems • Integrated Treasury Management in Banks • Treasury Management at International level
<p style="text-align: center;">Project</p>	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> d) You have some interest and understanding of the topic. e) There is a possibility to get sufficient data f) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> e) Include a title to the project: The project should start with the details of the project title, your name f) Acknowledgements: A brief thank you note to the people who have helped you in the project g) Table of contents: List of the various topics covered in the project along with the page numbers h) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography

- Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report

SEMESTER 3 & 4

Specialisation: SCM		Term III
Subjects	Topics	
Enterprise Resource Planning (ERP)	<ul style="list-style-type: none"> • Introduction of ERP • An Overview of Enterprises • ERP and Related Technologies • Systems, applications and Products (SAP) ERP Modules • ERP in Manufacturing • ERP in Inventory Management • ERP Implementation • ERP Vendors, Consultants and users • ERP Markets • Exploring ERP II • Future directions in ERP • Case Studies 	
Operations and Supply Chain Strategies	<ul style="list-style-type: none"> • Levels of Strategy Process; Operations Strategy; Strategic Fit Business Strategies for e-Business • Design Operations Strategy; Strategy Design Process; Focused Operations Strategy • Corporate-level Strategies; Business-level Strategies; Competitive Advantage • Corporate-level Strategies; Business-level Strategies; Competitive Advantage Online Marketing I • Product and Process; Types of Processes; Process Improvement • Capacity Management; Capacity Planning; Planning Service Capacity; Evolution of Manufacturing and Supply Chain Strategies • Evolution of Manufacturing and Supply Chain Strategies; Supply Chain Process Restructuring • Framework for Supply Chain Drivers; Managing Performance with Metrics SCOR Model; Internal and External Performance Measures • Summary 	
Procurement Management	<ul style="list-style-type: none"> • Introduction to Procurement Management • Purchasing Operations and its Structures • Supplier Sourcing, Registration and Evaluation • Cost Management, Discounts and Negotiations • Transportation & Delivery • Procurement of Capital Goods • EProcurement • Price • Purchasing Law and Ethics • Global Sourcing 	

Supply Chain Management	<ul style="list-style-type: none"> • Introduction to Supply Chain and Basics of Supply Chain Management • Supply Chain Strategies, Drivers and Metrics • Demand Management and Safety Inventory • Aggregate Planning in Supply Chain and Influence of IT in Supply Chain • Transportation in Supply Chain • Sourcing and Pricing in Supply Chain • Summary
Total Quality Management	<ul style="list-style-type: none"> • Introduction to TQM • Cost of Quality and Quality Control • Statistical Process Control • Process Capability • Acceptance Sampling • Quality Function Deployment • Quality management System • Quality Circle • Customer-Supplier relationship • Performance Measurement
Warehouse Management	<ul style="list-style-type: none"> • Warehousing Concept • Warehouse Function • Warehouse Location and Design; Warehousing Activities; Handling Equipment • Risk Assessment in Warehousing; Warehouse Employee Occupational Health and Safety • Factors to be Considered in Warehousing Strategy; Outsourcing in Warehousing; Warehousing Cost and Its Types • Stocking; Personnel Training; Developing Standard Operating Procedures • Need for Warehouse Management Systems; WMS Selection Process

Specialisation: SCM		Term IV
Subjects	Topics	
Advanced Supply Chain Management	<ul style="list-style-type: none"> • The Role of Supply Chain in economy and organization • Aggregate planning in Supply chain • Sourcing in Supply chain Management • Inventory Management in supply chain • Design & Planning Transportation Networks • Designing Distribution networks & application of E-Business • Pricing and Revenue Management • Demand Forecasting in Supply chain • System Information technology in Supply chain management • Supply chain Integration • Supply chain Restructuring • Metrics & Drivers of supply chain • Supply chain Strategies & Performance Measures 	

<p>Business Ethics, Governance & Risk</p>	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk
<p>International Logistics & Supply Chain Management</p>	<ul style="list-style-type: none"> • International Logistics & Supply Chain Management • Globalisation and International Trade • Factors and Challenges Driving Logistics and Supply Chain Management • Supply Chain Strategies • International Procurement and Sale • International Shipping – I • International Shipping – II • Information Technology and Information System in Logistics Management • International Insurance • Prospective Growth in International Logistics and Supply Chain Management
<p>Research Methodology</p>	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
<p>World Class Operations</p>	<ul style="list-style-type: none"> • Introduction to World Class Operations • Total Quality Management (TQM) • Quality Awards • Reliability, Availability and Maintainability • Total Productive Maintenance (TPM) • Tools and Practices for World Class Operations • Business Process Reengineering • QFD • WCM Companies • Environmental Aspects of Operations • Case Studies

Project	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> g) You have some interest and understanding of the topic. h) There is a possibility to get sufficient data i) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> i) Include a title to the project: The project should start with the details of the project title, your name j) Acknowledgements: A brief thank you note to the people who have helped you in the project k) Table of contents: List of the various topics covered in the project along with the page numbers l) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report
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SEMESTER 3 & 4

Specialisation: Financial Management		Term III
Subjects	Topics	
Capital Market and Portfolio Management	<ul style="list-style-type: none"> • Principles and Concepts of Investments • Return on Investment • Risk and Return of Portfolio • Diversification of Risk • Modern Portfolio Theory • Asset Pricing Principles – I • Asset Pricing Principles – II • Portfolio Analysis Techniques • Efficient Market Theory • Evaluation Of Portfolio Performance 	

<p>Cost & Management Accounting</p>	<ul style="list-style-type: none"> • Course Overview and Management Accounting Fundamentals • Cost Concepts, Cost Classification and Unit Cost Analysis • Materials Cost Control • Labour Cost and Overhead Cost Control • Income Recognition Under Marginal and Absorption Costing • Standard Costing and Variance Analysis • Standard Costing and Variance Analysis • Cost Analysis: Job Order, Batch and Contract Costing, Process Costing and Joint Costing • Management Accounting in Global Perspective and Revision
<p>Corporate Finance</p>	<ul style="list-style-type: none"> • An introduction to finance • Time value of money • Cost of Capital • Financial and Operating leverage • Capital Structure • Capital Budgeting Decisions • Working Capital Management • Short Term Sources of Finance • Cash, Receivables and Inventory Management • Case Studies
<p>Marketing of Financial Services</p>	<ul style="list-style-type: none"> • Role and Contribution of Financial Services • Financial Services Marketplace • Building Strategies and Market Plans • Financial Planning • Analysing Financial Service Market Environment • Consumers of Financial Services • Segmentation Targeting & Positioning • Marketing Financial Services in International Market • Pricing • Product Management and Distribution • Promotion • Consumer Relationship in Financial Services • Case Study and Resolving Queries
<p>Strategic Cost Management</p>	<ul style="list-style-type: none"> • Cost-Volume-Profit Analysis • Strategic costing decisions • Activity-Based Costing and Target Costing • Budget and Budgetary Control System • Responsibility Accounting and Transfer Pricing • Pricing Decisions and Strategies • Short term Decision Making • Balanced Scorecard and Performance Evaluation • Financial Statement Analysis
<p>Taxation- Direct and Indirect</p>	<ul style="list-style-type: none"> • Introduction to Taxation • Residential Status • Income from Salaries • Income from House Property • Profits and Gains of Business or Profession • Income from Capital Gains • Income from Other Sources • Incomes Chargeable Under Income from other Sources

	<ul style="list-style-type: none"> • Deductions to be made in Computing Total Income • Deduction , Exemption and Rebates • Exemptions & Rebates • Set-Off and Carry Forward of Losses • Indirect Taxation – Goods and Services Tax • International Taxation
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Specialisation: Financial Management		Term IV
Subjects	Topics	
Business Ethics, Governance & Risk	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk 	
Financial Institutions and Markets	<ul style="list-style-type: none"> • Financial System Overview and Regulations in Indian Financial Markets • Money Market and Capital Market • Primary, Secondary, Debt Market and Currency Market • Institutions in the Financial Market – Banking Institutions, NBFCs and Development Financial Institutions • Mutual Funds, Insurance and Venture • International Financial Institutions, Efficient Market and Market Anomalies • Risk Management in Financial Institutions • Revision, Doubt Solving and Closure of Subject 	
International Finance	<ul style="list-style-type: none"> • Overview of Financial Management in International Context • Evolution of International Monetary System • Institutions in International Finance • Balance of Payments • Forex Markets • Mechanisms • Direct vs Indirect Quote, Bid-Ask Spread, Spot vs Forward Markets, Premium/Discount • Arbitrage in Forex Markets • Cross Rates / Triangular Arbitrage / Locational Arbitrage • Parity Theories: PPP / IRP / IFE / Covered Interest Arbitrage • Forecasting Exchange Rates • Time Series Modeling • Regression Modeling • International Financial Markets 	

	<ul style="list-style-type: none"> • Eurobond Market • International Equity Market (ADR/SDR) • Euro Money Market • International Capital Budgeting • Cost of Capital • Home Approach vs Foreign Approach • Taxation Aspects • International Working Capital Management • Cash & Inventory Management • Exposure Management • Transaction Exposure • Translation Exposure • Economic Exposure • Hedging Exchange Rate Risk using Currency Derivatives • Forward/Future Hedge • Options Hedge • Money Market Hedge • Hedging the Payables • Hedging the Receivables • Swaps & Other Derivatives • Designing of Swaps • Forward Rate Agreements • Caps/Floors/Collars/Swaptions • Export Promotion and Payment Instruments in International Trade • Foreign Trade Policy • Economic Unions • Export Promotion Schemes • Letter of Credit & Other Types of LCs • Role of FinTech • Project Presentation
<p style="text-align: center;">Research Methodology</p>	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
<p style="text-align: center;">Strategic Financial Management</p>	<ul style="list-style-type: none"> • Introduction to Strategic Financial Management • Dividend Theory and Dividend Policy • Bond and Equity Valuation • Options and Valuation of Options • Capital Budgeting under Risk and Uncertainty • Mergers & Acquisitions and Business Valuation • Brand Valuation & Strategic Financial Decisions
<p style="text-align: center;">Project</p>	<ul style="list-style-type: none"> • Select a project where; j) You have some interest and understanding of the topic.

	<ul style="list-style-type: none"> k) There is a possibility to get sufficient data l) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> m) Include a title to the project: The project should start with the details of the project title, your name n) Acknowledgements: A brief thank you note to the people who have helped you in the project o) Table of contents: List of the various topics covered in the project along with the page numbers p) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report
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SEMESTER 3 & 4

Specialisation: Retail Management		Term III
Subjects	Topics	
Consumer Behaviour (CB)	<ul style="list-style-type: none"> • CB, Factors influencing it • Basics of Consumer Behaviour (CB) • STP, its types and its implication in marketing • CBBE model • Use of STP in consumer Behaviour • How political, economic, social, technological, environmental etc factors effect CB • Environmental Determinants in CB • Consumer Decision making process and models • Various decision-making models Stimulus Response, economic CB Models • Consumer Decision making process and models • Various decision-making models Howard-sheth Model, Nicosia model CB Models • Diffusion and adoption of innovations • Consumer decision making (reference group influences) • Motivation, Perception, Learning, Attitude, Personality concepts and their models • The consumer as Individual 	

Introduction to Retail	<ul style="list-style-type: none"> • Introduction to Retail • Emergence of Organized Retail • Retailing in India • Theories of Retail • Relationship in Retailing • Retail Strategy & Retail Pricing • Customer Service in Retail • Retail in Different Sectors • Modern Day Retail
Merchandising Management	<ul style="list-style-type: none"> • Introduction to Merchandising Management • Merchandiser functions • Merchandise Products • Merchandise Hierarchy and Strategies • Merchandise Planning • Retail and Category Management • Merchandise Sourcing and Buying • Supply and Procurement • Merchandise Display • Window Display
Retail Store Design and Location	<ul style="list-style-type: none"> • Basic Concepts of Retailing • Introduction to a Retail Store • Store location • Retail store design • Retail store layout • Introduction to visual merchandising • Merchandise Mix • Store Display • Store Image and Security • Emerging Trends in Store Design
Retail Store Operation and Inventory Management	<ul style="list-style-type: none"> • Basics of Retailing • Retail Store Operations • Opening and Closing of a Retail Store • Retail Store Location, Design & Layout • Visual Merchandising in Retail Stores • Store Administration • Inventory Management in Retail • Inventory Costs • Operations of Distribution Centres in Retail • Retail Store Finance Operations • Retail Store Data & Records • Store Security Operations • IT for Retailing and Supply Chain Management
Sales Management	<ul style="list-style-type: none"> • Personal Selling and marketing Strategy • Sales Management, Personal Selling, and Salesmanship • Setting Personal-Selling Objectives • Determining Sales-Related Marketing Policies • The Effective Sales Executive • Sales Personnel Management • Recruitment and Selection • Motivations, Compensation and Sales Budget

Program: MBA(Distance) Specialisation: Retail Management		Term IV
Subjects	Topics	
Business Ethics, Governance & Risk	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk 	
Global Retailing	<ul style="list-style-type: none"> • Introduction to International Market • International Marketing Research • Introduction to Global Retailing • Supply Chain Management in Retail • Inventory Management in Retail • Multichannel Retailing and Ownership Structures in Global Retailing • Retail Competition • Retail Competition • Information Technology in Global Retailing • Internet Retailing 	
International Logistics & Supply Chain Management	<ul style="list-style-type: none"> • International Logistics & Supply Chain Management • Globalisation and International Trade • Factors and Challenges Driving Logistics and Supply Chain Management • Supply Chain Strategies • International Procurement and Sale • International Shipping – I • International Shipping – II • Information Technology and Information System in Logistics Management • International Insurance • Prospective Growth in International Logistics and Supply Chain Management 	
Market Research	<ul style="list-style-type: none"> • Introduction to Marketing Research, Definition, Types, Marketing Intelligence Vs Marketing Research • Research Design <ul style="list-style-type: none"> • MR Process, • Research Proposal to Report: an overview • Data Collection -Primary & Secondary Data. Data Collection Methods- Qualitative & Quantitative • Sampling concepts: Sample Size, Different sampling methods 	

	<ul style="list-style-type: none"> • Attitude Measurement Techniques. Importance of different scales and its applications • Questionnaire Design: Converting the research problem into questionnaires. Content, linking with objectives to be achieved • Data Analysis <ul style="list-style-type: none"> • Statistical Analysis. General Conclusions, Cross tabs, Hypothesis testing, Correlation, Regression. Multivariate techniques introduction • New Product Development Process & Types of Test Marketing • Advertising Research: Different types, Copy Testing, Ad effectiveness measurement , Consumer Panel , Campaign Tracking • Brand Equity & Corporate Image Research. Brand Positioning Research • Research Report, Preparation & Presentation • Emerging Concepts in Marketing Research: Business Intelligence, big data, social media data, e-commerce • Overall review of the content and wrap up. Doubts clearing session
<p style="text-align: center;">Research Methodology</p>	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
<p style="text-align: center;">Project</p>	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> m) You have some interest and understanding of the topic. n) There is a possibility to get sufficient data o) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> q) Include a title to the project: The project should start with the details of the project title, your name r) Acknowledgements: A brief thank you note to the people who have helped you in the project s) Table of contents: List of the various topics covered in the project along with the page numbers t) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report

SEMESTER 3 & 4

Program: MBA(Distance) Specialisation: Human Resource Management		Term III
Subjects	Topics	
Compensation & Benefits	<ul style="list-style-type: none"> • Introduction to compensation management. • Historical perspective to compensation • Pay roll systems • Job evaluation • Market competitive pay system • Wage and Salary • Indian laws and policy related to wages • Compensation management – strategic perspective • Employee benefit and services • Compensation of special groups 	
Industrial Relations & Labour Laws	<ul style="list-style-type: none"> • IR history in brief, System approach to IR and IR model • Importance of Workers <ul style="list-style-type: none"> • Participation in Management • Key concepts of IR • Theories of IR • ILO • Concept of collective bargaining • Payment of wages Act • Minimum Wages Act • Industrial Disputes Act • Workmens compensation Act • Factories Act • Maternity Benefit Act Equal • Remuneration Act 	
Manpower Planning, Recruitment and Selection	<ul style="list-style-type: none"> • Introduction to Manpower Planning • Manpower Planning Techniques • Workflow Analysis & Job Analysis • Acquiring Manpower – Recruitment & Selection • Training & Development • Career & Succession Planning • Assessing Performance of Manpower • Measures to Improve Manpower Planning • Knowledge Management • International Human Resource Planning • Case Studies 	

<p>Organisation Culture</p>	<ul style="list-style-type: none"> • An Introduction to Organizational Culture with Case Study • Types of Organizational Culture • Creating and Sustaining a Culture • Learning Culture • Creating an Ethical Organizational Culture • Culture Assessment • Changing Organizational Culture • Developing an Innovative Culture • Organizational Culture and Leadership • Organizational Culture and Business Strategy 	
<p>Organisational Theory, Structure and Design</p>	<ul style="list-style-type: none"> • An Introduction to Organisation and Organisation Theory • Organisational Effectiveness and its Measurement • Organisational Structure and Design • External Environment and Analysis • Internal Environment and Organisational Analysis • Strategic Management in Organisations • Organisational Diversity • Power, Politics and Authority in an Organisation • Managing Organisational Conflict • Managing Organisational Change 	
<p>Performance Management System</p>	<ul style="list-style-type: none"> • Linking Performance Management System (PMS) to Business Strategy • Goal Writing and Goal Planning • Performance Appraisal (Part A) • Performance Appraisal (Part – B – concluding part) • Performance Review • Performance and Reward / Compensation • Competency – Based Performance Assessment • Performance Management through Benchmarking and Balanced Score Card • Performance Management, Coaching and Mentoring • Contemporary Issues in Performance Management 	
<p>Program: MBA(Distance) Specialisation: Business Management</p>		<p>Term IV</p>
<p>Subjects</p>	<p>Topics</p>	
<p>Business Ethics, Governance & Risk</p>	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure 	

	<ul style="list-style-type: none"> • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk
Employee Development & Talent Management	<ul style="list-style-type: none"> • Introduction to Employee Development • Employee Development Process • Employee Development Programmes • An Introduction to Talent Management • Talent Acquisition Techniques • Career and Succession Planning • Talent Assessment Tools • Employee Development and Talent Management Strategies • Latest Trends in Employee Development and Talent Management • Employee Development Climate and Practices in India
International HR Practices	<ul style="list-style-type: none"> • An Introduction to IHRM • International Talent Acquisition • Training and Development • Performance Management • Global compensation and employee benefits • International compensation, designing, key components, approaches, taxation • Repatriation • concept, process, readjustment challenges, designing • Cross cultural issues

	<ul style="list-style-type: none"> • Concept of cultures, theories, communication, negotiation, problems • Employee Relations • Concept, Key issues, Unions, Litigations, strategic issues, government, MNCs/employers • Comparative IHRM Practices • Comparative practices, issues in Europe, north America, India, china, Japan, management models, convergence and divergence, debate • Ethics and Social responsibility • Ethical nature of HRM, international ethics and culture, ethical dilemmas, social responsibility, international framework of ethics, Sustainability through CSR and HR policies
<p>Research Methodology</p>	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report

<p>Strategic HRM</p>	<ul style="list-style-type: none"> • Introduction to Strategy and Strategic Management • Strategic Human Resource Management: An Overview • Integration of HR Strategy with Organisational Strategies • Strategic Human Resource Planning (SHRP) • Integration of HR Strategy with Organisational Strategies • Strategic Career Management and Succession Planning • Strategic Training and Development • Strategic Performance Management Systems • Strategic Compensation Systems • Strategic Human Resource Management in Mergers and Acquisitions • Strategic HRM in Downsizing • Strategic HRM and Outsourcing • Strategic HRM and Employee Retention • Strategic HRM Issues in Industrial Relations
<p>Project</p>	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> p) You have some interest and understanding of the topic. q) There is a possibility to get sufficient data r) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> u) Include a title to the project: The project should start with the details of the project title, your name v) Acknowledgements: A brief thank you note to the people who have helped you in the project w) Table of contents: List of the various topics covered in the project along with the page numbers x) Body of the project: This would include the detailed report • Include:

	<ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report
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SEMESTER 3 & 4

Program: MBA(Distance) Specialisation: Operations Management		Term III
Subjects	Topics	
Enterprise Resource Planning (ERP)	<ul style="list-style-type: none"> • Introduction of ERP • An Overview of Enterprises • ERP and Related Technologies • Systems, applications and Products (SAP) ERP Modules • ERP in Manufacturing • ERP in Inventory Management • ERP Implementation • ERP Vendors, Consultants and users • ERP Markets • Exploring ERP II • Future directions in ERP • Case Studies 	
Operations and Supply Chain Strategies	<ul style="list-style-type: none"> • Levels of Strategy Process; Operations Strategy; Strategic Fit Business Strategies for e-Business • Design Operations Strategy; Strategy Design Process; Focused Operations Strategy • Corporate-level Strategies; Business-level Strategies; Competitive Advantage • Corporate-level Strategies; Business-level Strategies; Competitive Advantage Online Marketing I • Product and Process; Types of Processes; Process Improvement 	

	<ul style="list-style-type: none"> • Capacity Management; Capacity Planning; Planning Service Capacity; Evolution of Manufacturing and Supply Chain Strategies • Evolution of Manufacturing and Supply Chain Strategies; Supply Chain Process Restructuring • Framework for Supply Chain Drivers; Managing Performance with Metrics SCOR Model; Internal and External Performance Measures • Summary
Procurement Management	<ul style="list-style-type: none"> • Introduction to Procurement Management • Purchasing Operations and its Structures • Supplier Sourcing, Registration and Evaluation • Cost Management, Discounts and Negotiations • Transportation & Delivery • Procurement of Capital Goods • EProcurement • Price • Purchasing Law and Ethics • Global Sourcing
Project Management	<ul style="list-style-type: none"> • Introduction • Project Organisation • Project Selection • Costing and Budgeting • Project Decisions • Project Planning • Project Scheduling • Monitoring & Control • Commissioning & Closure • IT in Projects • PM Software
Service Operations Management	<ul style="list-style-type: none"> • Chapter 1 : Introduction to Service Operations Management • Chapter 2 : Service Strategy Formulation and Execution • Service Design • Service Process Design • Service Delivery • Service Quality • Service Productivity Measurement and Management • Service Decoupling • Role of IT in Service Operations • Service Operations Management in Different Sectors
Total Quality Management	<ul style="list-style-type: none"> • Introduction to TQM • Cost of Quality and Quality Control • Statistical Process Control • Process Capability • Acceptance Sampling • Quality Function Deployment • Quality management System • Quality Circle • Customer-Supplier relationship • Performance Measurement

Program: MBA(Distance) Specialisation: Operations Management		Term IV
Subjects	Topics	
Business Ethics, Governance & Risk	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk 	
Lean Six Sigma	<ul style="list-style-type: none"> • Introduction to Lean Six Sigma • Implementing Six Sigma • Basic Statistical Concepts for Six Sigma • Sigma Tools and Techniques • The Define Phase • The Measure Phase • Analyze Phase • The improve/design phase • Control/ verify phase 	
New Product Development and Managing Innovation	<ul style="list-style-type: none"> • Introduction to New Product Development • New Product Development Process • Converting Product Idea into New Products & Business Opportunities • Product Development & Commercialization • Product and Business Plan • Quality Function Deployment (QFD) • Design Manufacturing & Assembly Process • Introduction to Innovation • Innovation Lifestyle • Innovation Strategy 	
World Class Operations	<ul style="list-style-type: none"> • Introduction to World Class Operations • Total Quality Management (TQM) • Quality Awards • Reliability, Availability and Maintainability • Total Productive Maintenance (TPM) • Tools and Practices for World Class Operations • Business Process Reengineering • QFD • WCM Companies • Environmental Aspects of Operations • Case Studies 	

Research Methodology	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
Project	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> s) You have some interest and understanding of the topic. t) There is a possibility to get sufficient data u) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> y) Include a title to the project: The project should start with the details of the project title, your name z) Acknowledgements: A brief thank you note to the people who have helped you in the project aa) Table of contents: List of the various topics covered in the project along with the page numbers bb) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report

SEMESTER 3 & 4

Program: MBA(Distance)		Term III
Specialisation: International Trade Management		
Subjects	Topics	

<p>Custom Shipping and Insurance</p>	<ul style="list-style-type: none"> • Introduction to Customs and Customs Acts • Understanding the customs rules, regulations and acts • Customs Tariff • Understanding completely the customs tariff systems, how to refer the customs tariff • Customs Clearance of Imported Goods – I <ul style="list-style-type: none"> • Customs clearance procedures • Customs Clearance of Imported Goods – II <ul style="list-style-type: none"> • Further details and requirement of the subject • Customs Clearance of Export Goods • Complete knowledge of customs clearance of export goods will be explained in detail • Shipping - Understanding the shipping modes, cargo freight, etc • Introduction to Marine Insurance - Knowledge in areas of marine insurance, objectives insurance and all allied activities • Premium and Documents in Marine Insurance - Rate of premium, return of premium, documents pertaining to insurance • Export Credit Risk Insurance - Various facilities extended by Government in protecting the exporters by way insurance • Underwriting and claims in Marine Insurance – Understanding underwriting and documentation for filing the claims in insurance • Case studies
<p>Export Import Procedures and Documentation</p>	<ul style="list-style-type: none"> • International Trade • Regulatory framework of Export –Import • Documents related to Invoice • Documentation related to shipment • Documentation related to Payment • Documents related to Inspection and Special Documents • Export Procedure • Shipment and Export Assistance in India • Import Procedure • Case studies
<p>India's Foreign Trade</p>	<ul style="list-style-type: none"> • Introduction to Indian Foreign Trade • International Trade Theories • Balance of Payments • International Monetary System • Exports Promotion and Exports Procedures in India • Instruments of Payments in Foreign • Concept of FDI, International Trade • Entering Foreign Trade • Barriers and Problems in International Trade • Country Risk Analysis • Country Risk Analysis in India and Sum Up

International Business	<ul style="list-style-type: none"> • Introduction to International Business and Globalization • International Trade Theories and Policies; International Monetary System and Export Documentation • International Business Environment, Cultural Environment facing International Business • Entering International Markets • International Marketing • Marketing Mix in International Business • Issues in International Trade; Ethics in International Business • Doubt Clearing session
Operations and Supply Chain Strategies	<ul style="list-style-type: none"> • Levels of Strategy Process; Operations Strategy; Strategic Fit Business Strategies for e-Business • Design Operations Strategy; Strategy Design Process; Focused Operations Strategy • Corporate-level Strategies; Business-level Strategies; Competitive Advantage • Corporate-level Strategies; Business-level Strategies; Competitive Advantage Online Marketing I • Product and Process; Types of Processes; Process Improvement • Capacity Management; Capacity Planning; Planning Service Capacity; Evolution of Manufacturing and Supply Chain Strategies • Evolution of Manufacturing and Supply Chain Strategies; Supply Chain Process Restructuring • Framework for Supply Chain Drivers; Managing Performance with Metrics SCOR Model; Internal and External Performance Measures • Summary
Project Management	<ul style="list-style-type: none"> • Introduction • Project Organisation • Project Selection • Costing and Budgeting • Project Decisions • Project Planning • Project Scheduling • Monitoring & Control • Commissioning & Closure • IT in Projects • PM Software

Program: MBA(Distance) Specialisation: International Trade Management		Term IV
Subjects	Topics	

<p>Business Ethics, Governance & Risk</p>	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk
<p>International Finance</p>	<ul style="list-style-type: none"> • Overview of Financial Management in International Context • Evolution of International Monetary System • Institutions in International Finance • Balance of Payments • Forex Markets • Mechanisms • Direct vs Indirect Quote, Bid-Ask Spread, Spot vs Forward Markets, Premium/Discount • Arbitrage in Forex Markets • Cross Rates / Triangular Arbitrage / Locational Arbitrage • Parity Theories: PPP / IRP / IFE / Covered Interest Arbitrage • Forecasting Exchange Rates • Time Series Modelling • Regression Modelling • International Financial Markets • Eurobond Market • International Equity Market (ADR/SDR) • Euro Money Market • International Capital Budgeting • Cost of Capital • Home Approach vs Foreign Approach • Taxation Aspects • International Working Capital Management • Cash & Inventory Management • Exposure Management • Transaction Exposure • Translation Exposure • Economic Exposure • Hedging Exchange Rate Risk using Currency Derivatives • Forward/Future Hedge • Options Hedge • Money Market Hedge • Hedging the Payables • Hedging the Receivables • Swaps & Other Derivatives • Designing of Swaps • Forward Rate Agreements • Caps/Floors/Collars/Swaptions • Export Promotion and Payment Instruments in International Trade • Foreign Trade Policy • Economic Unions

	<ul style="list-style-type: none"> • Export Promotion Schemes • Letter of Credit & Other Types of LCs • Role of FinTech • Project Presentation
<p style="text-align: center;">International Logistics & Supply Chain Management</p>	<ul style="list-style-type: none"> • International Logistics & Supply Chain Management • Globalisation and International Trade • Factors and Challenges Driving Logistics and Supply Chain Management • Supply Chain Strategies • International Procurement and Sale • International Shipping – I • International Shipping – II • Information Technology and Information System in Logistics Management • International Insurance • Prospective Growth in International Logistics and Supply Chain Management
<p style="text-align: center;">International Marketing</p>	<ul style="list-style-type: none"> • Global Economic Environment <ul style="list-style-type: none"> • Natural Environment • Technological Environment • Consumer Confidence • Global Trade Environment • Overview of Trade Organizations • Social & Cultural Environment • Political, Legal and Regulatory Environment • Global Information Systems and Marketing Insights <ul style="list-style-type: none"> • Importance of Marketing Research in Decision making • Quantitative and Qualitative information • Importing, Exporting and Sourcing • Global Marketing Entry Strategies • Brand and Product Decisions <ul style="list-style-type: none"> • Brand Positioning • Brand Loyalty • Pricing Decisions <ul style="list-style-type: none"> • Value for Money • Price Premium • Channel and Physical Distribution <ul style="list-style-type: none"> • Rise of e-commerce • Global Marketing Communications – Decision 1 and 2 and Social Media
<p style="text-align: center;">Research Methodology</p>	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity

	<ul style="list-style-type: none"> • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
Project	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> v) You have some interest and understanding of the topic. w) There is a possibility to get sufficient data x) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> cc) Include a title to the project: The project should start with the details of the project title, your name dd) Acknowledgements: A brief thank you note to the people who have helped you in the project ee) Table of contents: List of the various topics covered in the project along with the page numbers ff) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report

SEMESTER 3 & 4

Program: MBA(Distance) Specialisation: ITSM		Term III
Subjects	Topics	

Cloud Computing	<ul style="list-style-type: none"> • Introduction to Cloud Computing • Cloud Computing Service Models • Cloud Deployment Models • Cloud Technology Platforms • Challenges in Cloud Adoption • Virtualization • Cloud Computing and Business Value • Cloud Architectures • Securing the Cloud • Mobile Cloud Computing
E-Business	<ul style="list-style-type: none"> • The Basics of e-Business • Business Strategies for e-Business • Technological Infrastructure for e-Business • Electronic Payments and Security • E-Security • Online Marketing I • Online Marketing II • Electronic Customer Relationship Management (E-CRM) • Supply Chain Management (E-SCM) • Online Services
Emerging Technologies: IoT, Augmented Reality, Virtual Reality	<ul style="list-style-type: none"> • Introducing IoT: • Trends and Characteristics of IoT: • IoT Applications in Industries • Challenges in IoT • Dispersion, Skewness and Kurtosis • IoT for smart Cities • IoT and Consumer Wearables: • Augmented Reality • Virtual Reality

Program: MBA(Distance)		Term IV
Specialisation: ITSM		
Subjects	Topics	
Business Ethics, Governance & Risk	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures 	

	<ul style="list-style-type: none"> • Identification & Management of Risk
Digital Payments	<ul style="list-style-type: none"> • Introduction to Digital Payments • Digital Payment services • Technological Infrastructure for e-Business • Market Landscape • Contactless Payments(Near Field Communication(NFC)) • Digital Wallets • Virtual Currencies and Cryptocurrencies • Bitcoins • Blockchains • Mobile and Cloud based payments • Future of Digital payments
IT Security and Risk Management	<ul style="list-style-type: none"> • Introduction to Information Security • Various types of malware and their impact • Ethical Hacking of System, and Application • Security, Policy, and Awareness • Access Control Systems and Methodology • Attacks and Monitoring • Auditing and Monitoring • Case Studies
Managing Business Process Outsourcing	<ul style="list-style-type: none"> • Introduction to Business Process Outsourcing • Fundamentals of Business Process Outsourcing • Business Process Management • Business Process Outsourcing Management • Management Issues in Business Process Outsourcing • BPO Strategic Partnering and Relationship Management • Management of BPO Risks • Business Process Outsourcing for Strategic Advantage and Doubt Solving
Research Methodology	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis

	<ul style="list-style-type: none"> • Quantitative Data Analysis: Hypothesis Testing • The Research Report
Project	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> y) You have some interest and understanding of the topic. z) There is a possibility to get sufficient data aa) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> gg) Include a title to the project: The project should start with the details of the project title, your name hh) Acknowledgements: A brief thank you note to the people who have helped you in the project ii) Table of contents: List of the various topics covered in the project along with the page numbers jj) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report

SEMESTER 3 & 4

Program: MBA(Distance)		Term III
Specialisation: Marketing Management		
Subjects	Topics	

<p>Consumer Behaviour (CB)</p>	<ul style="list-style-type: none"> • CB, Factors influencing it • Basics of Consumer Behaviour (CB) • STP, its types and its implication in marketing • CBBE model • Use of STP in consumer Behaviour • How political, economic, social, technological, environmental etc factors effect CB • Environmental Determinants in CB • Consumer Decision making process and models • Various decision-making models Stimulus Response, economic CB Models • Consumer Decision making process and models • Various decision-making models Howard-sheth Model, Nicosia model CB Models • Diffusion and adoption of innovations • Consumer decision making (reference group influences) • Motivation, Perception, Learning, Attitude, Personality concepts and their models • The consumer as Individual
<p>Brand Management</p>	<ul style="list-style-type: none"> • Brands and Brand Management • Customer-based brand equity and brand positioning • Brand resonance and the brand value chain • Designing and implementing brand marketing program • Designing marketing programs and integrating MARCOM to build brand equity • Leveraging secondary brand associations to build brand equity • Growing and sustaining brand equity • Managing brands over time
<p>Customer Relationship Management</p>	<ul style="list-style-type: none"> • Introduction • Overview of CRM • Customer- Supplier Relationship • Introduction of Relationship Orientation • The Relationship Oriented Organization • Identifying profitable customer to build relationships • The relationship Policy • The relationship Pyramid • Relationship Data Management • Understanding the concept of Analytical CRM with data management • Data Analysis and Data Mining • Concept of Datamining and Database management • Segmentation and Selection • Customer profiling for CRM strategy building • Reporting Results • Operations CRM strategies • Call Center Management • Operations CRM strategies- Overview of call center functioning • Internet and Website • Operations CRM strategies- use of Internet to create CRM strategies • CRM Systems • Operational CRM activities • Implementation of CRM Systems • Significance and application of CRM in different industries • The Future

	<ul style="list-style-type: none"> • The ethics and challenges for the future related to CRM
International Marketing	<ul style="list-style-type: none"> • Global Economic Environment <ul style="list-style-type: none"> • Natural Environment • Technological Environment • Consumer Confidence • Global Trade Environment • Overview of Trade Organizations • Social & Cultural Environment • Political, Legal and Regulatory Environment • Global Information Systems and Marketing Insights <ul style="list-style-type: none"> • Importance of Marketing Research in Decision making • Quantitative and Qualitative information • Importing, Exporting and Sourcing • Global Marketing Entry Strategies • Brand and Product Decisions <ul style="list-style-type: none"> • Brand Positioning • Brand Loyalty • Pricing Decisions <ul style="list-style-type: none"> • Value for Money • Price Premium • Channel and Physical Distribution <ul style="list-style-type: none"> • Rise of e-commerce • Global Marketing Communications – Decision 1 and 2 and Social Media
Marketing Strategy	<ul style="list-style-type: none"> • Strategic Intent of a Business • Introduction to Marketing & Concept of Strategy • Concept of strategy • External Environment and Industry Analysis • Internal Environment and Organisational Analysis • Customer Value, Corporate and Business Strategies • Competitive Strategies • Marketing Strategies • Developing Strategies for Consumer and Industrial Market • Marketing Strategies and Marketing Mix • Branding Strategies
Sales Management	<ul style="list-style-type: none"> • Personal Selling and marketing Strategy • Sales Management, Personal Selling, and Salesmanship • Setting Personal-Selling Objectives • Determining Sales-Related Marketing Policies • The Effective Sales Executive • Sales Personnel Management • Recruitment and Selection • Motivations, Compensation and Sales Budget

Program: MBA(Distance) Specialisation: Marketing Management		Term IV
Subjects	Topics	
Business Ethics, Governance & Risk	<ul style="list-style-type: none"> • Concept of Business Ethics • Values, Norms, Beliefs & Standards in Business Ethics • Indian Ethos • Ethical Issues in Functional Areas of Management • Cloud Technology Platforms • Introduction to Corporate Governance • Corporate Governance: Ownership Structure • Corporate Governance Mechanism • Corporate Governance in India: Statutory Perspective Virtualization • Enterprise Risk Management • Cloud Architectures • Identification & Management of Risk 	
Digital Marketing	<ul style="list-style-type: none"> • Introduction to Digital Marketing • Creating DM Models • The Online Consumer • The Digital Marketing strategy • The Digital Marketing Channel and communication mix • Digital Marketing operations set up • Digital Marketing Campaign management • DM execution elements and careers in digital marketing 	
Market Research	<ul style="list-style-type: none"> • Introduction to Marketing Research, Definition, Types, Marketing Intelligence Vs Marketing Research • Research Design <ul style="list-style-type: none"> • MR Process, • Research Proposal to Report: an overview • Data Collection -Primary & Secondary Data. Data Collection Methods- Qualitative & Quantitative • Sampling concepts: Sample Size, Different sampling methods • Attitude Measurement Techniques. Importance of different scales and its applications • Questionnaire Design: Converting the research problem into questionnaires. Content, linking with objectives to be achieved • Data Analysis <ul style="list-style-type: none"> • Statistical Analysis. General Conclusions, Cross tabs, Hypothesis testing, Correlation, Regression. Multivariate techniques introduction • New Product Development Process & Types of Test Marketing • Advertising Research: Different types, Copy Testing, Ad effectiveness measurement , Consumer Panel , Campaign Tracking • Brand Equity & Corporate Image Research. Brand Positioning Research • Research Report, Preparation & Presentation • Emerging Concepts in Marketing Research: Business Intelligence, big data, social media data, e-commerce • Overall review of the content and wrap up. Doubts clearing session 	

<p style="text-align: center;">Research Methodology</p>	<ul style="list-style-type: none"> • Introduction to Research • The Critical Literature Review • Theoretical Framework & Hypothesis Development • Elements of Research Design • Data Collection Methods: Introduction and Interviews • Observation • Data Collection Methods: Questionnaires • Experimental Designs • Measurement of Variables: Operational Definition • Measurement of Variables: Scaling, Reliability, Validity • Major Revision of Concepts (1 hour) • Quantitative Data Analysis • Quantitative Data Analysis: Hypothesis Testing • The Research Report
<p style="text-align: center;">Services Marketing</p>	<ul style="list-style-type: none"> • Creating Value in the Service Economy • Understanding Service Consumers • Developing Service Products and Brands • Distributing services • Services distribution through physical and electronic channels • Services Pricing • Services marketing communication • Designing the services process • Crafting the services environment • Complaint handling and service recovery • Building a world class service organization
<p style="text-align: center;">Project</p>	<ul style="list-style-type: none"> • Select a project where; <ul style="list-style-type: none"> bb) You have some interest and understanding of the topic. cc) There is a possibility to get sufficient data dd) Look for a topic to present something new or different (Research Gap) • Structure of the project: <ul style="list-style-type: none"> kk) Include a title to the project: The project should start with the details of the project title, your name ll) Acknowledgements: A brief thank you note to the people who have helped you in the project mm) Table of contents: List of the various topics covered in the project along with the page numbers nn) Body of the project: This would include the detailed report <ul style="list-style-type: none"> • Include: <ul style="list-style-type: none"> • Objectives of the project • Scope of the project • Executive Summary • Methodology • Data Collection • Findings • Suggestions/Recommendation • Bibliography • Annexure: This will contain the graphs, charts or any other data you need to attach which serves the purpose of the report

Note: The above-mentioned curriculum is a broad coverage of the subjects. The curriculum and coverage is subject to change at the discretion of the University.