School of Management

Doon University, Dehradun

Program: Master of Business Administration

MBA- (2 Years Full time)

Scheme & Syllabus

(With effect from Academic Year 2025-27)

Academic Advisory Committee (AAC) Meeting:
Date:

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Program Educational Objectives (PEOs) – MBA Program	
PEO- 1	Graduates of the MBA program will develop critical thinking and analytical skills to formulate effective business strategies and make data-driven decisions in dynamic business environment.
PEO- 2	Graduates of the MBA program will demonstrate leadership qualities, manage diverse teams, and cultivate an inclusive work environment to drive organizational success.
PEO- 3	Graduates of the MBA program will understand global business trends, to operate effectively in a multinational business environment. They will be able to leverage digital tools, emerging technologies, and data analytics to drive business innovation and operational efficiency.
PEO- 4	Graduates of the MBA program will apply problem-solving frameworks and critical analysis techniques to address complex business challenges and optimize organizational performance. They will develop skills in managing relationships with stakeholders to create long-term business value.
PEO- 5	Graduates of the MBA program will develop an entrepreneurial spirit, apply innovative problem-solving techniques, and identify business opportunities in competitive markets.

Program Outcomes (POs) – MBA Program

Program Outcomes	Competency level	Statement (s)
PO-01	Knowledge	Graduates will acquire in-depth knowledge of core business functions, including finance, marketing, operations, human resources, supply chain, business analytics and strategy, enabling them to understand and integrate various business disciplines for effective decision-making.
PO-02	Knowledge	Graduates will develop a strong understanding of economic principles, financial management, and accounting frameworks to analyze financial statements, assess market trends, and optimize business investments.
PO-03	Knowledge	Graduates will demonstrate the ability to apply management theories, business models, and analytical frameworks to assess business challenges, formulate strategies, and drive competitive advantage in diverse industries.
PO-04	Knowledge	Graduates will develop expertise in business analytics, digital transformation, and emerging technologies to interpret data insights, enhance operational efficiency, and support evidence-based decision-making in modern organizations.
PO-05	Skills	Graduates will develop critical thinking and problem-solving abilities to analyze complex business situations, evaluate alternatives, and make data-driven, strategic decisions that contribute to organizational success.

PO-06	Skills	Graduates will cultivate leadership qualities and team management skills, including conflict resolution, motivation, and delegation, to effectively lead diverse teams and drive performance in dynamic business environment.
PO-07	Skills	Graduates will acquire proficiency in business communication, including persuasive writing, public speaking, negotiation and selling skills, leadership and management skills, decision-making skills, to effectively engage with stakeholders and influence business outcomes.
PO-08	Skills	Graduates will develop expertise in interpreting financial data, conducting market analysis, and utilizing business analytics tools to support marketing and consumer behavior analytics. They will also specialize in financial planning, risk assessment, and strategic business growth and further apply entrepreneurial thinking to create, manage, and sustain competitive ventures in dynamic markets.
PO-09	Behavior and Attitude	Graduates will demonstrate integrity, ethical decision-making, and a strong sense of corporate social responsibility, ensuring business practices align with legal, environmental, societal expectations, self-awareness, empathy, and emotional intelligence to build strong professional relationships, manage conflicts, and foster a collaborative work environment.
PO-10	Behavior and Attitude	Graduates will cultivate the ability to embrace change, navigate uncertainty, and remain resilient in challenging business scenarios, ensuring sustained personal and organizational growth.
PO-11	Behavior and Attitude	Graduates will exhibit cross-cultural understanding and inclusivity, enabling them to work effectively in diverse global business environments and lead multicultural teams with respect and fairness.

PO-12	Behavior and Attitude	Graduates will exhibit self-confidence, adaptability, networking Opportunities, higher emotional intelligence, resilience, strategic thinking, cultural awareness, time management, increased focus and discipline, enhanced problem-solving abilities.

Course Components

Duration of MBA : 4 Semesters (2 years)

Total no. of credits for MBA:

S.no.	Course Types	First Semester	Second Semester	Third Semester	Fourth Semester	Total Credits
1	Discipline Specific course (DSC)	**4(S) x 3(C)**	**4 (S) x 3(C)**	**2(S) x 3(C)**	**2 (S) x 3 (C)**	
2	Discipline Specific elective (DSE)	**3(S) x 3(C)**	**3(S) x 3(C)**	**6(S) x 2(C)**	**6 (S) x 2 (C)**	
3	Skill enhancement Course (SEC) Seminar/Viva	**1 x 1(C) (Seminar)**	**1 x 1(C) (Seminar)**	**1 x 4(C) (Seminar/Project)**	**1 x 4 (C) (Project)**	
4	Ability enhancement Course (AEC)	-	-	-	-	
Total		**22**	**22**	**22**	**22**	**88**

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program)
2024-2026

First Semester

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA501	Foundations of Management	DSC	3	2	1	-	100
MBA502	Managerial Accounting for Decision Making	DSC	3	2	1	-	100
MBA503	Managerial Communication	DSC	3	2	1	-	100
MBA504	Indian Knowledge System	DSE	3	3	-	-	100
MBA505	Business Society and law	DSE	3	3	-	-	100
MBA506	Statistical Methods for Management Decision	DSE	3	2	1	-	100
MBA507	Production and Operations Management	DSE	3	2	1	-	100
MBA508	Seminar and Viva-Voce	SEC	1	1	-		
	Total		22	17	5		

Note: One Day Industrial Visit (Mandatory)

Second Semester

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA551	Artificial Intelligence and Marketing Management	DSC	3	2	1	-	100
MBA552	Management Science	DSC	3	2	1	-	100
MBA553	Organizational Behaviour	DSC	3	3	-	-	100
MBA554	Human Resource Management	DSC	3	3	-	-	100
MBA555	Financial Management	DSE	3	2	1	-	100
MBA556	Management Accounting	DSE	3	2	1	-	100
MBA557	Business Analytics	DSE	3	2	1	-	100
MBA558	Seminar and Viva-Voces	SEC	1	1			
	Total		22	17	5		

Third Semester

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA601	Digital Business Management	DSC	3	2	1	-	100
MBA602	Business Simulation	DSC	3	2	1	-	100
	Six Subjects (Specializations)	DSE	(6*2)=12	12	-		
MBA603	Summer Internship/Project	SEC	4		2	2	
	Total		22	16	4	2	

Note: One Week Industrial Tour (Optional)

Specialization
(Marketing)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA604	Consumer Behaviour Analysis	DSE	2	2	-	-	100
MBA605	Market Research Analytics	DSE	2	2	-	-	100
MBA606	Marketing Analytics	DSE	2	2	-	-	100
			6	-	-	-	

(Human resources management)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA607	People Analytics and metrics	DSE	2	2	-	-	100
MBA608	Mental health and well-being.	DSE	2	2	-	-	100
MBA609	Labour laws and Industrial Relations.	DSE	2	2	-	-	100
			6	-	-	-	

(Operations and Supply Chain management)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA610	Supply chain simulation	DSE	2	2	-	-	100
MBA611	Supply chain Analytics.	DSE	2	2	-	-	100
MBA612	World Class Manufacturing	DSE	2	2	-	-	100
			6	-	-	-	

(Finance)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA613	Project Finance	DSE	2	2	-	-	100
MBA614	Financial derivatives	DSE	2	2	-	-	100
MBA615	Fintech	DSE	2	2	-	-	100
			6	-	-	-	

Fourth Semester

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA651	Leadership Skills, Power and Politics	DSC	3	3	-	-	100
MBA652	Strategic Management	DSC	3	3	-	-	100
	Six Subjects (Specializations)	DSE	(6*2)=12				
MBA653	Capstone Project	SEC	4	-	2	2	
	Total		22	18	2	2	

Specialisation
(Marketing)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA654	Neuromarketing	DSE	2	2	-	-	100
MBA655	Service Marketing and Innovation	DSE	2	2	-	-	100
MBA656	Integrated Marketing Communication & Branding	DSE	2	2	-	-	100
			6	-	-	-	

(Human Resource Management)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA657	Talent Acquisition and Development	DSE	2	2	-	-	100
MBA658	Tools & Techniques for Behavioral Assessment and Measurement.	DSE	2	1	1	-	100
MBA659	Organizational Development & Change	DSE	2	2	-	-	100
			6	-	-	-	

(Operations and Supply Chain management)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA660	Inventory Management & Control	DSE	2	2	-	-	100
MBA661	Optimization and Modelling	DSE	2	2	-	-	100
MBA662	Sustainable Supply chain Management	DSE	2	2	-	-	100
			6	-	-	-	

(Finance)

Course Code	Subjects	Course Component	Credits	L	T	P	Total
MBA663	Security Analysis and Portfolio Management	DSE	2	2	-	-	100
MBA664	Financial Modelling	DSE	2	2	-	-	100
MBA665	International Financial Management	DSE	2	2	-	-	100
			6	-	-	-	

SEMESTER-I

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA501
Core Compulsory/Elective: Core Compulsory
Course Title: Foundations of Management
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. To Understand and develop the fundamental principles and functions of management and understanding of managerial roles in organizations.
2. To Gain insights and learn how to manage resources and operations efficiently.
3. To understand and resolve the contemporary issues and challenges faced in the organization by the management.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the core concepts, theories, and practices in the field of management.	Remember (B1)
CO 2	Evaluate and apply the various management functions (planning, organizing, leading, and controlling) in real-world scenarios.	Understand (B2)
CO 3	Develop strategies for managing people and resources effectively in a business environment.	Apply (B3)
CO 4	Use problem-solving and decision-making models to handle management issues.	Analyze (B4)
CO 5	Analyze organizational structures and understand how culture, communication, and leadership impact the effectiveness of management.	Create (B5)

Course Structure

Unit 1: Introduction to Management
Definition of Management, Evolution of Management Thought, Roles and Skills of a Manager, Functions of Management, Levels of Management, Types of Managers and their Responsibilities

Unit 2: Planning and Decision Making
Nature and the Importance of Planning, Types of Plans (Strategic, Tactical, Operational, Contingency Plans), Steps to the Planning Process, Decision Making Process, Tools and Techniques for Decision Making Rational vs. Bounded Rationality in Decision Making

Unit 3: Organizing
Organizational Structure and Design, Division of Work and Authority, Coordination and Communication, Authority and responsibility, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization and delegation, Management by objective (MBO)

Unit 4: Leading and Controlling
Leadership Styles and Theories (Trait, Behavioural, Contingency, Transformational), Motivational Theories (Maslow, Herzberg, McGregor), The Control Process, Types of Control Systems (Feedback, Concurrent, Feedforward), Key Performance Indicators (KPIs) and Benchmarks, Quality Control and Total Quality Management (TQM),

Unit 5: Contemporary Issues in Management
Globalization and Management, Corporate Social Responsibility (CSR), Innovation and Entrepreneurship in Management, Managing Change and Organizational Development, Ethical Decision Making in Management practices, Workforce Diversity, Total Quality Management, Human Values in Management –Indian perspectives, values for managers, ethical dilemma in Management,

Suggested Readings:

Robbins, S. P., & Coulter, M. (2022). *Management* (15th ed.). Pearson.
Griffin, R. W. (2020). *Fundamentals of Management* (10th ed.). Cengage Learning.
Daft, R. L. (2021). *Management* (14th ed.). Cengage Learning.
Fayol, H. (1949). *General and Industrial Management* (C. Storrs, Trans.). Pitman Publishing.
Drucker, P. F. (2006). *The Practice of Management*. Harper Business.

Lecture plan of Foundation of management (45 Lectures)

Unit 1: Introduction to Management		
S.no of Lectures	**Topics**	**Lectures required**
Lecture 1	Introduction to Management and Organizations	1
Lecture 2	Evolution of Management Thought – Classical Approaches	1
Lecture 3	Evolution of Management Thought – Classical Approaches	1
Lecture 4	Evolution of Management Thought – Behavioral and Quantitative Approaches	1
Lecture 5-6	Evolution of Management Thought – Behavioral and Quantitative Approaches	2
Lecture 7	Modern Management Theories – Systems, Contingency, and TQM	1
Lecture 8	Modern Management Theories – Systems, Contingency, and TQM	1
Lecture 9-10	Management Roles, Skills, and Competencies	2
Unit 2: Planning and Decision Making		
Lecture 11	The Planning Process and Types of Plans	1
Lecture 12	Strategic Planning and Competitive Advantage	1
Lecture 13	Strategic Planning and Competitive Advantage	1
Lecture 14	Vision, Mission, Goals, and Objectives	1
Lecture 15	Decision-Making Process and Techniques	1
Lecture 16	Decision-Making Process and Techniques	1
Lecture 17	Planning Tools: Forecasting, Benchmarking, SWOT	1
Lecture 18	Planning Tools: Forecasting, Benchmarking, SWOT	1
Lecture 19	Planning Tools: Forecasting, Benchmarking, SWOT	1

Lecture 20	Planning Tools: Forecasting, Benchmarking, SWOT	1
Unit 3: Organizing		
Lecture 21	Organizational Structure and Design	1
Lecture 22	Types of Organizational Structures (Functional, Divisional, Matrix)	1
Lecture 23	Delegation, Authority, and Responsibility	1
Lecture 24	Coordination and Span of Control	1
Lecture 25-27	Mechanistic vs. Organic Structures	3
Lecture 28	Delegation, Authority, and Responsibility	1
Unit 4: Leading and Controlling		
Lecture 29	Introduction to Leadership and Management	1
Lecture 30	Leadership Theories: Trait and Behavioral Approaches	1
Lecture 31	Contingency and Situational Leadership Theories	1
Lecture 32	Transformational and Transactional Leadership	1
Lecture 33	Leadership vs. Power and Influence	1
Lecture 34-35	Introduction to Motivation in the Workplace, Content Theories: Maslow, Herzberg, McClelland, Process Theories: Vroom, Adams, and Locke	2
Lecture 36	Linking Motivation with Performance	1
Lecture 37	Importance of Communication in Management, Communication Process, Channels, and Barriers, Managerial Communication and Feedback.	1
Unit 5: Contemporary Issues in Management		
Lecture 38	The Control Process and Importance of Control, Types of Control: Feedforward, Concurrent, Feedback, Tools for Control: Budgeting,	1
Lecture 39	KPIs, Dashboards, Balanced Scorecard and Benchmarking	1
Lecture 40	Ethics and Social Responsibility in Management, Diversity, Management and Inclusion , Change Management.	1

Lecture 41	Organizational Development, Innovation and Creativity in Management	1
Lecture 42	Globalization and International Management, Technology and Digital Transformation in Management	1
Lecture 43	Group Presentations: Management Functions in Practice	1
Lecture 44-45	Case Study: Strategic Management in Action Case Study: Leadership Challenges.	1

School of Management
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Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA502
Core Compulsory/Elective: Core Compulsory
Course Title: Managerial Accounting for Decision Making
Credit:3 (L-2 T-1 P-0)

Course Objectives:

- The basic purpose of this course is to develop a strategic and policy perspective concerning the principles of accounting and the utilization of accounting information for general-purpose decision-making in an organization.
- The emphasis is on core ideas and techniques with reinforced understanding using practical examples.
- To familiarize the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand and define the fundamentals of accounting and its branches.	Remember (B1)
CO 2	Explain the concepts of depreciation, Inventory valuation, and the methods employed by Indian Companies.	Understand (B2)
CO 3	Strengthening the foundations of the analytical approach to Managerial decision-making.	Apply (B3)
CO 4	Evaluate the production problem and how managers make input purchase decisions using cost-volume-profit analysis in short-term decision-making.	Analyse (B4)

CO 5	Apply logical financial and accounting information for planning, decision-making and control in real business problems.	Create (B5)

Course Structure

Unit 1: Introduction to Basic Accounting
Conceptual basis of accounting- Nature and purpose of accounting, Basic accounting concepts and conventions underlying preparation of financial statements and Financial statement analysis: ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis. Depreciation Accounting and various methods of Depreciation , Inventory Valuation and Methods.
Unit 2: Introduction to Cost Accounting Concept
Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts. Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.
Unit 3: Introduction to Cost Concept in Decision Making
Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems.
Unit 4: Control Techniques
Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero-based Budgets and Cash Budgets.
Unit 5: Future Trends in Accounting
Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.
Suggested Readings
- Anthony, R.N., Hawkins, F.D.,& Merchant, K.A. (2013).Accounting: Text and Cases(13th ed.).Tata McGraw Hill.   - Needles B.E., Powers, M.,&Crosson, S.V. (2013).Principles of Financial Accounting(12th ed.). South-Western College/West.   - Hilton, R.W.,&Platt, D.E. (2017).Managerial Accounting (10th ed.). Tata McGraw Hill.   - Horngren, T.C., Datar, S.M., & Rajan, M.V. (2017). Horngren's Cost Accounting: A Managerial Emphasis (16th ed.). Pearson.   - Horngren, T.C., Sundem, G.L., Schatzberg, J., &Burgstahler, D. (2014).Introduction to Management Accounting (16th ed.).Pearson.

Lecture Plan – Managerial Accounting and Decision Making (45 Lectures)

Unit 1: Introduction to Basic Accounting

S.no. of lectures	Topics	Lectures required
Lecture 1	Concept of Accounting	1
Lecture 2	Accounting Equation and Numerical Problems	1
Lecture 3	Preparation of Financial Statements	1
Lecture 4	Numerical Problems of Final Accounts with Adjustments	1
Lecture 5	Financial statement analysis	1
Lecture 6	Ratio Analysis	1
Lecture 7	Numerical Problems related to various ratios	1
Lecture 8	Common size statements, Comparative analysis, Trend analysis	1
Lecture 9	Cash Flow Analysis and Numerical Problems	1
Lecture 10	Understanding the Concept of Depreciation and Various Methods	1
Lecture 11	Numerical Problems related to depreciation	1
Lecture 12	Inventory Valuation and Methods	1
Lecture 13	Numerical Problems	1
	Unit 2: Introduction to Cost Accounting Concept	
Lecture 14	Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing.	1
Lecture 15	Reconciliation and Integration between Financial and Cost Accounts	1
Lecture 16	Material Cost and Control	1
Lecture 17	Labour Cost and Control	1
Lecture 18	Overhead Cost and Control	1
Lecture 19	Job Batch and Contract Costing	1
Lecture 20	Process Costing	1
	Unit 3: Introduction to Cost Concept in Decision Making	
Lecture 21	Cost concepts in Decision Making	1
Lecture 22	Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System	1
Lecture 23	Marginal Costing, Distinction between Marginal Costing and Absorption Costing	1
Lecture 24	Break-Even Analysis	1
Lecture 25	Numerical Problems	1
Lecture 26	Various decision-making problems	1
Lecture 27	Numerical	1
Lecture 28	Problem Statements and Solutions	1
	Unit 4: Control Techniques	
Lecture 29	Standard costing	1
Lecture 30	Variance Analysis	1
Lecture 31	Numerical	1
Lecture 32	Budgetary Control: Meaning, Nature, and scope Steps and need	1

	for budgeting	
Lecture 33	Types of Budgets	1
Lecture 34	Cash Budget, Master Budget, Flexible Budgets, Performance Budgets	1
Lecture 35	Numerical Problems	1
Lecture 36	Zero Base Budget	1
Lecture 37	Numerical Problems	1
Unit 5: Future Trends in Accounting		
Lecture 38	Responsibility Accounting	1
Lecture 39	Transfer Pricing	1
Lecture 40	Methods of transfer pricing	1
Lecture 41	Divisional Performance	1
Lecture 42	Emerging trends in accounting	1
Lecture 43	Project Presentations	2
Lecture 44	Course Review, Discussion, and Final Assessment (Assignments)	1
Lecture 45	Case Study	1

School of Management
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Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA503
Core Compulsory/Elective: Core Compulsory
Course Title: Managerial Communication
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. To Understand the fundamentals of communication and its role in management.
2. To Develop both verbal and non-verbal communication skills for the workplace.
3. To Enhance Written and Oral Communication and evaluate Communication Strategies to adapt Communication to Diverse Audiences

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Demonstrate a thorough understanding of the principles of managerial communication and their relevance in various business environments.	Remember (B1)
CO 2	Explain the concepts of depreciation, Inventory valuation, and the methods employed by Indian Companies.	Understand (B2)
CO 3	Exhibit proficiency in written, verbal, and non-verbal communication within business and organizational contexts	Apply (B3)
CO 4	Assess the impact of cultural, ethical, and technological factors on managerial communication	Analyse (B4)
CO 5	Design communication strategies for managing teams, motivating employees, and driving organizational success	Create (B5)

Course Structure

Unit 1: Introduction to Business Communication
Overview of communication processes in management, Definition and importance of business communication, Types of communication (verbal, non-verbal, written, and electronic), Barriers to effective communication, Communication networks in organizations, The role of communication in leadership, Communication models and their relevance in business, Barriers to effective communication and how to overcome them.
Unit 2: Written Communication in Management
Writing business reports, emails, memos, and proposals, Structuring and organizing written communication, Tone, clarity, and conciseness in writing, Effective use of business correspondence tools, Drafting of MEMOs, Editing and proofreading business documents, Business Letters drafting, Writing professional emails and letters, Effective business writing practices.
Unit 3: Oral Communication and Presentation Skills
Verbal and non-verbal communication techniques, Effective listening and feedback, Presentation skills: design, structure, and delivery, Managing group communication and team meetings, Handling public speaking anxiety, Telephone and video conferencing etiquette.
Unit 4: Interpersonal Communication and Conflict Resolution
Developing interpersonal skills in management, Managing and resolving workplace conflicts, strategies to resolve conflict at workplace, Negotiation skills for managers, Building trust and rapport with team members.
Unit 5: Strategic & Cross-Cultural Communication and Leadership
Communication strategies for organizational leadership, Communicating during organizational change and crisis management, Persuasion and influence in managerial communication, Using media and technology for managerial communication, Communication and decision-making in leadership, Adapting communication styles to cultural differences, Ethical challenges in business communication (confidentiality, honesty, transparency).
Suggested Readings: "Managerial Communication: Strategies and Applications" by Geraldine E. Hynes   "Business and Administrative Communication" by Kitty O. Locker and Stephen Kyo Kaczmarek   "Business and Professional Communication: Keys to Workplace Excellence" by Hamilton, Stacks, and Salwen   "Business Communication Today" by Courtland L. Bovee and John V. Thill   "Nonverbal Communication in Human Interaction" by Mark L. Knapp, Judith A. Hall, and Terrence G. Horgan

Lecture Plan- Managérial Communication (45 Lectures)

S.no. of lectures	Topics	Lectures required
Unit 1: Introduction to Business Communication		
Lecture 1	Introduction to Business Communication	1
Lecture 2	Overview of communication processes in management	1
Lecture 3	Definition and importance of business communication	1
Lecture 4	Types of communication (verbal, non-verbal, written, and electronic)	1
Lecture 5	Barriers to effective communication	1
Lecture 6	Case study I	1
Lecture 7	Communication networks in organizations	1
Lecture 8	The role of communication in leadership	1
Lecture 9	Communication models and their relevance in business	1
Lecture 10	Barriers to effective communication -I	1
Lecture 11	Barriers to effective communication -II	1
Unit 2: Written Communication in Management		
Lecture 12	Written Communication in Management	1
Lecture 13	Writing business reports	1
Lecture 14	Writing professional and Business emails	1
Lecture 15	Drafting MEMOs	1
Lecture 16	Structuring and organizing written communication	1
Lecture 17	Tone, clarity, and conciseness in writing	1
Lecture 18	Effective use of business correspondence tools	1
Lecture 19	Editing and proofreading business documents	1
Lecture 20	Business Letters drafting	1
Lecture 21	Effective business writing practices	1
Lecture 22	Student Presentations-I	1
Lecture 23	Student Presentations-II	1
Lecture 24	Student Presentations-III	1
Lecture 25	Student Présentations- IV	1
Unit 3: Oral Communication and Presentation Skills		
Lecture 26	Verbal and non-verbal communication techniques	1
Lecture 27	Effective listening and feedback	1
Lecture 28	Presentation skills: design, structure, and delivery- I	1
Lecture 29	Presentation skills: design, structure, and delivery- II	1
Lecture 30	Managing group communication and team meetings	1
Lecture 31	Handling public speaking anxiety	1
Lecture 32	Telephone etiquette	1
Lecture 33	Video conferencing etiquette	1
Unit 4: Interpersonal Communication and Conflict Resolution		
Lecture 34	Interpersonnel Communication	1

Lecture 35	Developing interpersonal skills in management	1
Lecture 36	Managing and resolving workplace conflicts	1
Lecture 37	Managing and resolving workplace conflicts-II	1
Lecture 38	Case Study	1
Lecture 39	Negotiation skills for managers	1
Lecture 40	Building trust and rapport with team members	1
Lecture 41	Discussion on Assignment	1
Lecture 42	Case Study	1
Unit 5: Strategic & Cross-Cultural Communication and Leadership		
Lecture 43	Strategic Communication at workplace	1
Lecture 44	Leadership & Communication	1
Lecture 45	Cross Cultural Communication	1

School of Management

Doon University, Dehradun

Course – MBA (Two-Year Full-Time Program) as per NEP-2020

2025-2027

Subject: Course 1
Course Code: MBA504
Core Compulsory/Elective: Core Compulsory
Course Title: Indian Knowledge System
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. To explore ancient Indian texts like Arthashastra and Bhagavad Gita, for leadership and ethical decision-making.
2. To examine traditional Indian models of governance, economics, and human resource management.
3. To integrate Indian philosophies (Dharma, Karma Yoga) into modern business strategies.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the core principles of IKS and their application in business.	Remember (B1)
CO 2	Analyze governance and economic models from ancient Indian texts.	Understand (B2)
CO 3	Apply ethical leadership lessons from the Bhagavad Gita .	Apply (B3)
CO 4	Evaluate sustainable business practices rooted in Indian traditions.	Analyze (B4)

CO 5	Develop strategies for employee well-being using Yoga and Ayurveda.	Create (B5)

Course Structure

Unit 1: Foundations of Indian Knowledge System:
Introduction to IKS: Definition, Scope, and Importance, Key Sources: Vedas, Upanishads, Smritis, and Puranas, Relevance of IKS in Modern Management
Unit 2: Governance & Leadership in Ancient India:
Arthashastra by Kautilya – Principles of Statecraft and Administration, Raj Dharma – Ethical Governance and Corporate Leadership, Chanakya's Strategies for Modern Managers.Bhagavad Gita – Leadership and Work Ethics, Karma Yoga – Selfless Action in Business
Unit 3: Economic & Business Wisdom from IKS:
Trade, Commerce, and Guilds in Ancient India, Artha (Wealth Creation) with Dharma (Ethics),Sustainable Business Models from Indian Traditions.
Unit 4: HR and Organizational Behaviour in context of IKS
Guru-Shishya Parampara (Mentorship in Corporates), Teamwork Lessons from Mahabharata & Ramayana, Workplace Well-being through Yoga & Ayurveda.
Unit 5: Sustainable & Inclusive Business Practices
Vasudhaiva Kutumbakam (World as One Family), Traditional CSR: Dana, Seva, Yajna, Zero-Waste and Green Management from Indian Culture.
Suggested Readings:
• "Arthashastra" – Kautilya (Translated by L.N. Rangarajan)   • "Bhagavad Gita for Managers" – Pujan Roka   • Bhagwad Gita As It Is- Srila Prabhupad, ISKCON   • "Indian Ethos and Values in Management" – S.K. Chakraborty   • "Corporate Chanakya" – Radhakrishnan Pillai

- "The Success Sutra: An Indian Approach to Wealth" – Devdutt Pattanaik

Lecture Plan- Indian Knowledge System (45 Lectures)

Lecture No.	Topic	Lecture Required
Lecture 1	Introduction to IKS – Definition, Scope, and Relevance in Modern Management	1
Lecture 2	Key Sources of IKS – Vedas	1
Lecture 3	Key Sources of IKS – Upanishads	1
Lecture 4	Key Sources of IKS – Smritis	1
Lecture 5	Key Sources of IKS – Vedas, Upanishads, and Smritis	1
Lecture 6	Puranic Literature and Its Managerial Insights	1
Lecture 7	Western Management Theories	1
Lecture 8	Comparative Analysis: IKS vs. Western Management Theories	1
Lecture 9	Comparative Analysis: IKS vs. Western Management Theories	1
Lecture 10	Revision & Q&A	1
Unit 2: Governance & Leadership in Ancient India		
Lecture 11	Kautilya's Arthashastra – Principles of Statecraft	1
Lecture 12	Raj Dharma – Ethical Governance and Corporate Leadership	1
Lecture 13	Chanakya's Leadership Lessons (Neeti Shastra)	1
Lecture 14	Ancient Indian Administrative Systems (Mauryan, Gupta Empires)	1
Lecture 15	Teachings from Bhagwad Gita	1
Lecture 16	Bhagwad Gita & Leadership Lessons	1
Lecture 17	Bhagwad Gita & Leadership Lessons	1
Lecture 18	Bhagwad Gita & Leadership Lessons	1
Lecture 19	Bhagwad Gita & Leadership Lessons	1
Lecture 20	Bhagwad Gita & Leadership Lessons	1

Lecture 21	Bhagwad Gita & Leadership Lessons	1
Lecture 22	Bhagwad Gita & Leadership Lessons	1
Lecture 23	Bhagwad Gita & Leadership Lessons	1
Lecture 24	Bhagwad Gita & Leadership Lessons	1
Lecture 25	Work Ethics	1
Unit 3: Economic & Business Wisdom from IKS		
Lecture 26	Trade and Commerce in Ancient India (Guilds, Partnerships)	1
Lecture 27	Arthashastra's Views on Wealth Creation (Artha with Dharma)	1
Lecture 28	Ethical Dilemmas in Business – Lessons from Mahabharata	1
Lecture 29	Sustainable Business Models from Indian Traditions.	1
Lecture 30	Revision + Debate: "Can Dharma and Profits Coexist?"	1
Unit 4: HR and Organizational Behaviour in context of IKS		
Lecture 31	Guru-Shishya Parampara (Mentorship in Corporates)	1
Lecture 32	Teamwork Lessons from Ramayana (Vanara Sena)	1
Lecture 33	Management Lessons from Ramayana	1
Lecture 34	Management Lessons from Ramayana	1
Lecture 35	Conflict Resolution – Mahabharata's Negotiation Tactics	1
Lecture 36	Conflict Resolution – Mahabharata's Negotiation Tactics	1
Lecture 37	Conflict Resolution – Mahabharata's Negotiation Tactics	1
Lecture 38	Conflict Resolution – Mahabharata's Negotiation Tactics	1
Lecture 39	Employee Well-being – Yoga and Ayurveda at Work	1
Lecture 40	Revision + Group Presentation	1
Unit 5: Sustainable & Inclusive Business Practices		
Lecture 41	Vasudhaiva Kutumbakam – Global Business Ethics	1

Lecture 42	Traditional CSR (Dana, Seva, Yajna)	1
Lecture 43	Zero-Waste Models (From Indian Villages to Circular Economy)	1
Lecture 44	Zero-Waste Models (From Indian Villages to Circular Economy)	1
Lecture 45	Revision + Quiz on Sustainable Practices	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Business Society and Law
Course Code: MBA 505
Core Compulsory/Elective: Core Compulsory
Course Title: Business Society and Law
Credit:3 (L-2 T-0 P-0)

Course Objectives

1. To explore the business environment, economic policies, and their influence on corporate decision-making.
2. To examine the legal framework governing businesses, including contracts, consumer protection, company law, and regulatory policies.
3. To enhance students' ability to assess the impact of political, economic, social, technological, and environmental factors on business operations.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Identify and describe the components of the business environment, governance, and economic systems.	Remember (B1)
CO 2	Explain how government policies shape business operations and financial markets.	Understand (B2)
CO 3	Apply contract and business law principles to real-world business transactions and legal agreements.	Apply (B3)
CO 4	Examine the role of company law, consumer protection, and competition laws in ensuring ethical business practices.	Analyze (B4)

CO 5	Understand policies for corporate compliance with environmental and labor laws while ensuring sustainability and employee welfare.	Create (B5)

Course Structure

UNIT 1: Business Environment and Strategic Analysis

Introduction to Business Environment: Concept, significance, and nature of the business environment.Types of environments: Internal (organizational culture, leadership, management) and External (economic, political, legal, socio-cultural, technological, ecological).Interaction between internal and external environments.Economic Systems and Market Structure, History of economic systems: Market economy, planned economy, mixed economy. Role of government in business: Regulatory, promotional, and entrepreneurial roles., Techniques for environmental analysis and approaches to forecasting business trends.Corporate Governance and Social Responsibility: Ethics in business and corporate responsibility.CSR laws in India, sustainability, and ethical leadership.

UNIT 2: Economic Policies and Business Regulations

Economic Environment & Policy Framework,Planning in India: Evolution, objectives, and role of Five-Year Plans.,Monetary policy: Role of the Reserve Bank of India (RBI), money supply, inflation control.Fiscal policy: Union budget as an instrument for growth, taxation (GST), public expenditure.Industrial Policy: Economic reforms since 1991, impact on businesses.Trade & Foreign Investment Regulations: Foreign Exchange Management Act (FEMA), Foreign Direct Investment (FDI), and EXIM policy. Disinvestment policies and their effect on Indian markets.

UNIT 3: Business Laws – Contracts, Sale of Goods, and Negotiable Instruments

Law of Contracts (Indian Contract Act, 1872): Essentials of a valid contract: Offer, acceptance, consideration, free consent, legality, Void agreements and classification of contracts, Performance, and discharge of contracts; remedies for breach of contract., Special contracts: Indemnity, guarantee, bailment, pledge, and agency.**Sale of Goods Act, 1930:** Formation of a contract of sale, Difference between conditions and warranties, Rights of buyers and unpaid sellers, Transfer of ownership and remedies for breach.**Negotiable Instruments Act, 1881:** Features and types of negotiable instruments: Promissory notes, bills of exchange, cheques, Holder in due course, endorsements, and delivery of negotiable instruments, Dishonour, bouncing of cheques, obligations of banks and customers.

Unit 4: Business Regulations and Corporate Law

Company Law & Corporate Governance: Types of companies: Private, public, government companies, statutory corporations, Formation and incorporation: Memorandum of Association (MoA) & Articles of Association (AoA), Role and duties of directors, shareholder rights, and corporate governance norms, corporate frauds and legal compliance.**Consumer Protection Act, 2019:** Consumer rights, grievance redressal mechanisms, powers of consumer forums, Landmark case studies on consumer disputes.

Competition Act, 2002: Anti-competitive agreements, abuse of dominant position, and mergers, Role of the Competition Commission of India (CCI).

Intellectual Property Rights (IPR): Patents, trademarks, copyrights, trade secrets,

Cyber laws and IT Act (2000) implications on digital businesses.

UNIT 5: Environmental and Labor Laws (7 Lectures)

Environmental Laws & Sustainability Regulations: Air (Prevention and Control of Pollution) Act, Water (Prevention and Control of Pollution) Act, Environmental Protection Act Role of the National Green Tribunal (NGT) in enforcing sustainability practices. Corporate Environmental Responsibility (CER) and Environmental, Social, and Governance (ESG) compliance.

Labor Laws & Employment Regulations Factories Act: Licensing, health, safety, and welfare measures in workplaces. Industrial Disputes Act: Objectives, types of industrial disputes, resolution mechanism Minimum Wages Act: Wage fixation, payment mechanisms, and enforcement. Workmen Compensation Act: Employee rights in case of injuries, employer liabilities.

<u>**Suggested Readings**</u>

- **Kumar, R. (2021).** *Legal Aspects of Business*. Cengage Learning.
- **Kuchhal, M., & Kuchhal, V. (2018).** *Business Legislation for Management*. Vikas Publishing House.
- **Cherunilam, F. (2022).** *Business Environment – Text & Cases*. Himalaya Publications.
- **Kapoor, N. D., Abbi, R., Bhushan, B., & Kapoor, R. (2019).** *Business Law*. Sultan Chand & Sons.
- **Singh, A. (2018).** *Company Law*. Eastern Book Company.

Lecture Plan – Business, Society and Law (45 Hours)

Unit 1: Business Environment and Strategic Analysis (9 Hours)		
S. No. of Lectures	**Topics**	**Lectures Required**
Lecture 1	Introduction to Business Environment – Concept, significance, and nature	1
Lecture 2	Types of Business Environment – Internal (culture, leadership) vs. External (PESTEL)	1
Lecture 3	Economic Systems – Market, planned, and mixed economies; interaction with business	1
Lecture 4	Techniques for Environmental Analysis & Forecasting Trends	1
Lecture 5	Government's Role in Business – Regulatory, promotional, entrepreneurial	1
Lecture 6	Corporate Governance & Business Ethics – Social responsibility, CSR laws in India	1
Lecture 7	Global Business Trends – WTO, MNCs, Foreign Capital, FDI	1
Lecture 8	Case Study Discussion – Impact of policy changes on Indian businesses	1
Lecture 9	Revision & Discussion – Business Environment Trends	1
Unit 2: Economic Policies and Business Regulations (9 Hours)		
Lecture 10	Overview of Economic Policies – Fiscal, Monetary, Industrial, and Trade Policies	1
Lecture 11	Planning in India – Evolution, objectives, and role of five-year plans	1
Lecture 12	Fiscal Policy – Union Budget as a growth instrument, taxation (GST)	1
Lecture 13	Monetary Policy – Role of RBI, inflation control, and financial regulation	1
Lecture 14	Industrial Policy – Reforms since 1991 and impact on businesses	1
Lecture 15	Trade & Foreign Investment – FEMA, EXIM, FDI, and Disinvestment policies.	1

Lecture 16	Case Study – Economic Policy Analysis (Impact of GST, RBI decisions, FDI)	1
Lecture 17	Discussion – Sectoral Developments in Banking, Capital Markets, Manufacturing	1
Lecture 18	Revision & Q&A – Economic Policies and Business Regulation	1
Unit 3: Business Laws – Contracts, Sale of Goods, and Negotiable Instruments (11 Hours)		
Lecture 19	Introduction to Business Law – Need for legal frameworks in business	1
Lecture 20	Law of Contracts – Essentials of a valid contract (Offer, Acceptance, Consideration)	1
Lecture 21	Types of Contracts – Contingent, Quasi, Performance & Discharge	1
Lecture 22	Breach of Contract – Remedies & Case Examples	1
Lecture 23	Special Contracts – Indemnity, Guarantee, Bailment, Pledge, and Agency	1
Lecture 24	Sale of Goods Act – Key provisions, formation of a contract of sale	1
Lecture 25	Conditions & Warranties – Transfer of property & Unpaid seller rights	1
Lecture 26	Negotiable Instruments Act – Promissory notes, bills of exchange, cheques	1
Lecture 27	Endorsement, Holder in Due Course, Dishonor & Bouncing of Cheques	1
Lecture 28	Practical Workshop – Drafting Simple Business Contracts & Negotiable Instruments	1
Lecture 29	Revision & Q&A – Contracts, Sale of Goods, Negotiable Instruments	1
Unit 4: Business Regulations and Corporate Law (9 Hours)		
Lecture 30	Company Law Overview – Types of companies and incorporation process	1
Lecture 31	Memorandum & Articles of Association – Shareholder Rights & Corporate Structure	1
Lecture 32	Directors' Roles, Duties & Liabilities in Business	1

Lecture 33	Corporate Governance – Ensuring transparency, fraud prevention	1
Lecture 34	Consumer Protection Act – Consumer rights, grievance redressal mechanisms	1
Lecture 35	Competition Act – Anti-competitive agreements, role of the CCI	1
Lecture 36	Intellectual Property Rights – Copyrights, patents, trademarks & digital business laws	1
Lecture 37	Workshop – Case Analysis of Corporate Law & Consumer Protection Cases	1
Lecture 38	Revision & Q&A – Corporate Law & Business Regulations	1
Unit 5: Environmental and Labor Laws (7 Hours)		
Lecture 39	Environmental Protection Laws – Air Act, Water Act, Environmental Protection Act	1
Lecture 40	Role of National Green Tribunal (NGT) & Corporate Environmental Responsibility (CER)	1
Lecture 41	Labor Laws – Factories Act: Licensing, Health, Safety & Welfare measures	1
Lecture 42	Industrial Disputes Act – Objectives, resolution of industrial conflicts	1
Lecture 43	Minimum Wages & Workmen Compensation Act – Employee rights & employer obligations	1
Lecture 44	Practical Discussion – Case Studies on Environmental Compliance & Labor Law	1
Lecture 45	Final Revision & Q&A – Course Wrap-up & Exam Preparation Tip	

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School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Subject: Statistical Methods for Management Decisions
Course Code: MBA 506
Core Compulsory/Elective: Core Compulsory
Course Title: Statistical Methods for Managerial Decisions
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. To develop a strong foundation in statistical methods and their application in managerial decision-making.
2. To equip students with analytical tools for understanding relationships in data, forecasting trends, and assessing business risks.
3. To enhance problem-solving skills through hypothesis testing, regression models, and data-driven decision-making.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain fundamental statistical concepts, measures of central tendency, dispersion, and visualization techniques.	Remember (B1)
CO 2	Illustrate the principles of probability, conditional probability, and probability distributions in decision-making scenarios.	Understand (B2)
CO 3	Apply correlation and regression techniques to analyse relationships between variables and make predictions.	Apply (B3)
CO 4	Critically analyse business trends and economic indicators using time series and index numbers.	Analyse (B4)
CO 5	Design and execute hypothesis tests and statistical decision-making models to solve business problems.	Create (B5)

Course Structure

Unit 1: Descriptive Statistics and Data Visualization
Introduction to Statistics: Meaning, Scope, and Importance of Statistics in Business Decision-Making, Types of Statistics: Descriptive vs. Inferential Statistics, Types of Data: Quantitative vs. Qualitative, Attributes vs. Variables, Scales of Measurement (Nominal, Ordinal, Interval, Ratio), Measures of Central Tendency: Arithmetic Mean, Median, Mode – concepts, properties, and business applications, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, and Coefficient of Variation, Moments, Skewness & Kurtosis: Computation, interpretation, and significance in business contexts, Data Visualization: Histograms, Box Plots, Five-Number Summary, Stem & Leaf Plots, and introduction to Big Data characteristics.

Unit 2: Probability Theory and Probability Distributions
Concept and Approaches to Probability: Classical, Empirical, and Axiomatic approaches. Probability Theorems: Addition and Multiplication Theorems, Conditional Probability, and Bayes' Theorem, Random Variables: Discrete and Continuous Random Variables, Expectation, and Variance, Probability Distributions: Discrete Distributions: Binomial and Poisson – properties, applications, and computation, Continuous Distributions: Normal and Exponential – properties of the normal curve, computation of probabilities, Z-scores, Central Limit Theorem, and Chebyshev's Theorem.

Unit 3: Correlation, Regression, and Predictive Analysis
Correlation Analysis: Concept, Types (Positive, Negative, Zero), and Significance., Correlation vs. Causation, Pearson's Coefficient of Correlation – computation and properties., Rank Correlation – Spearman's Rank Coefficient. Regression Analysis: Difference between Correlation and Regression, Simple Linear Regression Model: Regression Equations, Principle of Least Squares, and Line Fitting., Assumptions, Standard Error of Estimate, R-Square, and Mean Squared Error (MSE), Advanced Regression Topics: Violations of Assumptions, Geometric Interpretation of Regression, Multiple Regression Overview.

Unit 4: Time Series Analysis and Index Numbers
Time Series Data & Components: Trends, Seasonal, Cyclical, and Irregular Variations. Models for Time Series Analysis: Additive and Multiplicative Models, Trend Analysis: Fitting trends using Least Squares Method (Linear and Second-Degree Parabola). Shifting of Origin and Conversion of Annual Linear Trend Equation to Quarterly/Monthly Basis. Index Numbers: Construction of Index Numbers using Laspeyres, Paasche, and Fisher's Ideal Index, Consumer Price Index (CPI) and its applications. Stock Market Indices: BSE SENSEX and NSE NIFTY – computation and significance.

Unit 5: Hypothesis Testing and Decision-Making
Concept of Estimation: Point Estimation vs. Interval Estimation, Confidence Intervals for Population Mean, Hypothesis Testing Framework: Formulating Null (H_0) and Alternative (H_1) Hypotheses, Type I and Type II Errors, Level of Significance, and p-values, Tests for Hypothesis: Z-test for Population Mean. t-test for Small Sample Mean, f-test, chi-square test Comparison. Application in Business Decision-Making.

Suggested Readings:
• Rivera, R. (2020). Principles of Managerial Statistics and Data Science. Wiley. • McGraw-Hill. (1970). Statistical Analysis for Managerial Decisions. McGraw-Hill. • Taghaboni-Dutta, F. (2025). Statistics for Management Decision Making. University of Illinois

Urbana-Champaign.

- ICMA. (2024). Statistics for Public Administration: Practical Uses for Better Decision Making (2nd ed.). ICMA Press.
- ProfileTree. (2025). A Practical Guide to Statistics for Management. ProfileTree Publishing.

Lecture Plan- Statistical Methods for Management Decisions (45 Lectures)

Unit 1: Introduction to Statistics and Descriptive Analysis		
S.no. of lectures	**Topics**	**Lectures required**
Lecture 1	Introduction to Statistics - Scope & Importance	1
Lecture 2	Descriptive vs. Inferential Statistics	1
Lecture 3	Types of Data & Measurement Scales	1
Lecture 4	Measures of Central Tendency (Mean, Median, Mode)	1
Lecture 5	Measures of Dispersion (Range, Variance, Standard Deviation)	1
Lecture 6	Moments, Skewness, & Kurtosis	1
Lecture 7	Data Visualization - Histograms, Box Plots, Stem & Leaf	1
Lecture 8	Introduction to Big Data - Characteristics & Stages	1
Lecture 9	Case Study on Data Analysis	1
Unit 2: Probability Theory and Distributions		
Lecture 10	Probability Theory - Concepts & Theorems	1
Lecture 11	Conditional Probability & Bayes' Theorem	1
Lecture 12	Random Variables - Discrete vs. Continuous	1
Lecture 13	Binomial Distribution - Properties & Applications	1
Lecture 14	Poisson Distribution - Properties & Applications	1
Lecture 15	Normal Distribution & Z-Scores	1
Lecture 16	Chebyshev's Theorem & Central Limit Theorem	1
Lecture 17	Case Study on Probability Applications	1
Lecture 18	Review Session & Q&A	1
Unit 3: Correlation, Regression, and Predictive Analysis		
Lecture 19	Correlation Analysis - Pearson's & Spearman's Coefficient	1
Lecture 20	Regression Analysis - Simple & Multiple Regression	1
Lecture 21	Least Squares Method & Regression Line Fitting	1
Lecture 22	Relationship between Correlation & Regression	1
Lecture 23	Standard Error of Estimate, R-Square & MSE	1
Lecture 24	Assumptions & Violations in Regression	1
Lecture 25	Geometric Interpretation of Regression	1
Lecture 26	Case Study on Predictive Analysis in Business	1
Lecture 27	Review & Application Discussion	1
Unit 4: Time Series and Index Numbers		
Lecture 28	Components of Time Series & Forecasting	1
Lecture 29	Additive vs. Multiplicative Models	1
Lecture 30	Trend Analysis - Linear & Parabolic Trends	1

Lecture 31	Shifting Origin & Trend Equation Conversions	1
Lecture 32	Index Numbers - Concepts & Importance	1
Lecture 33	Methods of Index Number Construction - Laspeyres, Paasche, Fisher	1
Lecture 34	Consumer Price Indices & Applications	1
Lecture 35	Stock Market Indices - BSE Sensex & NSE Nifty	1
Lecture 36	Case Study on Time Series Analysis in Business	1
Unit 5: Hypothesis Testing and Decision-Making		
Lecture 37	Estimation - Point & Interval Estimation	1
Lecture 38	Confidence Intervals for Normal Distribution	1
Lecture 39	Hypothesis Testing - Concepts & Significance Levels	1
Lecture 40	Type I & Type II Errors	1
Lecture 41	z-test for Population Mean, f-test	1
Lecture 42	t-test for Small Sample Mean Comparison, chi-square test	1
Lecture 43	Case Study on Business Decision-Making using Hypothesis Testing	1
Lecture 44	Q&A, Revision & Key Takeaways	1
Lecture 45	Final Assessment & Discussion	1

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School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA507
Core Compulsory/Elective: Core Compulsory
Course Title: Production and Operations Management
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. To equip students with the knowledge of how production and operations strategies contribute to the overall efficiency, competitiveness, and profitability of a business.

2. To enable students to analyse production systems, design effective processes, manage supply chains, and make data-driven decisions using tools like forecasting, inventory control, and quality management techniques.

3. To provide practical insights through case studies and projects that allow students to apply operations management principles to solve real-life challenges in industries.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define key fundamental concepts and terminologies related to production and operations management.	Remember (B1)
CO 2	Explain the roles and functions of operations in both manufacturing and service organizations..	Understand (B2)
CO 3	Apply forecasting, capacity planning, and inventory control techniques to optimize operational performance.	Apply (B3)
CO 4	Analyze operational problems using tools like process mapping, break-even analysis, and quality control charts.	Analyze (B4)
CO 5	Design efficient production systems and recommend strategic improvements for productivity and quality enhancement.	Create (B5)

Course Structure

Unit 1: Introduction to Production and Operations Management
Definition, scope, and evolution of POM, Differences between production and operations, Role of operations in manufacturing and services, Operations strategy and its alignment with business strategy, Productivity: concept and measurement.
Unit 2: Product and Process Design
Product development process, Product life cycle and design considerations, Process design: types of production processes (job, batch, mass, continuous), Process selection and capacity planning, Facility layout and location planning.
Unit 3: Production Planning and Control (PPC)
Objectives and functions of PPC, Aggregate planning strategies, Master production scheduling (MPS), Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP), Scheduling and dispatching techniques.
Unit 4: Inventory and Quality Management
Types and costs of inventory, Inventory control techniques: EOQ, ABC, JIT, Introduction to Supply Chain Management, Total Quality Management (TQM), Quality control tools: Control charts, Six Sigma, ISO standards.
Unit 5: Emerging Trends and Contemporary Issues
Lean manufacturing and waste reduction, Just-In-Time (JIT) and Kaizen, Green operations and sustainability in production, Industry 4.0 and digital transformation in operations, Case studies on modern operational excellence.

Suggested Readings

- Heizer, J., Render, B., & Munson, C. (2020). *Operations management* (13th ed.). Pearson. A comprehensive textbook covering the fundamentals of operations in both manufacturing and service environments.
- Stevenson, W. J. (2021). *Operations management* (14th ed.). McGraw-Hill Education.
- A widely-used book known for its practical approach and strong examples from real businesses.
- Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2020). *Operations and supply chain management* (15th ed.). McGraw-Hill Education.
- Blends traditional operations topics with the modern supply chain perspective.

Lecture Plan – Production and Operations Management (45 Lectures)

Unit 1: Introduction to Production and Operations Management

S.no. of lectures	Topics	Lectures required
Lecture 1	Introduction to POM: Definitions, scope, and evolution	1
Lecture 2	Differences between production and operations	1
Lecture 3	Role of operations in manufacturing & services	1
Lecture 4	Operations as a strategic function	1
Lecture 5	Productivity: Meaning, types, and measurement	1
Lecture 6	Operations strategy: Competitive priorities	1
Lecture 7	Decision-making in operations	1
Lecture 8	Case Study/Industry Example	1
Lecture 9	Unit 1 Recap + Quiz/Activity	1

Unit 2: : Product and Process Design

Lecture 14	Product design and development stages	1
Lecture 15	Concept of Product Life Cycle (PLC)	1
Lecture 16	Design for manufacturability and sustainability	1
Lecture 17	Process design: types of processes (job, batch, flow, etc.)	1
Lecture 18	Capacity planning: concepts and strategies	1
Lecture 19	Facility location: factors and methods	1
Lecture 20	Layout planning: types and design	1
Lecture 21	Case Study: Process/Plant layout example	
Lecture 22	Unit 2 Recap + Quiz/Activity	

Unit 3: Production Planning and Control (PPC)

Lecture 23	Introduction to PPC and its importance	1
Lecture 24	Aggregate planning: concept and strategies	1
Lecture 25	Master Production Schedule (MPS)	1
Lecture 26	Material Requirements Planning (MRP)	1
Lecture 27	Enterprise Resource Planning (ERP)	1
Lecture 28	Scheduling techniques: Gantt, priority rules	1
Lecture 29	Dispatching and sequencing	
Lecture 30	Case Study: Scheduling in service/manufacturing	
Lecture 31	Unit 3 Recap + Midterm Review	

Unit 4: Inventory and Quality Management

Lecture 32	Basics of inventory: types and functions	1
Lecture 33	Inventory control models: EOQ, ABC	1
Lecture 34	JIT and Kanban systems	1
Lecture 35	Introduction to supply chain management (SCM)	1
Lecture 36	Total Quality Management (TQM): principles and tools	1

Lecture 37	Statistical Quality Control: Control charts	1
Lecture 38	Six Sigma and ISO certifications	1
Lecture 39	Case Study: Inventory/Quality problem	1
Lecture 40	Unit 4 Recap + Quiz/Activity Variance Analysis	1
Unit 5: Emerging Trends and Contemporary Issues		
Lecture 41	Lean manufacturing: principles and tools	1
Lecture 42	Kaizen, 5S, and waste elimination	1
Lecture 43	Green operations and sustainability	1
Lecture 44	Industry 4.0 in operations: IoT, AI, Automation	1
Lecture 45	Digital transformation in manufacturing and services	1

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School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA508
Core Compulsory/Elective: Core Compulsory
Course Title: Seminar and VIVA VOCE
Credit: 1 (L-0 T-0 P-1)

Course Objectives

1. To enable students to confidently present academic or project work, articulate their ideas clearly, and respond to questions in a structured and professional manner.
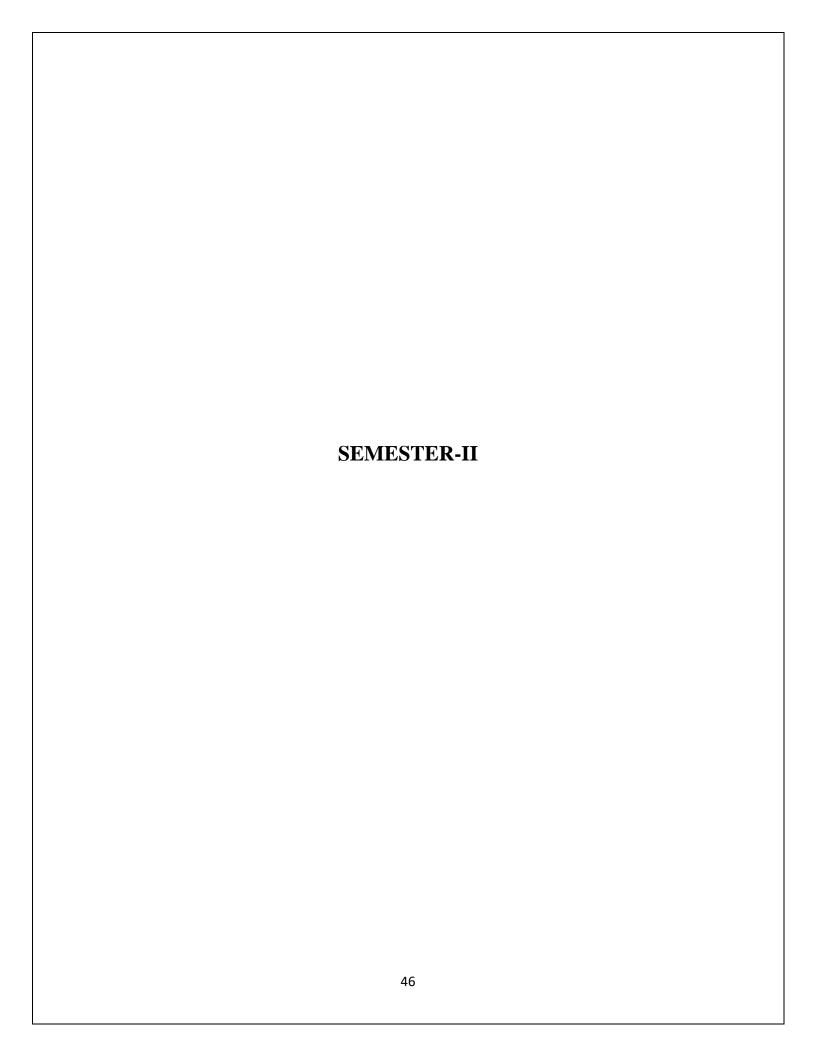2. To encourage students to delve deeply into specific topics, analyze information critically, and synthesize findings into coherent arguments or project outcomes.
3. To prepare students for real-world professional and academic interactions by simulating formal evaluation scenarios, improving their ability to handle pressure and constructive criticism.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	**Demonstrate effective verbal and non-verbal communication skills** during presentations and discussions, adapting to academic and professional contexts.	Remember (B1)
CO 2	**Apply critical thinking and analytical skills** to explore, evaluate, and present research findings or project work in a coherent manner.	Understand (B2)
CO 3	**Exhibit confidence and professionalism** while answering questions and handling feedback during viva sessions and formal evaluations.	Apply (B3)
CO 4	**Prepare structured and engaging seminar reports/presentations** that reflect clarity of thought, research depth, and academic integrity.	Analyze (B4)
CO 5	**Collaborate and engage in constructive peer learning**, offering and receiving feedback to refine ideas and improve presentation quality.	Create (B5)

The Viva Voce/ Seminar examination for Semester I of the MBA program is intended to assess students' overall understanding of the fundamental concepts, theories, and applications across the core subjects studied. These subjects include Principles of Management, Managerial Economics, Financial Accounting, Quantitative Techniques or Business Statistics, Organizational Behavior, and Business Communication. Students will be evaluated on their conceptual clarity, analytical thinking, communication skills, and ability to apply theoretical knowledge in practical business situations. Key areas of focus include management functions and leadership styles; demand, pricing, and market structures; accounting principles and financial statements; statistical tools, probability, and hypothesis testing; individual and group behavior, motivation, and organizational culture; and effective communication techniques including business writing, presentations, and interviews. The Viva Voce aims to ensure students are well-prepared to integrate academic knowledge with real-world business practices.

SEMESTER-II

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA551
Core Compulsory/Elective: Core Compulsory
Course Title: Artificial Intelligence and Marketing Management
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. To understand core marketing concepts, including market research, consumer behavior, segmentation, targeting, and positioning to create effective marketing strategies.

2. To design and implement marketing plans using the 4Ps while leveraging digital and traditional marketing channels for business growth.

3. To evaluate market trends, competitive strategies, and data-driven decision-making techniques to enhance brand positioning, customer engagement, and business profitability.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define and explain fundamental marketing concepts, principles, and terminologies..	Remember (B1)
CO 2	Illustrate the role of marketing in business strategy and analyze how different marketing functions contribute to organizational success.	Understand (B2)
CO 3	Develop and implement marketing strategies by applying segmentation, targeting, and positioning (STP) concepts.	Apply (B3)
CO 4	Examine market trends, consumer behavior, and competitive strategies to assess their impact on marketing decisions.	Analyze (B4)

CO 5	Design an innovative marketing plan integrating digital and traditional marketing tools to solve real-world business challenges.	Create (B5)

Course Structure

Unit 1: Fundamentals of Marketing & AI Integration

Definition, Scope, and Importance of Marketing, Core Marketing Concepts: Needs, Wants, Demand, Exchange, and Customer Value, Marketing Mix (4Ps & 7Ps), Marketing vs. Digital Marketing, Introduction to AI in Marketing, Role of AI in Market Research & Consumer Insights.

Unit 2: Consumer Behavior and AI-Driven Personalization

Understanding Consumer Behavior & Buying Decision Process, Factors Affecting Consumer Behavior (Psychological, Social, Cultural, and Personal), AI Applications in Consumer Behavior Analysis, Personalization and Recommendation Systems using AI, AI-driven Sentiment Analysis & Customer Profiling

Unit 3: Market Segmentation, Targeting, and Positioning (STP) with AI

Concepts of Market Segmentation & Targeting Strategies, AI in Market Segmentation: Predictive Analytics & Big Data Analysis, Positioning Strategies & Brand Positioning, AI in Competitive Analysis & Customer Relationship Management (CRM), Case Studies on AI-Driven STP Models.

Unit 4: Digital Marketing, AI, and Marketing Analytics

Introduction to Digital Marketing & AI-Enabled Marketing Automation, AI in Social Media Marketing & Influencer Marketing, Search Engine Optimization (SEO) & AI-Driven Ad Targeting, Chatbots, Virtual Assistants, and AI in Customer Engagement, AI-Powered Marketing Analytics & Performance Measurement.

Unit 5: Future Trends in Marketing & AI Ethical Considerations

Emerging Trends in AI and Marketing, AI-Powered Predictive Marketing & Programmatic Advertising, Ethical Concerns in AI-Based Marketing, Data Privacy, Security, and AI Bias, Case Studies: AI-Driven Marketing Success Stories.

Suggested Readings

Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.

Roetzer, P. (2022). *Marketing Artificial Intelligence: AI, Marketing, and the Future of Business*. Matt Holt Books.

Thaichon, P., & Quach, S. (Eds.). (2022). *Artificial Intelligence for Marketing Management.* Routledge.

Gentsch, P. (2019). *AI in Marketing, Sales and Service: How Marketers without a Data Science Degree can use AI, Big Data and Bots.* Palgrave Macmillan.

Wilson, R., & Daugherty, P. (2018). *Human + Machine: Reimagining Work in the Age of AI.* Harvard Business Review Press.

Lecture Plan: Marketing Management & AI Integration (45 Lectures)

Unit 1: Fundamentals of Marketing & AI Integration		
S.No	Topics	Lecture Required
Lecture 1	Introduction to Marketing – Definition, Scope, and Importance.	1
Lecture 2	Core Marketing Concepts – Needs, Wants, Demand, Exchange, Customer Value.	1
Lecture 3	The Marketing Mix (4Ps & 7Ps) – Product, Price, Place, Promotion.	1
Lecture 4	Traditional Marketing vs. Digital Marketing – Key Differences and Evolution	1
Lecture 5	Introduction to AI in Marketing – Basics and Applications.	1
Lecture 6	Role of AI in Market Research – Predictive Analytics, Data Mining.	1
Lecture 7	AI in Consumer Insights – Sentiment Analysis, Data-Driven Decision Making.	1
Lecture 8	Case Study AI in Market Research & Real-World Applications.	1
Lecture 9	Review & Discussion Marketing Fundamentals & AI Integration.	1
Unit II: Consumer Behavior and AI-Driven Personalization		
Lecture 10	Understanding Consumer Behavior; Concepts, Theories, Decision-Making Pro.	1
Lecture 11	Factors Affecting Consumer Behavior; Psychological, Social, Cultural.	1
Lecture 12	AI in Consumer Behavior Analysis – Data-Driven Insights, AI Algorithms	1
Lecture 13	AI in Personalization & Recommendation Systems – Case Studies	1
Lecture 14	Sentiment Analysis in Marketing – AI Tools and Techniques	1
Lecture 15	Customer Profiling using AI – Segmentation and Targeting	1
Lecture 16	AI-Driven Predictive Consumer Behavior Models – Forecasting Trends	1
Lecture 17	Case Study AI & Personalization in E-commerce & Digital Marketing	1

Lecture 18	Review & Discussion AI in Consumer Behavior & Personalization	1
Unit III: Market Segmentation, Targeting, Positioning (STP) with AI		
Lecture 19	Market Segmentation & Targeting Strategies – Fundamentals & Applications	1
Lecture 20	AI in Market Segmentation – Big Data & Predictive Analytics	1
Lecture 21	AI-Powered Customer Segmentation Models – Real-World Examples	1
Lecture 22	Positioning Strategies & Brand Positioning; Traditional vs. AI-Driven Approach.	1
Lecture 23	AI in Competitive Analysis – Market Intelligence & Insights	1
Lecture 24	CRM using AI – Automation & Optimization	1
Lecture 25	Case Study AI-Driven STP Models in Marketing	1
Lecture 26	Case StudyAI in Brand Positioning & Customer Engagement	1
Lecture 27	Review & Discussion AI in Segmentation, Targeting & Positioning	1
Unit IV: Digital Marketing, AI, and Marketing Analytics		
Lecture 28	Introduction to Digital Marketing & AI-Enabled Automation – Concepts & Tools	1
Lecture 29	AI in Social Media Marketing & Influencer Marketing – Trend Analysis	1
Lecture 30	AI in Search Engine Optimization & Ad Targeting – Algorithms & Strategies	1
Lecture 31	AI-Powered Chatbots & Virtual Assistants – Customer Engagement & Support	1
Lecture 32	Conversational AI in Marketing – Applications & Innovations	1
Lecture 33	AI in Email Marketing, Content Creation, and Automation – Tools & Strategies	1
Lecture 34	AI-Driven Marketing Analytics & Performance Measurement – Metrics & KPIs	1
Lecture 35	AI-Driven Marketing Analytics & Performance Measurement – Metrics & KPIs	1
Lecture 36	Case Study AI-Driven Digital Marketing Campaigns	1
Unit V: Future Trends in Marketing & AI Ethical Considerations		
Lecture 37	Emerging Trends in AI and Marketing – Future Scope	1
Lecture 38	AI-Powered Predictive Marketing & Programmatic Advertising – Opportunities	1
Lecture 39	Ethical Concerns in AI-Based Marketing – Transparency, Bias, Fairness	1
Lecture 40	AI & Data Privacy Concerns – GDPR, CCPA, and Global Regulations	1
Lecture 41	Security Issues in AI Marketing – Threats & Solutions	1

Lecture 42	AI Bias & Its Impact on Marketing Decisions – Case Examples	1
Lecture 43	AI in Marketing Case Studies of Success Stories – Brands Using AI Effectively	1
Lecture 44	The Future of AI in Marketing – Innovations, Startups, and Industry Trends	1
Lecture 45	Final Review, Discussion, and Future Scope – Exam Preparation & Insights	1
Lecture 43:	AI in Marketing Case Studies of Success Stories – Brands Using AI Effectively	1
Lecture 44:	The Future of AI in Marketing – Innovations, Startups, and Industry Trends	1
Lecture 45:	Final Review, Discussion, and Future Scope – Exam Preparation & Insights	1

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School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Management Science
Course Code: MBA552
Core Compulsory/Elective: Core Compulsory
Course Title: Management Science
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. To comprehend the fundamental concepts and applications of quantitative techniques in managerial decision-making.
2. To explore optimization techniques such as linear programming, network analysis, and decision theory for solving business problems.
3. To implement statistical and forecasting methods to analyse data and enhance decision-making processes.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Remember key concepts, models, and measures used in quantitative techniques.	Remember (B1)
CO 2	Understand optimization methods, including linear programming and assignment problems.	Understand (B2)
CO 3	Apply network models and project management techniques to real-world scenarios.	Apply (B3)

CO 4	Analyze probabilistic models, decision theory, and game theory strategies.	Analyze (B4)
CO 5	Create forecasting models and simulation techniques for effective business planning.	Create (B5)

Course Structure

Unit 1: Introduction to Quantitative Techniques

Concepts and Role of Quantitative Techniques – Importance in decision-making. Introduction to Statistical Analysis – Role of statistics in business decisions. Measures of Central Tendency – Mean, median, and mode. Mathematical Models – Deterministic vs. probabilistic models. Linear Programming (LP) – Basics, formulation, graphical solution, and simplex method.

Unit 2: Linear Programming and Transportation Problems

Advanced Linear Programming – Multiple optima, infeasibility, duality, and sensitivity analysis.Transportation Problems – Formulation, finding initial feasible solutions (Northwest Corner Rule, Least Cost Method, Vogel's Approximation Method).Optimization in Transportation – MODI method for optimal solutions.Assignment Problems – Hungarian method and special cases (unbalanced, maximization problems).

Unit 3: Network Analysis and Project Management

Network Models – Concepts, applications, and network representation.Critical Path Method (CPM) – Identifying the critical path, slack time analysis.Project Evaluation and Review Technique (PERT) – Time estimation, probability considerations.Time-Cost Trade-off Analysis – Project crashing and resource levelling.

Unit 4: Probability and Decision Theory

Probability Theory – Basic definitions, rules of probability, and conditional probability.Probability Distributions – Binomial, Poisson, and Normal distributions.Decision Theory – Payoff tables, decision criteria (maximin, minimax, expected value).Decision Trees – Constructing and analyzing decision trees.Game Theory – Zero-sum games, Nash equilibrium, and mixed strategies.

Unit 5: Inventory Models, Simulation, and Forecasting

Inventory Models – Deterministic EOQ, probabilistic inventory models.Simulation Techniques – Monte Carlo simulation and its applications in business.Forecasting Methods – Time series analysis, moving averages, and exponential smoothing.Regression Analysis – Correlation and multiple regression models.

Suggested Readings

- **Gupta, S. P., & Gupta, M. P. (2020).** *Business Statistics and Quantitative Techniques*. Sultan Chand & Sons.

- **Kanti Swarup, Gupta, P. K., & Mohan, M. (2021).** *Operations Research*. Sultan Chand & Sons.

- **Taha, H. A. (2017).** *Operations Research: An Introduction* (10th ed.). Pearson Education India

- **Render, B., Stair, R. M., Hanna, M., & Hale, T. S. (2018).** *Quantitative Analysis for Management* (13th ed.). Pearson Education India.

- **Hillier, F. S., & Lieberman, G. J. (2021).** *Introduction to Operations Research* (11th ed.). McGraw Hill Education India.

Lecture Plan – Management Science (45 Hours)

Unit I: Introduction to Quantitative Techniques		
S. No. of Lectures	**Topics**	**Lectures Required**
Lecture 1	Overview of Quantitative Techniques in Management	1
Lecture 2	Deterministic vs. Probabilistic Models	1
Lecture 3	Linear Programming (LP) – Basics & Formulation	1
Lecture 4	Graphical Solution of LP	1
Lecture 5	Simplex Method for Solving LP Problems	1
Lecture 6	Measures of Central Tendency – Mean, Median, Mode	1
Lecture 7	Introduction to Statistical Analysis & Applications	1
Lecture 8	Case Study Discussion – Business Applications of QT	1
Unit 2: Linear Programming and Transportation Problems		
Lecture 9	Special Cases in Linear Programming – Duality & Sensitivity Analysis	1
Lecture 10	Introduction to Transportation Problems – Formulation & Applications	1
Lecture 11	Finding Initial Basic Feasible Solution – NW Corner Rule & Least Cost Method	1
Lecture 12	Vogel's Approximation Method (VAM) for Transportation Problems	1
Lecture 13	MODI Method – Optimization of Transportation Problems	1
Lecture 14	Assignment Problems – Hungarian Method	1
Lecture 15	Special Cases in Assignment Problems (Unbalanced, Maximization)	1
Lecture 16	Applications of LP & Transportation Problems in Business	1
Lecture 17	Real-Life Problem Solving Using Excel for LP Models	1
Lecture 18	Hands-on Problem-Solving Session	1

Unit 3: Network Analysis and Project Management		
Lecture 19	Basics of Network Models & Applications	1
Lecture 20	Understanding Critical Path Method (CPM) – Concepts & Steps	1
Lecture 21	Identifying Critical Paths & Slack Time Analysis	1
Lecture 22	Project Evaluation and Review Technique (PERT) – Concepts & Probability Considerations	1
Lecture 23	Time Estimation in PERT & Variability Analysis	1
Lecture 24	Time-Cost Trade-Off Analysis – Project Crashing	1
Lecture 25	Resource Leveling & Project Scheduling	1
Lecture 26	Business Case Study on Network Analysis	1
Lecture 27	Workshop: Applying CPM & PERT to Real-World Projects	1
Unit 4: Probability and Decision Theory		
Lecture 28	Introduction to Probability – Rules & Theorems	1
Lecture 29	Probability Distributions – Binomial, Poisson, Normal	1
Lecture 30	Decision Theory – Payoff Tables & Decision Rules	1
Lecture 31	Expected Value & Decision Making Under Uncertainty	1
Lecture 32	Decision Trees – Construction & Analysis	1
Lecture 33	Game Theory – Concepts & Nash Equilibrium	1
Lecture 34	Zero-Sum Games & Mixed Strategy Analysis	1
Lecture 35	Case Study: Applying Decision Theory in Business	1
Lecture 36	Practical Session – Solving Decision Trees & Game Theory Problems	1
Unit 5: Inventory Models, Simulation, and Forecasting		
Lecture 37	Inventory Models – Deterministic EOQ Model	1
Lecture 38	Probabilistic Inventory Models & Safety Stock Calculation	1
Lecture 39	Simulation Concepts – Monte Carlo Simulation & Its Applications	1

Lecture 40	Forecasting Methods – Time Series Analysis & Moving Averages	1
Lecture 41	Regression Analysis – Correlation & Multiple Regression Models	1
Lecture 42	Applying Simulation in Business Scenarios	1
Lecture 43	Case Study on Forecasting & Inventory Models	1
Lecture 44	Hands-on Session: Simulation & Forecasting Using Excel	1
Lecture 45	Final Review & Practical Business Applications	1

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School of Management

Doon University, Dehradun

Course – MBA (Two-Years Full Time Program) as per NEP-2020

2024-2026

Subject: Organizational Behavior
Course Code: MBA553
Core Compulsory/Elective: Core Compulsory
Course Title: Organizational Behavior
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. Comprehend the interdisciplinary nature of Organizational Behaviour (OB) and its pivotal role in management, recognizing global trends and challenges.
2. Analyze individual behavior in organizational contexts, covering perception, attitudes, learning theories, and emotional aspects at work
3. Explore interpersonal relationships, motivation theories, group dynamics, and leadership approaches, emphasizing the application of these concepts in organizational settings.

Course Outcomes

Course Outcomes		Bloom's taxonomy
CO1	Comprehending the nature, functioning and design of organizations as social collectives	**Remember**
CO2	To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.	**Understand**
CO3	Develop practical insights and problem-solving capabilities for effectively managing the Organizational processes	**Apply**
CO4	Analyzing the behavior of individuals and groups in organizations.	**Analyse**

CO5	Developing conceptual understanding of change and its implementation.	**Create**

Course Structure

Unit I

Understanding OB, Interdisciplinary nature of OB,Management and OB, Trends and Changes in OB - Globalization and Culture, Shifting demographics of the workplace, Nature of Job, Technology, Major Challenges before OB in current context

Unit II

Perception, Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change, Learning theories, Applications of Learning in Organizations, OB Modification at levels, Individual differences, Values and Personality, Work related aspects of Personality, Emotions at work.

Unit III

Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window, Fundamentals of Group Behavior & Dynamics, Management of Teams

Unit IV

Motivation-Need based theories, Process-based theories, Contemporary theories Application of Motivation, Designing Motivating Workplace, Motivation and Performance, Conflict in organizations, Influence, Power and Politics, Leadership Approaches

Unit V

Change Process and Resistance, OD, Organizational Culture- Layers and Characteristics, Stress-Nature and Causes, and major effects, Stress Management and wellbeing.

Suggested Readings:

- Luthans, F. (2015). *Organizational Behaviour: An Evidence Based Approach* (13[th]ed.). McGraw-Hill Irwin.
- Nelson, D. L., Quick, J.C. Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2nd ed.). Cengage Learning India Pvt. Ltd.
- Pareek, U. and Khanna, S. (2016). *Understanding Organizational Behaviour* (4th ed.). New Delhi: Oxford University Press.

- Robbins, S. P., & Judge, T.A. &; Vohra, N. (2015). *Organizational Behaviour* (16th ed.). New Delhi: Pearson Education.
- Singh, K. (2015). *Organizational Behaviour: Text and Cases* (3rd ed.). New Delhi: Vikas Publication.

Lecture wise Lesson planning Details

Lecture No	Topics	Lecture Required
Unit I		
1-3	Understanding OB, Interdisciplinary nature of OB,Management and OB, Trends and Changes in OB - Globalization and Culture, Shifting demographics of the workplace, Nature of Job, Technology	1
4-5	Major Challenges before OB in current context	1
7-8	Perception-Concept, Process, Factors affecting perception, Perceptual shortcuts and Applications	2
Unit II		
9-11	Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change,	2
12-13	Learning- Theories & applications, reinforcement	2
14-15	Values-Concept, types, Hofsteede's framework	2
16-18	Personality-Concept, theories, determinants, Major personality attributes	2
Unit-III		
19-22	Group Behavior and Dynamics, Teams	3
23-25	Transactional analysis, life positions, strokes, games, script analysis, Johari window	3
26-27	Motivation-basic concepts	4
28-30	Theories of Motivation	4
31-33	Application of Motivation, Designing Motivating Workplace, Motivation and Performance,	4
Unit-IV		
34-35	Conflict in organizations	4
36-37	Power and Politics,	4
37-39	Leadership approaches	4
40-41	Change process and resistance, OD	5
Unit-V		
41-42	Organizational culture and climate	5
43-45	Stress and wellbeing	5

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School of Management

Doon University, Dehradun

Course – MBA (Two-Years Full Time Program) as per NEP-2020

2025-2027

Subject: Course 1
Course Code: MBA554
Core Compulsory/Elective: Core Compulsory
Course Title: Human Resource Management (HRM)
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. To provide an understanding of the fundamental concepts, functions, and practices of Human Resource Management (HRM).
2. To familiarize students with the strategic role of HRM in organizational success.
3. To develop skills in recruitment, selection, training, performance management, compensation, and employee relations.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand the core functions of HRM and its strategic importance in organizations.	Remember (B1)
CO 2	Apply recruitment and selection techniques to attract and retain talent.	Understand (B2)
CO 3	Design training and development programs to enhance employee skills.	Apply (B3)
CO 4	Evaluate performance appraisal systems and compensation strategies.	Analyze (B4)
CO 5	Analyze labor laws, employee relations, and workplace ethics.	Create (B5)

Course Content:

Unit I- Introduction to HRM:

Conceptual foundations; Human aspect of management; Human resource management- concept, scope and importance; Competencies of HR manager- employer branding and competency mapping; Changing role of HRM- workforce diversity & Inclusion, technological change, HRM challenges in digital age.

Unit II- Human Resource Planning, Job Analysis, and Job Design

Assessing human resource requirements; Human resource forecasting; Workload analysis; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design.

Unit III- Recruitment, Selection, Training, and Development

Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and induction; Job changes- Transfers, Promotions, and Separations; An overview of training and development; Emerging trends in recruitment, selection, and development.

Unit IV-Performance Appraisal, Compensation Management, and HR Audit

Performance appraisal- concept, traditional and modern methods- MBO, 360-degree appraisal, 720-degree appraisal, behaviorally anchored rating scale, balanced scorecard; Potential appraisal. Compensation management- Job evaluation, base compensation and supplementary compensation; Innovations in compensation management- Pay band system, ESOP; HR audit.

Unit V- Industrial Relations & Emerging Horizons of HRM

Industrial Relations- Grievance Handling, Collective Bargaining, Discipline. Contemporary issues in human resource management- moonlighting phenomenon, psychological contract, HR Analytics and Digital HRM, Workplace flexibility and Remote work Policies.

Reference Books:

- D' Cenzo, David A., Stephen P. Robbins & Susan L. Verhulst (2012). *Human Resource Management.* New Delhi: John Wiley and Sons.
- Dowling, Peter J., Festing M., & Engle A.D. (2013). *International Human Resource Management*. Cengage Learning.

- Oldroyd, J. B. & Morris, S. S. (2012). Catching falling stars: A human resource response to social capital's detrimental effect of information overload on star employees. *Academy of Management Review*, 37(3), 396-418.
- "HR Analytics: Understanding Theories and Applications" – Dipak Kumar Bhattacharyya (SAGE)

Lecture Plan (Human Resource Management) 45 Lectures

Unit I- Introduction to HRM: (8 Lectures)

S.no of Lectures	Topics	Lectures required
Lecture 1	Conceptual foundations; Human aspect of management;	1
Lecture 2	Human resource management- concept, scope and importance; Competencies of HR manager-	1
Lecture 3	Employer branding and competency mapping;	1
Lecture 4	Changing role of HRM-	1
Lecture 5-6	workforce diversity & Inclusion, technological change, HRM challenges in digital age.	2
Lecture 7	workforce diversity & Inclusion, technological change,	1
Lecture 8	HRM challenges in digital age.	1
Lecture 9	HRM challenges in digital age..	1
Lecture 10	Case study	1

Unit II- Human Resource Planning, Job Analysis, and Job Design: (10 Lectures)		
Lecture 11	Assessing human resource requirements.	1
Lecture 12	Human resource forecasting;.	1
Lecture 13	Workload analysis; Job analysis;	1
Lecture 14	Job description and specifications;	1
Lecture 15	Job design;,	1
Lecture 16	Job characteristic approach to job design.	1
Lecture 17	Job characteristic approach to job design.	1
Lecture 18	Job characteristic approach to job design.	1
Lecture 19	Assignment.	1
Lecture 20	Create your own dashboard using Power BI or Tableau (**Group Assignment**)	1

Unit III- Recruitment, Selection, Training, and Development: (10 Lectures)

Lecture 21	Factors affecting recruitment;	1
Lecture 22	Sources of recruitment (internal and external);	1
Lecture 23	Basic selection model;	1
Lecture 24	Psychological tests for selection;	1
Lecture 25-27	Interviewing; Placement and induction;	3
Lecture 28	Job changes- Transfers, Promotions, and Separations; An overview of training and development; Emerging trends in recruitment, selection, and development.	3

Unit IV-Performance Appraisal, Compensation Management, and HR Audit: (8 Lectures)

Lecture 29	Performance appraisal- concept, traditional and modern methods- MBO,	1
Lecture 30	360-degree appraisal, 720-degree appraisal,	1
Lecture 31	Behaviorally anchored rating scale,.	1
Lecture 32	Balanced scorecard; Potential appraisal.	1
Lecture 33	Compensation management- Job evaluation, base compensation and supplementary compensation;	1
Lecture 34-35	Innovations in compensation management- Pay band system, ESOP;	2
Lecture 36	HR audit	1
Lecture 37	Case Study Discussion	1

Unit V- Industrial Relations & Emerging Horizons of HRM: (9 Lectures)

Lecture 38	Industrial Relations- Grievance Handling,.	1
Lecture 39	Collective Bargaining, Discipline.	1
Lecture 40	Contemporary issues in human resource management- moonlighting phenomenon, psychological contract,	1
Lecture 41	HR Analytics and Digital HRM,	1
Lecture 42	Workplace flexibility and Remote work Policies	1
Lecture 43	Workplace flexibility and Remote work Policies	1
Lecture 44	Introduction to techniques to HR & Supply chain analytics.	1
Lecture 45	Case Studies on Real-life Business Analytics Applications.	1

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School of Management
Doon University, Dehradun
Course – MBA (Two- Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA 555
Core Compulsory/Elective: compulsory
Course Title: Financial Management
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To develop a deep understanding of the various principles of financial theory that is being applied for corporate decision making - whether it is strategic or analytical.

2. To explore various techniques of Financial Planning and Analysis and analyse working capital need of the company.

3. To enhance ability to allocate funds to the most attractive investment opportunities.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define core concepts and techniques in financial management.	Remember (B1)
CO 2	Explain how to conduct discounted cash flow analysis and estimate a company's cost of capital.	Understand (B2)
CO 3	Application of various tools to analyze the risk dimension in decision making.	Apply (B3)
CO 4	Evaluate firm's optimal cash payout policy	Analyze (B4)
CO 5	Design and propose models for financial management.	Create (B5)

Course Structure

Unit I: Introduction to Financial Management

Nature, Scope and objectives of financial Management, Shareholders' wealth maximization, Agency problem, Financial Instruments–Issuance, Regulation and Markets. Time Value of money.

Unit II: Investment Decisions

Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis in capital budgeting. Types of Projects – selection criteria, capital rationing.

Unit III: Cost of Capital and Financing Decision

Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital, Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage, Determinants of capital structure.

Unit IV: Working Capital Management

Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, Computation of working capital, Sources of Working Capital.

Unit V: Dividend Decision

Theories for Relevance and irrelevance of dividend decision for corporate valuation-Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends, Dividend policies in practice and Determinants of Dividend.

Suggested Readings:

- **1.Brealey, R. A. & Myers, S.C. (2012).** *Principles of Corporate Finance*, New Delhi: Tata McGraw Hill
- **2. Pandey, I.M. (2014).** *Financial Management*, Vikas Publication New Delhi, 11th Edition.
- **Khan, M.Y. and Jain, P.K. (2014).** *Financial Management*, Tata McGraw Hill, 7th edition.
- **Chandra, P. (2012).** *Financial Management*, New Delhi: Tata McGraw Hill, 8th Edition.

- **Vanhorne (2010).** Financial Management & Policy. New Delhi. Pearson

Lecture Plan – Financial Management (45 Lectures)

Unit I: Introduction to Financial Management (9 lectures)		
S.No	**Topics**	**Lectures Required**
Lecture 1	Overview of Financial Management	1
Lecture 2	Nature and Scope of financial Management	1
Lecture 3	Objectives and importance of Financial management	1
Lecture 4	Shareholders' wealth maximization	1
Lecture 5	Agency problem	1
Lecture 6	Financial Instruments–Issuance, Regulation and Markets	1
Lecture 7	Time Value of Money	1
Lecture 8	Quick Summary and Quiz	1
Lecture 9	Case Study and Discussion	1
Unit II: Investment Decision (9 Lectures)		
Lecture 10	Define investment, investment decision	1
Lecture 11	scope of capital budgeting decision	1
Lecture 12	Analysis of capital budgeting decisions	1
Lecture 13	discounted and non- discounted techniques in capital budgeting	1
Lecture 14	Risk analysis in capital budgeting	1
Lecture 15	Project and their types	1
Lecture 16	Selection criteria of projects	1
Lecture 17	capital rationing	1
Lecture 18	Case Study & Discussion	1
Unit III: Cost of Capital and Financing Decision (10 Lectures) .		
Lecture 19	Sources of long-term financing, Estimation of components of cost of capital	1
Lecture 20	Methods for calculating Cost of Equity, Cost of Retained Earnings	1
Lecture 21	Cost of Debt and Cost of Preference Capital	1
Lecture 22	Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital	1
Lecture 23	Theories of Capital Structure	1
Lecture 24	Operating and Financial leverage	1
Lecture 25	Determinants of capital structure	1
Lecture 26	Summaries the complete unit	1
Lecture 27	Quiz & Review	1
Lecture 28	Case study	
Unit IV: Working Capital Management (10 Lectures)		
Lecture 29	working capital management and its types	1

Lecture 30	scope and factors determining working capital	1
Lecture 31	Principles of working capital management	1
Lecture 32	Accounts Receivable management	1
Lecture 33	Inventory management	1
Lecture 34	Cash Management	1
Lecture 35	factors influencing working capital requirement	1
Lecture 36	Computation of working capital	1
Lecture 37	sources of working capital	1
Lecture 38	Case Study & Discussion (Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends, Dividend policies in practice and Determinants of Dividend.	1
Unit V: Dividend (7 Lectures)		
Lecture 39	Theories for Relevance and irrelevance of dividend decision	1
Lecture 40	Theories continued	1
Lecture 41	Walter's model	1
Lecture 42	Gordon's model	1
Lecture 43	Dividend policies in practice and Determinants of Dividend.	1
Lecture 44	Final Course Review & Assessment	1
Lecture 45	Discussion, and Final Assessment (Assignments)	1

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School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA556
Core Compulsory/Elective: Core Compulsory
Course Title: Management Accounting
Credit:3 (L-3 T-0 P-0)

Course Objectives:

1. To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts.
2. This course will focus on providing skills in contemporary Management Accounting methodologies and issues.
3. The teaching environment will cover lectures, case discussions and discussion of project assignments.

Course Learning Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Strengthening the foundations of the analytical approach to Managerial decision-making	Remember (B1)
CO 2	Understanding cost behavior	Understand (B2)
CO 3	Understanding how managers make a variety of decisions	Apply (B3)
CO 4	Understanding the relevance of budgeting and computing variances to undertake performance evaluation	Analyze (B4)
CO 5	Understanding Activity Based Cost Management vs. Traditional Cost Management	Create (B5)

Course Contents:

Unit I:
Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts; Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.
Unit II:
Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems, Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero-based Budgets.
Unit III:
Cost Management: Activity-based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Throughput accounting, Target costing, cost ascertainment and pricing of products and services, Life cycle costing, Impact of just in time, Backflush costing.
Unit IV:
Strategy, Balanced Scorecard, and Strategic Profitability Analysis Balanced Scorecard: Quality and Time
Unit V:
Inventory Management, Just-in-Time, and Simplified Costing Methods; Capital Budgeting and Cost Analysis Performance Measurement, Compensation, and Multinational Considerations
Suggested Readings:

1. Kaplan, R.&Atkinson, A. A. Advanced Management Accounting (3rd ed.).Pearson India.
2. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2007). Management Accounting (5th ed.). New Jersey: Pearson Prentice Hall.
3. CIMA (2015). CIMA ManagementAccounting: CIMA Publishing Kaplan Publishing

4. Horngren, T. C., Datar, S. M., Rajan, M. V. (2015). Cost Accounting: A Managerial Emphasis (15thed.). Pearson
5. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., &Burgstahler. D. (2014). Introduction to Management Accounting (16th ed.). Pearson.

Lecture Plan (45 Lectures)

Unit I: Cost Concepts in Accounting		
S.No	Topic	Lecture Required
Lecture 1	Introduction to Management Accounting	1
Lecture 2	Evolution and Current Issues in Management Accounting	1
Lecture 3	Classification of Costs	1
Lecture 4	Methods of Costing	1
Lecture 5	Financial and Cost Accounts Integration	1
Lecture 6	Material Cost and Control	1
Lecture 7	Labour Cost and Control	1
Lecture 8	Overhead Cost and Control	1
Lecture 9	Job, Batch, and Contract Costing	1
Lecture 10	Process Costing	1
Lecture 11	Joint Products and By-Products	1
Unit II: Cost Concepts in Decision Making		
Lecture 12	Cost Concepts for Decision Making	1
Lecture 13	Objectives of Costing Systems	1
Lecture 14	Marginal Costing	1
Lecture 15	Marginal vs Absorption Costing	1
Lecture 16	Break-Even and CVP Analysis	1
Lecture 17	Decision Making Using Marginal Costing	1
Lecture 18	Standard Costing	1
Lecture 19	Variance Analysis	1
Lecture 20	Budgetary Control	1
Lecture 21	Flexible, Performance & Zero-Based Budgets	1
Unit III: Cost Management		
Lecture 22	Activity-Based Costing (ABC)	1
Lecture 23	Cost Analysis in Manufacturing & Services	1
Lecture 24	Techniques for Profit Improvement	1
Lecture 25	Value Analysis	1
Lecture 26	Throughput Accounting	1
Lecture 27	Target Costing	1
Lecture 28	Life Cycle Costing	1

Lecture 29	Just-in-Time & Backflush Costing	1
Unit IV: Strategy, Balanced Scorecard & Strategic Profitability Analysis		
Lecture 30	Strategic Cost Management	1
Lecture 31	Balanced Scorecard (BSC)	1
Lecture 32	BSC and Organizational Strategy	1
Lecture 33	Quality and Time as Strategic Factors	1
Unit V: Inventory Management, Capital Budgeting & Performance		
Lecture 34	Inventory Management Techniques	1
Lecture 35	Just-in-Time and Simplified Costing	1
Lecture 36	Capital Budgeting Techniques	1
Lecture 37	Cost Analysis in Capital Budgeting	1
Lecture 38	Performance Measurement Systems	1
Lecture 39-42	Compensation and Incentive Systems	3
Lecture 43 45	Multinational Considerations in Costing	3

Subject: Course 1
Course Code: MBA557
Core Compulsory/Elective: Core Compulsory
Course Title: Business Analytics
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. To equip students with the ability to analyze business problems using data-driven approaches, statistical methods, and analytical reasoning for effective decision-making.

2. To provide hands-on experience with key business analytics tools such as Excel, SQL, Tableau, and Python/R, along with techniques like data visualization.

3. To enable students to apply analytics concepts and techniques to solve real-life business problems across marketing, finance, operations, and strategy.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the fundamental concepts, terminologies, and frameworks of business analytics, including descriptive, predictive, and prescriptive analytics.	Remember (B1)
CO 2	Apply appropriate statistical methods and business analytics tools (Excel, SQL, Tableau, Python/R) to analyze business data and generate insights.	Understand (B2)
CO 3	Analyze complex business datasets to identify patterns, relationships, and trends relevant to data driven decision-making.	Apply (B3)
	Critically evaluate analytical models and business scenarios to select the	

CO 4	most suitable analytics approach for solving business problems.	Analyze (B4)
CO 5	Design data-driven solutions and dashboards to address real-world business challenges and problems.	Create (B5)

Course Structure

Unit 1: Introduction to Business Analytics (Total no. of lectures 10)
Introduction to Business Analytics (Descriptive, Predictive, Prescriptive), Data types and Data Sources (Structured, Unstructured, Semi-structured), Role of Business Analytics in various industries, Data-Driven Decision Making & Business Intelligence, Process of Business Analytics: Problem Definition, Data Preparation, Modeling, Evaluation, Deployment.
Unit 2: Data Preparation & Visualization (Total no. of lectures 10)
Data Cleaning, Transformation, and Integration, Exploratory Data Analysis (EDA), Data Visualization tools & Techniques, Introduction to MS Excel, Power BI/Tableau for visualization.
Unit 3: Statistical Tools for Business Analytics (Total no. of lectures 8)
Descriptive Statistics, Probability Distributions, Hypothesis Testing, Correlation and Regression Analysis, Introduction to Statistical Software: R / Python (Basics).
Unit 4: Predictive Analytics (Total no. of Lectures 8)
Predictive Modeling Concepts, Linear Regression, Logistic Regression, Time Series Forecasting, Decision Trees, Random Forests (Conceptual), Model Evaluation Techniques.
Unit 5: Applications of Business Analytics (Total no. of Lectures 9)
Marketing Analytics, Financial Analytics, HR Analytics, Supply Chain Analytics, Case Studies on Real-life Business Analytics Applications.
Suggested Readings
• **Albright, S. C., & Winston, W. L. (2017).** *Business analytics: Data analysis & decision*

making (6th ed.). Cengage Learning.
- **Provost, F., & Fawcett, T. (2013).** *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
- **Davenport, T. H., & Harris, J. G. (2007).** *Competing on analytics: The new science of winning*. Harvard Business Press.
- **Wheelan, C. (2013).** *Naked statistics: Stripping the dread from the data*. W. W. Norton & Company.
- **Dixit, A. K., & Nalebuff, B. J. (2008).** *The art of strategy: A game theorist's guide to success in business and life*. W. W. Norton & Company.

Lecture Plan – Business Analytics (45 Lectures)

	Unit 1: Introduction to Business Analytics	
S.no of Lectures	**Topics**	**Lectures required**
Lecture 1	Introduction to Business Analytics - Concept, Importance & Scope	1
Lecture 2	Types of Business Analytics - Descriptive, Predictive, Prescriptive	1
Lecture 3	Data Types - Structured, Unstructured, Semi-structured	1
Lecture 4	Data Sources - Internal & External Sources, Big Data Overview	1
Lecture 5-6	Role of Business Analytics in Industries: Finance, Marketing, HR, Supply Chain, Data-Driven Decision Making	2
Lecture 7	Introductions to Business Intelligence & Dashboarding	1
Lecture 8	Business Analytics Process: Problem Definition & Data Preparation	1
Lecture 9	Business Analytics Process: Modeling, Evaluation & Deployment.	1
Lecture 10	Case study (Case Studies in Business Analytics with Accenture) (Coursera)	1
	Unit 2: Data Preparation & Visualization	
Lecture 11	What is Data Preparation? Importance of Data Preparation in Business Analytics, Overview of the Data Preparation Process.	1
Lecture 12	Handling Missing Values, Dealing with Duplicates, Outliers detection.	1
Lecture 13	Handling inconsistent and noisy data	1
Lecture 14	Data transformation, Data integration from multiple source, Data types & Formats	1
Lecture 15	Objectives of EDA, Univariate, Bivariate, and Multivariate Analysis,	1
Lecture 16	Descriptive Statistics (Mean, Median, Variance, Skewness),	1

	Correlation Analysis	
Lecture 17	Descriptive Statistics (Mean, Median, Variance, Skewness).	1
Lecture 18	Principles of Data Visualization	1
Lecture 19	Introduction to Power BI & Tableau Interfaces.	1
Lecture 20	Create your own dashboard using Power BI or Tableau (**Group Assignment**)	1

Unit 3: Statistical Tools for Business Analytics

Lecture 21	Descriptive Statistics	1
Lecture 22	Probability Distributions.	1
Lecture 23	Hypothesis and Hypothesis Testing.	1
Lecture 24	Correlation and Regression Analysis.	1
Lecture 25-27	Introduction to Statistical Software: R / Python (Basics).	3
Lecture 28	Case Discussion (Starbucks Personalization Strategy Using Data Analytics) **Link**: *https://hbr.org/2016/10/how-starbucks-uses-big-data-to-increase-customer-loyalty*	1

Unit 4: Predictive Analytics

Lecture 29	Predictive Modeling key Concepts.	1
Lecture 30	Linear Regression, Logistic Regression.	1
Lecture 31	Time Series Forecasting.	1
Lecture 32	Decision Trees, Types of Decision trees, Decision tree visualization.	1
Lecture 33	Random Forests (Conceptual).	1
Lecture 34-35	Model Evaluation Techniques.	2
Lecture 36	Validation curves.	1
Lecture 37	Case Study Discussion (**Telecommunications: Predicting Customer Churn**)	1

Unit 5: Applications of Business Analytics

Lecture 38	Introduction to Marketing Analytics.	1
Lecture 39	Common marketing metrics, Marketing analytics techniques.	1
Lecture 40	Application of marketing analytics and recent trends.	1

Lecture 41	Introduction to Financial Analytics.	1
Lecture 42	Key financial metrics.	1
Lecture 43	Introduction to HR Analytics.	1
Lecture 44	Introduction to techniques to HR & Supply chain analytics.	1
Lecture 45	Case Studies on Real-life Business Analytics Applications. **(Improving Customer Satisfaction through Data-Driven Insights)**	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA558
Core Compulsory/Elective: Core Compulsory
Course Title: Seminar and VIVA VOCE
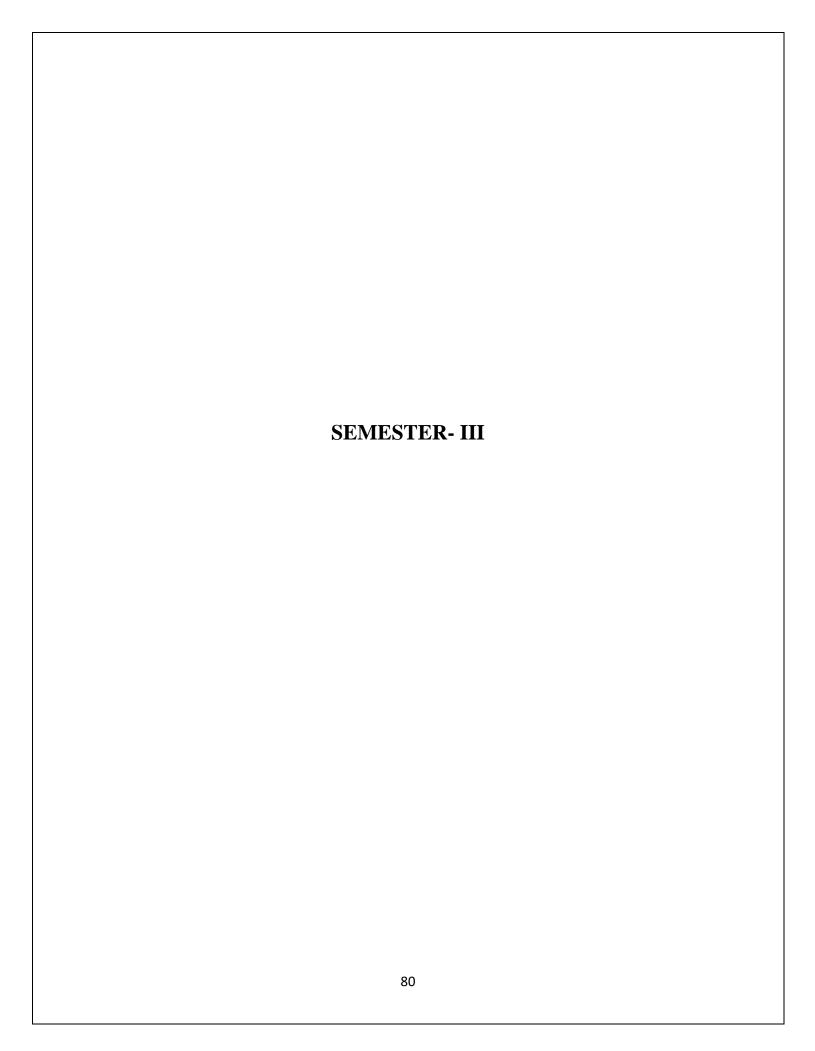**Credit: 1 (L-0 T-0 P-1)**

Course Objectives

1. To enable students to confidently present academic or project work, articulate their ideas clearly, and respond to questions in a structured and professional manner.
2. To encourage students to delve deeply into specific topics, analyze information critically, and synthesize findings into coherent arguments or project outcomes.
3. To prepare students for real-world professional and academic interactions by simulating formal evaluation scenarios, improving their ability to handle pressure and constructive criticism.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	**Demonstrate effective verbal and non-verbal communication skills** during presentations and discussions, adapting to academic and professional contexts.	Remember (B1)
CO 2	**Apply critical thinking and analytical skills** to explore, evaluate, and present research findings or project work in a coherent manner.	Understand (B2)
CO 3	**Exhibit confidence and professionalism** while answering questions and handling feedback during viva sessions and formal evaluations.	Apply (B3)
CO 4	**Prepare structured and engaging seminar reports/presentations** that reflect clarity of thought, research depth, and academic integrity.	Analyze (B4)
CO 5	**Collaborate and engage in constructive peer learning**, offering and receiving feedback to refine ideas and improve presentation quality.	Create (B5)

The Viva Voce/ Seminar examination for Semester I of the MBA program is intended to assess students' overall understanding of the fundamental concepts, theories, and applications across the core subjects studied. These subjects include Principles of Management, Managerial Economics, Financial Accounting, Quantitative Techniques or Business Statistics, Organizational Behavior, and Business Communication. Students will be evaluated on their conceptual clarity, analytical thinking, communication skills, and ability to apply theoretical knowledge in practical business situations. Key areas of focus include management functions and leadership styles; demand, pricing, and market structures; accounting principles and financial statements; statistical tools, probability, and hypothesis testing; individual and group behavior, motivation, and organizational culture; and effective communication techniques including business writing, presentations, and interviews. The Viva Voce aims to ensure students are well-prepared to integrate academic knowledge with real-world business practices.

SEMESTER- III

School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA601
Core Compulsory/Elective: Core Compulsory
Course Title: Digital Business and Management
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. To introduce students to the key concepts and strategies in digital marketing.
2. To help students understand how digital marketing can be integrated into an organization's overall marketing strategy.
3. To explore advanced digital marketing techniques and their application in real-world business scenarios.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand and apply digital marketing concepts and techniques to create effective marketing strategies.	Remember (B1)
CO 2	Design and implement strategies using digital tools such as SEO, SEM, social media marketing, and content marketing.	Understand (B2)
CO 3	Analyze digital marketing campaigns using web analytics and other tools.	Apply (B3)
CO 4	Develop and manage campaigns on major digital platforms like Google, Facebook, and LinkedIn.	Analyze (B4)
CO 5	Understand the ethical and legal considerations in digital marketing.	Create (B5)

Course Content:

Unit 1: Introduction to Digital Business & Marketing
Introduction to Digital Business and Digital Transformation, Digital Marketing, Difference between Traditional and Digital Marketing, understanding different digital business models: B2B, B2C, C2C, C2B. Importance of Digital Marketing in Today's Business Environment, Digital Marketing Channels, Key Terminologies and Tools in Digital Marketing, Understanding Online Customer Behavior

Unit 2: Search Engine Optimization (SEO) and Search Engine Marketing (SEM)
Basics of SEO: On-page and Off-page Optimization, Keyword Research and Strategy, Link Building and Content Optimization, Introduction to SEM and Google Ads, Google Analytics and Data Analysis, SEO vs SEM: Key Differences

Unit 3: Social Media Marketing (SMM) & Analytics
Introduction to Social Media Marketing, Social Media Platforms Overview (Facebook, Instagram, Twitter, LinkedIn, YouTube), Developing Social Media Strategies, Content Marketing for Social Media, Paid Social Advertising (Facebook Ads, Instagram Ads), Social Media Analytics and Measurement

Unit 4: Content Marketing and Email Marketing
Basics of Content Marketing, Types of Content: Blogs, Videos, Infographics, Podcasts, etc., Content Strategy and Development, Email Marketing Fundamentals, Email Campaigns and Performance Metrics

Unit 5: Digital Marketing Analytics and Ethics
Introduction to Digital Marketing Analytics, Web Analytics Tools: Google Analytics, SEMrush, etc., Understanding Key Metrics: CTR, ROI, Conversion Rate, Bounce Rate, Ethical Issues in Digital Marketing, Legal Considerations in Digital Marketing

Suggested Readings

- **Chaffey, D., & Ellis-Chadwick, F.** (2019). *Digital Marketing: Strategy, Implementation, and Practice*. Pearson Education.
- **Fishkin, R., & Hogenhaven, D.** (2015). *Inbound Marketing and SEO: Insights from the Moz Blog*. Wiley.
- **Tuten, T. L., & Solomon, M. R.** (2020). *Social Media Marketing*. Sage Publications.

- **Pulizzi, J.** (2014). *Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less*. McGraw-Hill Education.
- **Kaushik, A.** (2010). *Web Analytics 2.0: The Art of Online Accountability & Science of Customer Behavior*. Wiley.

Lecture Plan- Digital Business and Marketing (45 Lectures)

Lecture No.	Topic	Lecture Required
Unit 1: Introduction to Digital Business & Marketing		
Lecture 1	Introduction to Digital Business and Digital Transformation	1
Lecture 2	Evolution and Scope of Digital Business	1
Lecture 3	Introduction to Digital Marketing	1
Lecture 4	Traditional vs Digital Marketing	1
Lecture 5	Digital Business Models: B2B, B2C	1
Lecture 6	Digital Business Models: C2C, C2B	1
Lecture 7	Importance of Digital Marketing in Today's Business	1
Lecture 8	Digital Marketing Channels Overview	1
Lecture 9	Key Terminologies and Tools in Digital Marketing	1
Lecture 10	Understanding Online Customer Behavior	1
Unit 2: Search Engine Optimization (SEO) and Search Engine Marketing (SEM)		
Lecture 10	Introduction to SEO	1
Lecture 11	On-Page Optimization	1
Lecture 12	Off-Page Optimization	1
Lecture 13	Keyword Research and Strategy	1
Lecture 14	Link Building Techniques	1
Lecture 15	Content Optimization Strategies	1
Lecture 16	Introduction to SEM	1
Lecture 17	Google Ads: Structure and Functionality	1
Lecture 18	Google Analytics: Overview and Setup	1
Lecture 19	Google Analytics: Interpreting Data	1
Lecture 20	SEO vs SEM: Key Differences	1
Unit 3: Social Media Marketing (SMM) & Analytics		
Lecture 21	Introduction to Social Media Marketing	1
Lecture 22	Social Media Platforms Overview (Facebook, Instagram, etc.)	1
Lecture 23	Developing a Social Media Strategy	1
Lecture 24	Content Creation for Social Media	1
Lecture 25	Facebook & Instagram Ads	1
Lecture 26	Twitter, LinkedIn & YouTube Marketing	1
Lecture 27	Social Media Campaign Management	1

Lecture 28	Social Media Analytics Tools	1	
Lecture 29	Measuring and Improving Social Media Performance	1	
Unit 4: Content Marketing and Email Marketing			
Lecture 30	Introduction to Content Marketing		1
Lecture 31	Types of Content: Blogs, Videos, Infographics, Podcasts		1
Lecture 32	Planning and Creating Content Strategy		1
Lecture 33	Developing Engaging Content		1
Lecture 34	Introduction to Email Marketing		1
Lecture 35	Building Email Lists and Campaigns		1
Lecture 36	Email Design and Personalization		1
Lecture 37	Performance Metrics for Email Campaigns		1
Unit 5: Digital Marketing Analytics and Ethics			
Lecture 38	Introduction to Digital Marketing Analytics		1
Lecture 39	Web Analytics Tools: Google Analytics, SEMrush		1
Lecture 40	Understanding Metrics: CTR, ROI, Conversion Rate, Bounce Rate		1
Lecture 41	A/B Testing and Data-Driven Decision Making		1
Lecture 42	Ethical Issues in Digital Marketing		1
Lecture 43	Legal Considerations in Digital Marketing		1
Lecture 44	Emerging Trends in Digital Marketing		1
Lecture 45	Emerging Trends in Digital Marketing		1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA602
Core Compulsory/Elective: Core Compulsory
Course Title: Business Simulation
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To enable students to analyze complex business scenarios, make data-driven decisions, and understand the impact of strategic choices on business performance..

2. To help students apply financial and operational concepts in a simulated business environment, including budgeting, forecasting, and resource allocation.

3. To foster collaboration, communication, and leadership skills by engaging students in group-based business simulations that replicate real-world corporate challenges.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Identify and explain key business functions such as finance, marketing, operations, and strategy within a simulated environment.	Remember (B1)
CO 2	Evaluate financial reports, market trends, and operational metrics to make data-driven business decisions.	Understand (B2)
CO 3	Implement business strategies by making real-time decisions in response to market changes and competitive dynamics.	Apply (B3)
CO 4	Assess the outcomes of business strategies, interpret key performance indicators (KPIs), and refine strategies for better results.	Analyze (B4)
CO 5	Develop and execute innovative business models, marketing plans, or operational improvements based on simulation insights.	Create (B5)

Course Structure

Unit 1: Introduction to Business Simulation & Strategic Thinking
Overview of Business Simulation & its importance, Key business functions: Marketing, Finance, Operations, and HR, Introduction to Decision-Making in Dynamic Markets, Understanding Business Environments and Competitive Advantage, Hands-on: Introduction to Simulation Software.

Unit 2: Financial & Operational Management in Simulated Environments
Reading and Interpreting Financial Statements, Budgeting, Forecasting, and Cash Flow Management, Costing Strategies and Break-even Analysis, Supply Chain & Operations Management in Simulated Scenarios, Making Financial & Operational Decisions in the Simulation.

Unit 3: Marketing & Competitive Strategy in Simulations
Market Research & Consumer Behavior Analysis, Pricing Strategies and Product Positioning, Branding, Advertising, and Digital Marketing in Competitive Markets, Competitor Analysis & Adaptive Business Strategies, Implementing Marketing Strategies in Simulation.

Unit 4: Business Decision-Making & Crisis Management
Decision-Making Models and Scenario Planning, Risk Assessment and Crisis Response Strategies, Ethical Decision-Making and Corporate Social Responsibility, Leadership & Team Collaboration in Business Simulations, Managing Crisis & Risk in Simulated Scenarios.

Unit 5: Performance Analysis & Final Business Strategy Execution
Measuring Business Performance with KPIs & Metrics, Strategic Review: Learning from Business Outcomes, Business Growth & Sustainability Strategies, Final Simulation Competition: Teams Compete in Business Decision-Making, Case Study.

Suggested Readings

- "Business Simulations: An Experiential Approach" – **John P. Sterling**
- "Strategic Management: Concepts and Cases" – **Fred R. David**
- "The Business Strategy Game" – **Arthur A. Thompson & Gregory J. Stappenbeck**
- Harvard Business Review Articles on Strategy & Decision-Making
- Online Business Simulation Tools (e.g., Capstone, Marketplace, Cesim)

Lecture Plan- Business Simulation (45 Lectures)

Unit I: Introduction to Business Simulation & Strategic Thinking		
Lecture No.	**Topic**	**Lecture Required**
Lecture 1	Introduction to Business Simulation – Concept, Importance, and Applications	1
Lecture 2	Key Business Functions: Marketing, Finance, Operations & HR Concepts	1
Lecture 3	Understanding Business Environments & Market Dynamics	1
Lecture 4	Strategic Thinking & Decision-Making in Dynamic Markets; Simulation Exercise	1
Lecture 5	Introduction to Business Simulation Software (Computer Lab)	1
Lecture 6	Understanding Business Models and Value Propositions	1
Lecture 7	Industry & Competitive Analysis using Simulation Data	1
Lecture 8	Industry & Competitive Analysis using Simulation Data (Contd.)	1
Lecture 9	Competing in the Smartwatch Industry – A Simulation-Based Market Analysis (Case Study Discussion)	1
Unit II: Financial & Operational Management in Simulated Environments		
Lecture 10	Basics of Financial Statements: P&L, Balance Sheet, Cash Flow	1
Lecture 11	Budgeting, Forecasting & Cost Management	1
Lecture 12	Pricing Strategies & Revenue Management	1
Lecture 13	Break-even Analysis & Profitability Optimization	1
Lecture 14	Supply Chain & Operations Management	1

Lecture 15	Decision-Making in Financial Management	1
Lecture 16	Inventory & Resource Allocation Strategies	1
Lecture 17	Analyzing Financial Performance of Simulated Companies (Data Analysis Workshop)	1
Lecture 18	Analyzing Financial Performance of Simulated Companies (Data Analysis Workshop)	1
Unit III: Marketing & Competitive Strategy in Simulations		
Lecture 19	Market Research & Consumer Behavior Analysis	1
Lecture 20	Competitive Positioning & Differentiation (Group Discussion)	1
Lecture 21	Branding, Advertising & Digital Marketing in Simulated Markets	1
Lecture 22	Pricing Strategies & Product Positioning in Competitive Markets; Simulation Activity	1
Lecture 23	Competitor Analysis: Using Market Data for Decision-Making	1
Lecture 24	Sales Forecasting & Demand Estimation; Data Analysis	1
Lecture 25	Data Collection in Neuromarketing – Challenges & Best Practices	1
Lecture 26	Marketing Strategy Execution; Practical Assignment	1
Lecture 27	Adjusting Strategies Based on Market Trends; Data Driven Decision-Making	1
Unit IV: Business Decision-Making & Crisis Management		
Lecture 28	Strategic Decision-Making Models	1
Lecture 29	Scenario Planning & Risk Management	1
Lecture 30	Managing Crisis in Business Simulations	1
Lecture 31	Ethical Decision-Making & Corporate Social Responsibility	1

Lecture 32	Leadership & Team Collaboration in Business Environments	1
Lecture 33	Best Practices for Decision-Making in Business Simulations	1
Lecture 34	Crisis Management (Hands-on Simulation)	1
Lecture 35	Ethical Implications & Consumer Protection in Neuromarketing	1
Lecture 36	Case Study Analysis – Navigating a Supply Chain Disruption (Simulation-Based Crisis Strategy)	1
Unit V: Performance Analysis & Final Business Strategy Execution		
Lecture 37	Measuring Business Performance with KPIs & Metrics	1
Lecture 38	Understanding ROI, Profitability, and Market Share	1
Lecture 39	Refining Business Strategies Based on Simulation Results	1
Lecture 40	Competitive Business Strategy Presentation (Group Presentations)	1
Lecture 41	Analyzing Business Failures & Successes	1
Lecture 42	Analyzing Business Failures & Successes (Continued)	1
Lecture 43	Best Practices from Business Simulation	1
Lecture 44	Industry Guest Lecture: Business Strategy & Market Trends	1
Lecture 45	Case Study: McKinsey's "M&A Simulation" (Mergers & Acquisitions Strategy)	1

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School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA603
Core Compulsory/Elective: Core Compulsory
Course Title: Summer Internship
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To provide students with practical exposure to real-world business environments and enable them to understand the functioning of organizations across different sectors.
2. To develop students' ability to apply theoretical management concepts and tools in analyzing and solving business problems encountered during the internship.
3. To enhance students' professional skills, including communication, critical thinking, teamwork, and ethical decision-making through hands-on industry experience.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Demonstrate the ability to integrate academic knowledge with practical business scenarios and organizational functions.	Remember (B1)
CO 2	Analyze business challenges faced by the host organization and propose feasible solutions using management principles.	Understand (B2)
CO 3	Prepare and present a structured internship report highlighting key responsibilities, learning outcomes, and contributions made.	Apply (B3)
CO 4	Exhibit effective communication and presentation skills during the viva voce examination.	Analyze (B4)
CO 5	Reflect on personal and professional growth during the internship and understand expectations in a corporate setting.	Create (B5)

The Summer Internship Viva Voce is an essential component of the MBA curriculum, aimed at evaluating the practical learning, industry exposure, and application of management concepts gained by students during their internship period. As part of this evaluation, students are expected to present a comprehensive overview of their internship experience, including the organizational profile, objectives of the internship, key responsibilities handled, projects undertaken, and insights gained. Emphasis will be placed on the student's ability to analyze real-world business problems, apply theoretical knowledge to practical situations, and demonstrate critical thinking, problem-solving, and professional communication skills. The viva will also assess the structure, quality, and relevance of the summer internship report submitted, as well as the student's ability to articulate their contributions and learning outcomes effectively. This evaluation aims to bridge academic learning with industry practices and enhance students' readiness for managerial roles.

Specialization Marketing

School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Course Code: MBA 604
Core Compulsory/Elective: Core Compulsory
Course Title: Consumer Behaviour Analysis
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1: To develop an Understanding of the broad concept of Consumer Behavior

2: To analyse how psychological, sociological, and cultural factors shape consumer behaviour.

3: To Apply consumer Behavioural Insights to Marketing and create effective marketing strategies.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand in depth the consumer behavior concept.	Remember (B1)
CO 2	Understand the importance of culture, family, and social influences on consumer behavior.	Understand (B2)
CO 3	Apply models of consumer decision-making to real-world marketing scenarios.	Apply (B3)
CO 4	Analyze how consumers' motivations, attitudes, and perceptions affect their purchasing choices	Analyze (B4)
CO 5	Assess how technology, especially digital marketing, shapes modern consumer behavior.	Create (B5)

Course Structure

Unit 1: Introduction to Consumer Behavior
Definition of Consumer Behavior, Importance of Consumer Behavior in Marketing, Consumer Behavior Models, Factors Influencing Consumer Behavior (Psychological, Social, Cultural, and Economic), Consumer Research, Ethical Issues in Consumer Behavior.
Unit 2: Psychological and Personal Influences on Consumer Behavior
Motivation and Needs: Maslow's Hierarchy of Needs, Perception and its Impact on Buying Behavior, Learning Theories in Consumer Behavior, Attitudes and their Formation, Personality and Consumer Behavior, Consumer Decision Making Process, Cognitive Dissonance.
Unit 3: Social and Cultural Influences on Consumer Behavior
Social and Cultural Influences on Consumer Behavior, Family and Household Buying Behavior, Reference Groups and Opinion Leaders, Social Class and Lifestyle Segmentation, Cross-cultural Consumer Behavior, The Role of Social Media in Consumer Behavior, Reference Group.
Unit 4: Consumer Behavior Research and Applications
Methods of Consumer Behavior Research, Consumer Segmentation Techniques, Consumer Preferences and Attitudes Measurement, Application of Consumer Behavior in Marketing Strategy Development, Influence of Consumer Behavior in shaping advertising and branding strategies.
Unit 5: Consumer Behaviour Analysis in the Digital Age
E-commerce and Online Consumer Behavior, Social Media Marketing and its Impact on Consumer Behavior, The Influence of Mobile Technology on Consumer Buying Patterns, Digital Decision-Making and the Role of Reviews/Recommendations, Consumer Behavior in the Global Market, Cross Cultural Behavior, Consumer Privacy and Ethical Issues in the Digital World, Introduction to Web Analytics.
Suggested Readings:
- Consumer Behavior by Leon G. Schiffman and Joseph L. Kanuk Pearson; Edition: 12th.   - Consumer Behavior: Buying, Having, and Being by Michael R. Solomon; Publisher: Pearson.   - Influence: The Psychology of Persuasion by Robert B. Cialdini; Publisher: Harper Business.   - Consumer Behavior in Action by Geoffrey S. Norman and N. Craig Smith; Publisher: Pearson.   - The Psychology of Consumer Behavior by Michael R. Solomon

Lecture Plan- Consumer Behavior Analytics (45 Lectures)

Lecture No.	Topic	Lecture Required
Unit 1: Introduction to Consumer Behavior		
Lecture 1	Introduction to Consumer Behavior	1
Lecture 2	Importance of Consumer Behavior in Marketing	1
Lecture 3	Consumer Behavior Models – I	1
Lecture 4	Consumer Behavior Models – II	1
Lecture 5	Factors Influencing Consumer Behavior (Psychological)	1
Lecture 6	Case Study 1	1
Unit 2: Psychological and Personal Influences on Consumer Behavior		
Lecture 7	Motivation and Needs: Maslow's Hierarchy of Needs	1
Lecture 8	Perception and its Impact on Buying Behavior	1
Lecture 9	Learning Theories in Consumer Behavior – I	1
Lecture 10	Learning Theories in Consumer Behavior – II	1
Lecture 11	Attitudes and their Formation	1
Lecture 12	Case Study 2	1
Lecture 13	Discussion on Psychological Influences	1
Unit 3: Social and Cultural Influences on Consumer Behavior		
Lecture 14	Social and Cultural Influences – I	1
Lecture 15	Social and Cultural Influences – II	1
Lecture 16	Family and Household Buying Behavior	1
Lecture 17	Reference Groups and Opinion Leaders	1
Lecture 18	Social Class and Lifestyle Segmentation	1
Lecture 19	Case Study 3	1
Lecture 20	Cross-cultural Consumer Behavior	1
Lecture 21	Role of Social Media in Consumer Behavior	1
Lecture 22	Group Discussion on Social & Cultural Factors	1
Unit 4: Consumer Behavior Research and Applications		
Lecture 23	Introduction to Consumer Behavior Research	1
Lecture 24	Applications of Consumer Behavior Research	1
Lecture 25	Consumer Segmentation Techniques – I	1
Lecture 26	Consumer Segmentation Techniques – II	1
Lecture 27	Measuring Consumer Preferences & Attitudes	1
Lecture 28	Case Study 4	1
Lecture 29	Application in Marketing & Strategy Development	1
Lecture 30	Influence on Advertising and Branding Strategies	1
Lecture 31	Case Study 5	1
Lecture 32	Group Presentations – I	1
Lecture 33	Group Presentations – II	1
Unit 5: Consumer Behavior in the Digital Age		

Lecture 34	Introduction to Digital Consumer Behavior	1
Lecture 35	E-commerce and Online Consumer Behavior	1
Lecture 36	Social Media Marketing and Buying Behavior	1
Lecture 37	Mobile Technology and Buying Patterns	1
Lecture 38	Introduction to Web Analytics	1
Lecture 39	Web Analytics Tools & Application	1
Lecture 40	Case Study 6	1
Lecture 41	Guest Lecture / Industry Interaction	1
Lecture 42	Group Presentations – III	1
Lecture 43	Group Presentations – IV	1
Lecture 44	Final Student Presentations – V	1
Lecture 45	Course Wrap-up and Review	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Course Code: MBA 605
Core Compulsory/Elective: Elective
Course Title: Market Research Analytics
Credit:2 (L-2 T-0 P-0)

Course Objectives

1. To familiarize students with fundamental concepts, frameworks, and methodologies of marketing research, including ethical considerations.
2. To develop analytical skills for designing research, collecting data, and applying marketing analytics for decision-making.
3. To equip students with advanced qualitative and quantitative techniques, tools like SPSS, R, and the ability to communicate findings effectively.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the fundamental concepts, perspectives, and ethical considerations in marketing research.	Remember (B1)
CO 2	Illustrate different research designs, qualitative and quantitative methods, and sampling techniques used in marketing research.	Understand (B2)
CO 3	Apply statistical and analytical techniques to prepare, analyze, and interpret marketing data.	Apply (B3)
CO 4	Critically evaluate big data, AI-driven insights, and decision-support tools for strategic marketing applications.	Analyze (B4)
CO 5	Design a comprehensive marketing research report integrating analytics, ethical considerations, and business implications.	Create (B5)

Course Structure

Unit 1: Introduction to Marketing Research (8 Lectures)
Concepts and Process: Definition, nature, scope, and importance of marketing research. The role of research in decision-making; Perspectives and Dynamics: Market potential research, brand image research, consumer behaviour research, research based on the 4Ps of marketing (Product, Price, Place, Promotion); Developing a Research Approach: Defining the research problem, setting objectives, and formulating hypotheses; Ethics in Marketing Research: Ethical considerations in research design, data collection, reporting, and responsibilities towards stakeholders.
Unit 2: Research Design and Methods (9 Lectures)
Types of Research Designs: Exploratory, descriptive, and causal (experimental) research; when and how to use each; Qualitative and Quantitative Research: Qualitative Methods: Focus groups, in-depth interviews, projective techniques, ethnographic research; Quantitative Methods: Surveys, structured questionnaires, and statistical analysis; Sampling Theory and Methods: Probability vs. non-probability sampling, sampling errors, and determining sample size; Data Collection Techniques: Primary and secondary data sources, data accuracy, reliability, and validity issues.
Unit 3: Data Analysis and Marketing Analytics (10 Lectures)
Data Preparation & Cleaning: Handling missing data, outliers, and data transformation; Descriptive Statistics & Inferential Statistics: Measures of central tendency and dispersion, hypothesis testing, t-tests, chi-square tests; Multivariate Data Analysis: Correlation and regression analysis (linear and multiple); Factor analysis and principal component analysis (PCA); Cluster Analysis: Market segmentation using hierarchical and non-hierarchical clustering techniques (K-means clustering, DBSCAN, etc.); Discriminant Analysis: Differentiating between customer groups based on observed characteristics; Marketing Analytics Tools: Practical applications using SPSS, R, or Python for statistical analysis.
UNIT 4: Marketing Intelligence and Decision Making (9 Lectures)
Big Data & Marketing Intelligence: Understanding big data, its sources, and applications in marketing decision-making; Decision Support Systems (DSS): Integrating research insights with strategic marketing decisions; Predictive Analytics & Machine Learning: Time-series analysis for forecasting; Artificial Intelligence (AI) and neural networks in marketing analytics; Emerging Trends in Marketing Research: Role of digital analytics, social media analytics, sentiment analysis, and consumer insights .
UNIT 5: Communicating Research Findings & Advanced Topics (9 Lectures)
Report Writing & Presentation: Structuring a marketing research report, effective data visualization, and storytelling with data; Multidimensional Scaling (MDS) & Conjoint Analysis: Understanding consumer preferences and perceptual mapping; Researching Special Markets: Techniques for rural and international market research; Structural Equation Modelling (SEM) & Confirmatory Factor Analysis (CFA): Applications in marketing research; Critical Debates &

Future of Marketing Research: Ethical concerns in AI-driven analytics, data privacy issues, and the evolving role of research in marketing.

Suggested Readings:

- Nunan, D., Birks, D. F., & Malhotra, N. K. (2020). *Marketing Research: Applied Insight* (6th ed.). Pearson UK.
- Hemann, C., & Burbary, K. (2013). *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*. Que Publishing.
- Siegel, E. (2013). *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*. Wiley.
- Provost, F., & Fawcett, T. (2013). *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking*. O'Reilly Media.
- Farris, P., Bendle, N., Pfeifer, P., & Reibstein, D. (2010). *Marketing Metrics: The Manager's Guide to Measuring Marketing Performance* (2nd ed.). Pearson Education.

Lecture Plan- Marketing Research & Analytics (45 Hours)

Unit 1: Introduction to Marketing Research (8 Hours)		
S.no. of lectures	**Topics**	**Lectures required**
Lecture 1	Introduction to Marketing Research - Scope & Importance	1
Lecture 2	Defining Research Problem & Developing Research Approach	1
Lecture 3	Research Design - Types & Applications	1
Lecture 4	Qualitative Research - Concept & Methods	1
Lecture 5	Projective Techniques & Case Study Approach	1
Lecture 6	Ethics in Marketing Research	1
Lecture 7	Market Potential Research & Image Research	1
Lecture 8	Research Based on 4Ps of Marketing	1
Unit 2: Research Design and Data Collection (9 Hours)		
Lecture 9	Descriptive Research Design & Causal Research	1
Lecture 10	Primary vs. Secondary Data - Collection & Uses	1
Lecture 11	Measurement & Scaling - Concepts & Importance	1
Lecture 12	Scale Development & Questionnaire Design	1
Lecture 13	Experimental Design - Principles & Applications	1
Lecture 14	Sampling Techniques & Errors	1
Lecture 15	Hypothesis Development - Concepts & Errors (Type I & II)	1
Lecture 16	Data Preparation & Cleaning for Analysis	1
Lecture 17	Introduction to SPSS & R for Data Handling (Practical Session)	1
Unit 3: Data Analysis and Analytics (10 Hours)		
Lecture 18	Hypothesis Testing - t-test, z-test	1

Lecture 19	Cross-tabulation & Chi-square test	1
Lecture 20	Correlation & Regression Analysis	1
Lecture 21	Factor Analysis - Concept & Applications	1
Lecture 22	Structural Equation Modeling (SEM) - Introduction	1
Lecture 23	Confirmatory Factor Analysis (CFA)	1
Lecture 24	Cluster Analysis - Concept & Business Applications	1
Lecture 25	Discriminant Analysis & Multivariate Techniques	1
Lecture 26-27	Hands-on Data Analysis using SPSS & R (Practical Sessions)	1
Unit 4: Marketing Intelligence & Decision Making (9 Hours)		
Lecture 28	Big Data in Marketing Research - Role & Applications	1
Lecture 29	Decision Support Systems in Marketing	1
Lecture 30	Emerging Trends - AI & Machine Learning in Marketing Analytics	1
Lecture 31	Researching Rural & International Markets	1
Lecture 32	Multi-Dimensional Scaling & Conjoint Analysis	1
Lecture 33	Case Study on Marketing Analytics	1
Lecture 34–35	Practical Session on Marketing Intelligence (SPSS & R)	2
Lecture 36	Review & Discussion on Marketing Trends	1
Unit 5: Communicating Research Findings (9 Hours)		
Lecture 37	Report Writing - Structure & Guidelines	1
Lecture 38	Presentation Skills for Marketing Research	1
Lecture 39	Writing & Communicating Research Insights	1
Lecture 40	Ethical Considerations in Research Reporting	1
Lecture 41	Real-world Applications - Industry Examples	1
Lecture 42	Case Study Discussion & Hands-on Exercise	1
Lecture 43	Final Practical Session - Review of Tools & Techniques	1
Lecture 44	Q&A, Revision & Key Takeaways	1
Lecture 45	Final Assessment & Discussion	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Course Code: MBA606
Core Compulsory/Elective: Core Compulsory
Course Title: Marketing Analytics
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. To equip students with the ability to apply statistical, quantitative, and data-driven methods to analyse customer behavior, market trends, and marketing performance.

2. To enable students to make informed marketing decisions by interpreting and leveraging data from various sources such as customer databases and digital platforms.

3. To familiarize students with commonly used marketing analytics tools (e.g., Excel, SQL, Google Analytics) to collect, process, visualize, and present marketing insights.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain fundamental concepts and frameworks of marketing analytics and their role in decision-making.	Understand & Remember (BL1)
CO 2	Apply appropriate statistical and analytical techniques to solve marketing-related problems.	Understand (BL2)
CO 3	Analyze real-world marketing datasets to identify patterns, trends, and customer insights.	Apply (BL3)
CO 4	Evaluate the effectiveness of marketing strategies and campaigns using data-driven approaches.	Analyze (BL4)
CO 5	Create visualizations and comprehensive marketing analytics reports to communicate findings effectively.	Create (BL5)

Course Structure

Unit 1: Introduction to Marketing Analytics
Introduction to Data-Driven Marketing, Role of Analytics in Marketing Decision Making, Types of Marketing Analytics: Descriptive, Predictive, Prescriptive, Marketing Analytics Process and Framework, Ethical Issues in Marketing Analytics.
Unit 2: Marketing Metrics and Data Sources
Customer Lifetime Value (CLV), Market Share, Customer Satisfaction, and Loyalty Metrics, Web and Social Media Metrics, Data Collection Methods: Primary and Secondary Data, Big Data and Marketing.
Unit 3: Analytical Techniques for Marketing Decisions
Exploratory Data Analysis (EDA), Hypothesis Testing in Marketing, Regression Analysis and Its Application in Marketing, Segmentation, Targeting, and Positioning (STP) using Analytics, Conjoint Analysis.
Unit 4: Advanced Marketing Analytics
Customer Segmentation using Cluster Analysis, Predictive Modeling for Customer Behavior, Market Basket Analysis, A/B Testing for Marketing Campaigns, Introduction to Machine Learning in Marketing.
Unit 5: Marketing Analytics Tools and Visualization
Introduction to Tools: Excel, R, Python, Google Analytics, Data Cleaning and Pre-processing, Visualization Techniques: Dashboards, Charts, Storytelling with Data, Case Studies in Digital Marketing Analytics, Developing and Presenting Marketing Analytics Reports.
Suggested Readings:

- Winston, W. L. (2014). *Marketing analytics: Data-driven techniques with Microsoft Excel*. Wiley.
- Lilien, G. L., Rangaswamy, A., De Bruyn, A., & Fassnacht, M. (2017). *Principles of marketing engineering and analytics* (3rd ed.).
- Wedel, M., & Kannan, P. K. (2016). *Marketing analytics for strategic decision making*. Cambridge University Press.
- Baesens, B. (2014). *Analytics in a big data world: The essential guide to data science and its applications*. Wiley.
- Jain, D., & Singh, S. S. (2020). *Marketing analytics: Strategic models and metrics*. SAGE Publications India.

Lecture Plan- Marketing Analytics (45 Lectures)

	Unit 1: Introduction to Marketing Analytics	
S.no. of lectures	**Topics**	**Lectures required**
Lecture 1	Introduction to Data-Driven Marketing: concept, evolution & Importance	1
Lecture 2	Role of Analytics in Marketing Decision Making: Applications and Examples	1
Lecture 3	Types of marketing analytics (Descriptive): Concepts & Caselets	1
Lecture 4	Types of marketing analytics (Predictive); Concepts & Caselets.	1
Lecture 5	Types of marketing analytics (Prescriptive); Concepts & Caselets	1
Lecture 6	Marketing Analytics Process & Framework (Process explanation)	1
Lecture 7	Frameworks for Marketing Analytics: Analytics Value Chain	1
Lecture 8	Ethical Issues in Marketing Analytics: Privacy, Bias, Legal Considerations	1
Lecture 9	Case Study (Data-driven marketing example)	1
Unit 2: Marketing Metrics and Data Sources		
Lecture 10	Customer Lifetime Value (CLV): Concept, Formula, Calculation	1
Lecture 11	Market Share Analysis: Formula & Interpretation	1
Lecture 12	Customer Satisfaction & Loyalty Metrics; Retention Rates	1
Lecture 13	Web Analytics & Social Media Metrics: Likes, Shares, CTR, Engagement	1
Lecture 14	Data Collection Methods: Primary; Surveys, Experiments, Observations	1
Lecture 15	Chebyshev's Theorem & Central Limit Theorem	1
Lecture 16	Big Data in Marketing: Features, Challenges, Opportunities	1
Lecture 17	Metric Calculations (Excel or R)	1
Unit 3: Analytical Techniques for Marketing Decisions		
Lecture 18	Exploratory Data Analysis (EDA; Basics and hands on (Lab)	1
Lecture 19	Hypothesis testing in marketing; T test , chi square	
Lecture 20	Regression in Marketing ; Basic Concepts	1
Lecture 21	Demand estimation and Sales forecasting; Types of demand forecasting.	1
Lecture 22	Demand estimation and Sales forecasting; Types of demand forecasting (Contd.)	1
Lecture 23	Segmentation concept ; Basics plus criteria.	
Lecture 24	Targeting and positioning using analytics; Perceptual Maps.	1
Lecture 25	Types of perceptual maps; Tools & Software for Perceptual Mapping	1
Lecture 26	Case study (Perceptual Mapping of the Smartphone Industry)	1

Unit 4: Advanced Marketing Analytics		
Lecture 27	Customer Segmentation using Cluster analysis; K-Means, Hierarchical	1
Lecture 28	Cluster Analysis (Lab Session Excel/R)	
Lecture 29	Predictive modelling for customer behaviour: Logistic Regression	1
Lecture 30	Predictive modelling (Practical); Churn prediction	1
Lecture 31	Market Basket Analysis: Association Rules	1
Lecture 32	A/B Testing in Marketing: Concept and Design	1
Lecture 33	A/B Testing in Marketing (Practical); campaign testing	1
Lecture 34	Introduction to machine learning in marketing; Overview of ML Models	1
Lecture 35	Case Study (Advanced Marketing Analytics in E-Commerce, Amazon).	1
Unit 5: Hypothesis Testing and Decision-Making		
Lecture 36	Introduction to excel, R, Python; Basic commands for analytics.	1
Lecture 37	Google Analytics overview: Key metrics and dashboard	1
Lecture 38	Data cleaning and preprocessing; Outliers, Handling missing values	1
Lecture 39	Visualization techniques: Charts, Plots, and graphs	1
Lecture 40	Dashboarding basics; Dashboard design principles; Actionable Insights	1
Lecture 41	Storytelling with Data: Communicating Insights	1
Lecture 42	Why Storytelling Matters in Marketing Analytics	1
Lecture 43	Frameworks for Data Storytelling in Marketing: Tools for Data Storytelling	1
Lecture 44	Presenting reports and insights; Visualization and Communication	1
Lecture 45	Case Study: (Netflix's Personalized Recommendations)	1

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Specialization HumanResource Management

School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Course Code: MBA607
Core Compulsory/Elective: Elective
Course Title: People Analytics and Metrics
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. The objective of this course is to develop data driven skills in students.

2. The course will enable students to apply analytical tools in understanding the employee behavior.

3. The course aims to equip students with the ability to design and implement effective strategies for improving organizational performance through data-driven insights.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	To understand role of analytics in human resource management.	Remember (B1)
CO 2	To develop knowledge about HR metrics and types of analytics in HR.	Understand (B2)
CO 3	To critically analyze the HR effectiveness and its impact on employee life cycle & experience.	Apply (B3)
CO 4	To analyze data driven insights out of HR analytics.	Analyze (B4)
CO 5	To help in implementation of predictive modeling and dashboards in HR.	Create (B5)

Course Structure

Unit I- Introduction to HR Analytics:
Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.

Unit II- Approaches to Data Analytics:
Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.

Unit III- Dynamics of HR Metric:
People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.

Unit IV- Data Mining Techniques:
Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.

Unit V- Decision Making Based on Analytics:
Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.

Suggested Readings

- Edwards, M. & Kirsten Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric.*

- Kogan Page.

- Isson, J.P. Harriott & J.S. (2016). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent.* John Wiley & Sons.

- James, E.R. (2017). *Business Analytics*. UK: Pearson Education Limited.

- Van, Wieren S. (2017). *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish.* Technics Publications LLC

Sl. No.	Topics	Lectures Required
Unit I: Introduction to HR Analytics		
Lecture 1	Introduction to HR Analytics: Definition, Importance	1
Lecture 2	Historical Evolution of HR Analytics	1
Lecture 3:	Challenges and Barriers in Implementing HR Analytics	1
Lecture 4:	Strategic Focus on HR Analytics in Organizations	1
Lecture 5:	Case Study: Strategic Integration of HR Analytics	1
Lecture 6	Common Pitfalls in HR Analytics	1
Lecture 7:	Understanding the HR Analytics Process	1
Lecture 8:	Skills and Competencies Needed in an HR Analytics Team	1
Lecture 9:	Workshop: Role-Play – Forming an HR Analytics Team	1
Unit II: Approaches to Data Analytics		
Lecture 10	Approaches to Measuring HR Outcomes	1
Lecture 11:	Understanding Strategic HR Metrics	1
Lecture 12:	Benchmarking in HR Analytics	1
Lecture 13:	Introduction to HR and Workforce Scorecards	1
Lecture 14:	Types of HR Analytics: Descriptive	1
Lecture 15:	Types of HR Analytics: Predictive	1
Lecture 16:	Types of HR Analytics: Prescriptive	1
Lecture 17:	The HR Analytics Framework – Tools and Application	1
Unit III: Dynamics of HR Metrics		
Lecture 18:	People Analytics Cycle Explained	1
Lecture 19:	Mapping the Employee Lifecycle	1
Lecture 20:	Measuring Employee Experience	1
Lecture 21:	Performance Management Metrics	1
Lecture 22:	Succession Planning and HR Analytics	1
Lecture 23:	Understanding the HR Value Chain	1
Lecture 24:	Metrics to Measure HR Effectiveness	1
Lecture 25:	Drivers of Employee Turnover: Metrics and Analysis	1
Lecture 26:	Engagement vs. Performance: The Analytical Link	1
Unit IV: Data Mining Techniques		
Lecture 27:	Basics of Data Analysis in HR	1
Lecture 28:	Tools and Software for Data Analysis	1
Lecture 29:	Introduction to Data Visualization in HR	1
Lecture 30:	Effective Visualization Techniques (with Examples)	1
Lecture 31:	Common Pitfalls in HR Data Visualization	1
Lecture 32:	Workshop: Creating Visual HR Reports	1
Lecture 33:	Interpreting HR Data for Insights	1
Lecture 34:	Case Analysis: Insights Derived from Real HR Data	1
Unit V: Decision Making Based on Analytics		
Lecture 35:	Data-Driven Culture in Modern Organizations	1

Lecture 36:	Predictive Modelling in HR: Introduction	1
Lecture 37:	Steps to Implement Predictive Models in HR	1
Lecture 38:	Aligning Predictability with Strategic Objectives	1
Lecture 39:	Building Effective HR Dashboards	1
Lecture 40:	Case Study: Using Dashboards for HR Decisions	1
Lecture 41:	Capstone Discussion: Integrating HR Analytics in Business	1
Lecture 42:	Group Presentations on HR Analytics Projects	1
Lecture 43:	Quiz/Assessment on HR Analytics Concepts	1
Lecture 44:	Final Wrap-Up & Future of HR Analytics	1
Lecture 45:	Presentation	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Course Code: MBA608
Core Compulsory/Elective: Elective
Course Title: Mental Health and Well Being
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. By 2030, mental health crises will cost the global economy $16 trillion (WHO). This course equips HR leaders to build resilient, sustainable workforces while meeting ESG goals.
2. This course explores the intersection of mental health, employee well-being, and Sustainable Human Resource Management (HRM).
3. .Integrate sustainability into HR policies (e.g., green recruitment, ethical labor practices).

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Diagnose workplace stressors and propose mitigation strategies.	Remember (B1)
CO 2	Create a mental health policy aligned with ESG goals.	Understand (B2)
CO 3	Implement SDG-linked well-being programs (e.g., SDG 3: Good Health).	Apply (B3)
CO 4	Measure well-being program effectiveness using HR analytics.	Analyze (B4)
CO 5	Advocate for psychologically safe, sustainable workplaces.	Create (B5)

Unit 1: Foundations of Mental Health at Work (10 Lectures)

Introduction to Workplace Mental Health – Definitions, global trends (WHO data), Common Mental Health Issues – Anxiety, depression, burnout. Stigma & Discrimination – Case studies (Tech, Healthcare sectors).Psychological Safety – Google's Project Aristotle findings, Legal Frameworks – Mental Healthcare Act 2017 (India),Ethical HRM – Privacy, confidentiality, and consent, Employee Assistance Programs (EAPs) – Design and implementation.

Workshop – Draft a mental health awareness campaign.

Unit 2: Well-being Strategies & Interventions (10 Lectures)

Holistic Well-being Models – Physical, emotional, financial, social,Mindfulness & Resilience Training – MBSR programs,Flexible Work Policies – remote/hybrid work,Work-Life Integration – Parental leave, caregiver support,Financial Well-being – Salary fairness, debt management workshops,Diversity & Inclusion – LGBTQ+ mental health support, Burnout Prevention – Identifying red flags,

Case Study – Deloitte's "Well-being at Work" program.

Debate – "Is well-being an employee or employer responsibility?"

Unit 3: Sustainable HRM & ESG Integration (10 Lectures)

Introduction to Sustainable HRM – Definition, triple bottom line (People, Planet, Profit),Green HRM – Eco-recruitment, paperless onboarding, SDGs & HRM – Linking well-being to SDG 3, 5, 8. CSR & Employee Volunteering – TOMS Shoes, Patagonia case studies, Circular Economy in HR – Upcycling training materials, zero-waste offices,

Group Discussion – "Can HR save the planet?"

Unit4: **Sustainable Leadership (5 Lectures)**

– Role of CHROs in ESG reporting,Crisis Management – Supporting employees post-layoffs/disasters.

Panel Discussion – HR leaders on "Post-pandemic Well-being Trends"

Unit 5: Measuring Impact & Future Trends (10 Lectures)

Well-being Metrics – Gallup's Q12, WHO-5 Index, ROI of Well-being Programs – Cost-benefit analysis, AI in Well-being – Chatbots for mental health (Woebot), Neurodiversity at Work –

Autism hiring programs (SAP, Microsoft), Future of Work – Gen Z expectations, digital detox policies.

Suggested Readings:

- "Thriving at Work" – Steven Pinker (Mental Health)
- "Green HRM" – Sugumar Mariappanadar (Sustainability)
- WHO Mental Health at Work Guidelines
- HBR Articles: "The ROI of Happiness"

Mental Health , Well-Being– Teaching Plan (45 Lectures)

Unit 1: Foundations of Mental Health at Work(10 Lectures)

S.No of Lectures	Topics	Lecture Required
Lecture 1	Introduction to Workplace Mental Health – Definitions, WHO global trends	1
Lecture 2	Common Mental Health Issues – Anxiety, depression, burnout	1
Lecture 3	Stigma & Discrimination – Tech/Healthcare case studies	1
Lecture 4	Psychological Safety –	1
Lecture 5	Legal Frameworks – Mental Healthcare Act 2017 (India)	1
Lecture 6	Ethical HRM – Privacy, confidentiality, consent	1
Lecture 7	Employee Assistance Programs (EAPs)	1
Lecture 8	EAP Implementation Challenges	1
Lecture 9	Recap & Assessment	1
Lecture 10	Recap & Assessment	1

Unit 2: Well-being Strategies & Interventions (10 Lectures)

Lecture 11	Holistic Well-being Models – Physical, emotional, financial	1
Lecture 12	Mindfulness & Resilience Training (MBSR)	1
Lecture 13	Flexible Work Policies – Remote/hybrid work	1
Lecture 14	Work-Life Integration – Parental leave, caregiver support	1
Lecture 15	Diversity & Inclusion – LGBTQ+ mental health	1

Lecture 16	Burnout Prevention – Red flags, interventions	1
Lecture 17	Case Study: Deloitte's Well-being Program	1
Lecture 18	Financial Well-being – Salary fairness	1
Lecture 19	Unit 2 Recap	1
Lecture 20	Unit 2 Assessment	1
Unit 3: Sustainable HRM & ESG Integration (10 Lectures)		
Lecture 21	Sustainable HRM – Triple bottom line (People, Planet, Profit)	1
Lecture 22	Green HRM – Eco-recruitment, paperless onboarding	1
Lecture 23	SDGs & HRM – Linking to SDG 3	1
Lecture 24	SDGs & HRM – Linking to SDG 5	1
Lecture 25	SDGs & HRM – Linking to SDG 8	1
Lecture 26	SDGs & HRM –Case Study	1
Lecture 27	CSR & Volunteering	1
Lecture 28	Circular Economy in HR – Zero-waste offices	1
Lecture 29	Group Discussion: "Can HR Save the Planet?"	1
Lecture 30	Unit 3 Recap & Assessment	1
Unit4: **Sustainable Leadership (5 Lectures)**		
Lecture 31	Role of CHROs in ESG Reporting	1
Lecture 32	Crisis Management – Post-layoffs/disasters	1
Lecture 33	Panel Discussion: "Post-pandemic Well-being Trends"	1
Lecture 34	Resilience	1
Lecture 35	Unit 4 Recap & Assessment	1
Unit 5: Measuring Impact & Future Trends (10 Lectures)		
Lecture 36	Well-being Metrics – Gallup Q12, WHO-5 Index	1
Lecture 37	ROI of Well-being Programs – Cost-benefit analysis	1
Lecture 38	AI in Well-being – Chatbots (Woebot)	1
Lecture 39	Neurodiversity at Work – SAP/Microsoft programs	1
Lecture 40	Future of Work –	1

Lecture 41	Gen Z expectations,	1
Lecture 42	Digital detox policies	1
Lecture 43	Case Study	1
Lecture 44	Case Study	1
Lecture 45	Course Wrap-up & Future Trends	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Year Full-Time Program) as per NEP-2020
2025-2027

Course Code: MBA609
Core Compulsory/Elective: Elective
Course Title: Labour law and Industrial Relation
Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. Develop a comprehensive understanding of industrial relations, including its evolution, scope, and the factors affecting industrial relations, with a focus on approaches in India.

2. Explore the dynamics of industrial conflicts, recognizing disputes, and understanding strikes, lockouts, and ways to achieve industrial peace, while also delving into the concepts and functions of trade unions

3. Enhance skills in collective bargaining, workers' participation in management, and settlement mechanisms such as mediation, conciliation, arbitration, and adjudication.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Knowledge of industrial relations framework related to India and International context	Remember (B1)
CO 2	Competency to understand the dynamics of industrial conflicts, trade unions, and collective bargaining, WPM	Understand (B2)
CO 3	Proficiency in settlement machinery, welfare management, grievance redressal and disciplinary procedure	Apply (B3)
CO 4	Basic Knowledge of industrial and labour legislation framework in India	Analyze (B4)
CO 5	Proficiency in ensuring legal/statutory compliance in the organization along with basic interpretation of laws.	Create (B5)

Course Structure:

Unit I

Introduction to Industrial Relation-Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme.

Unit II

Industrial Conflicts/Disputes- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lockouts, Ways to achieving industrial peace, Code of discipline in industry, Standing Orders, Tripartite and bipartite bodies Trade Union: concept, purpose, functions, types, trade union and politics, trade union in India, major all India trade unions, employers' organizations, Union Security, Problems of Trade unions, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union, Wage related Laws-Minimum wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965

Unit III

Collective Bargaining-meaning, principles, contents, forms, process and levels of collective bargaining, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India.Workers' Participation in Management: concept, determinants, form and levels of participation, schemes of workers' participation in management in India, Terminal Benefits Law-Payment of Gratuity Act, 1972, EPF & Miscellaneous Provisions Act, 1952,

Unit IV

Settlement Machinery-Mediation and Conciliation- function, process, conciliation machinery, Arbitration advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunals, IndustrialDisputeAct,1947: Causes of disputes, Authorities under the Act, Procedure and Power of Authorities, Award and Settlement of industrial dispute, Factories Act, 1948, ESIC Act, 1948

Unit V

Grievances Handling: meaning, nature, causes of grievances, procedure for redressal, The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, Employee Welfare, Workmen Compensation Act, 1972, Contract labour Abolition and regulation Act ILO& India; The Case of India; Lessons from foreign Unions; The road ahead for Indian IR

Suggested Readings

- Mamoria, S., Mamoria, C.B. & Gankar. (2010). *Dynamics of Industrial Relations.* New Delhi: Himalaya Publishing House

- Monappa, A. (2000). *Industrial Relations*. New Delhi: Tata McGraw Hill.

- Sen, R. (2009). *Industrial Relations in India: Text and Cases.* Laxmi Publications (P) Ltd, Mumbai
- S. N Mishra: *Labour Laws, Deep*; Deep Publications
- S. C Srivastava: *Social Security and Labour Laws*, Universal Delhi

Lecture wise Lesson planning Details.

S.No.	Topics to be covered	Lecture Required
Lecture 1-3	Introduction to IR, Objectives of IR, Factors affecting IR, Approaches to IR, IR in India, Pre-requisites of successful IR programme	3
Lecture 4-6	Industrial conflicts, strikes, tripartite and bipartite bodies	3
Lecture 7-8	Trade union and unionism, trade union movement in India, concept and definition of trade union, Functions of trade union,	2
Lecture 9-10	Managerial trade unionism, Problems and characteristics of trade unions in India	2
Lecture 11-12	Trade Union Act-1926	2
Lecture 13-15	Payment of Wages Act, 1936 and Minimum Wages Act, 1948	2
Lecture 16-17	Payment of Bonus Act, 1965	2
Lecture 18-19	Collective Bargaining	2
Lecture 20-21	Workers Participation in management – concept and definition, level and forms of participations, workers participation in India	2
Lecture 22-23	Payment of Gratuity Act, 1972	2
Lecture 24-25	EPF Act, 1952	2

Lecture 26-27	Settlement Machinery-Various modes of dispute resolution	2
Lecture 28-30	Industrial Disputes Act, 1947	2
Lecture 31-32	ESIC Act, 1948	2
Lecture 33-36	Factories Act, 1948	3
Lecture 37-38	Grievance Handling & Disciplinary Proceedings	2
Lecture 39	Industrial Employment (Standing orders) Act, 1961	1
Lecture 40-41	Employee Welfare	1
Lecture 42-45	Workmen Compensation Act, 1972 & Contract labour Act	3

Specialization: Supply Chain Management

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA610
Core Compulsory/Elective: Core Compulsory
Course Title: Supply Chain Simulation
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To enable students to analyze complex business scenarios, make data-driven decisions, and understand the impact of strategic choices on business performance..

2. To help students apply financial and operational concepts in a simulated business environment, including budgeting, forecasting, and resource allocation.

3. To foster collaboration, communication, and leadership skills by engaging students in group-based Supply Chain Simulations that replicate real-world corporate challenges.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Identify and explain key business functions such as finance, marketing, operations, and strategy within a simulated environment.	Remember (B1)
CO 2	Evaluate financial reports, market trends, and operational metrics to make data-driven business decisions.	Understand (B2)
CO 3	Implement business strategies by making real-time decisions in response to market changes and competitive dynamics.	Apply (B3)
CO 4	Assess the outcomes of business strategies, interpret key performance indicators (KPIs), and refine strategies for better results.	Analyze (B4)
CO 5	Develop and execute innovative business models, marketing plans, or	Create (B5)

	operational improvements based on simulation insights.	

Course Structure

Unit 1: Introduction to Supply Chain Simulation & Strategic Thinking
Overview of Supply Chain Simulation & its importance, Key business functions: Marketing, Finance, Operations, and HR, Introduction to Decision-Making in Dynamic Markets, Understanding Business Environments and Competitive Advantage, Hands-on: Introduction to Simulation Software.
Unit 2: Financial & Operational Management in Simulated Environments
Reading and Interpreting Financial Statements, Budgeting, Forecasting, and Cash Flow Management, Costing Strategies and Break-even Analysis, Supply Chain & Operations Management in Simulated Scenarios, Making Financial & Operational Decisions in the Simulation.
Unit 3: Marketing & Competitive Strategy in Simulations
Market Research & Consumer Behavior Analysis, Pricing Strategies and Product Positioning, Branding, Advertising, and Digital Marketing in Competitive Markets, Competitor Analysis & Adaptive Business Strategies, Implementing Marketing Strategies in Simulation.
Unit 4: Business Decision-Making & Crisis Management
Decision-Making Models and Scenario Planning, Risk Assessment and Crisis Response Strategies, Ethical Decision-Making and Corporate Social Responsibility, Leadership & Team Collaboration in Supply Chain Simulations, Managing Crisis & Risk in Simulated Scenarios.
Unit 5: Performance Analysis & Final Business Strategy Execution
Measuring Business Performance with KPIs & Metrics, Strategic Review: Learning from Business Outcomes, Business Growth & Sustainability Strategies, Final Simulation Competition: Teams Compete in Business Decision-Making, Case Study.
Suggested Readings

Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008). *Designing and managing the supply chain: Concepts, strategies and case studies* (3rd ed.). McGraw-Hill.

Banks, J., Carson, J. S., Nelson, B. L., & Nicol, D. M. (2010). *Discrete-event system simulation* (5th ed.). Pearson.

Terzi, S., Cavalieri, S., & Garetti, M. (Eds.). (2012). *Simulation in manufacturing and business: Select proceedings of ISMAB-2012.* Springer.

Shapiro, J. F. (2006). *Modeling the supply chain* (2nd ed.). Cengage Learning.

Lecture Plan- Supply Chain Simulation (45 Lectures)

S.No	Topics	Lecture Required
Unit I: Introduction to Supply Chain Simulation & Strategic Thinking		
Lecture 1	Introduction to Supply Chain Simulation – Concept, Importance, and Applications.	1
Lecture 2	Key Business Functions Marketing, Finance, Operations & HR, Concepts.	1
Lecture 3	Understanding Business Environments & Market Dynamics.	1
Lecture 4	Strategic Thinking & Decision-Making in Dynamic Markets; Simulation exercise.	1
Lecture 5	Introduction to Supply Chain Simulation Software (Computer Lab)	1
Lecture 6	Understanding Business Models and Value Propositions	1
Lecture 7	Industry & Competitive Analysis using Simulation Data	1
Lecture 8	Industry & Competitive Analysis using Simulation Data (Contd.)	1
Lecture 9	Competing in the Smartwatch Industry – A Simulation-Based Market Analysis (Case Study Discussion)	1
Unit II:Financial & Operational Management in Simulated Environments		
Lecture 10	Basics of Financial Statements P&L, Balance Sheet, Cash Flow	1
Lecture 11	Budgeting, Forecasting & Cost Management.	1
Lecture 12	Pricing Strategies & Revenue Management.	1
Lecture 13	Break-even Analysis & Profitability Optimization.	1
Lecture 14	Supply Chain & Operations Management.	1
Lecture 15	Decision-Making in Financial Management.	1
Lecture 16	Inventory & Resource Allocation Strategies.	1
Lecture 17	Analyzing Financial Performance of Simulated Companies (Data Analysis Workshop)	1
Lecture 18	Analyzing Financial Performance of Simulated Companies (Data Analysis Workshop)	1
Unit III: Marketing & Competitive Strategy in Simulations		
Lecture 19	Market Research & Consumer Behavior Analysis	1
Lecture 20	Competitive Positioning & Differentiation (Group Discussion)	1
Lecture 21	Branding, Advertising & Digital Marketing in Simulated Markets.	1

Lecture 22	Pricing Strategies & Product Positioning in Competitive Markets; Simulation activity	1
Lecture 23	Competitor Analysis Using Market Data for Decision-Making	1
Lecture 24	Sales Forecasting & Demand Estimation; Data Analysis.	1
Lecture 25	Data Collection in Neuromarketing – Challenges & Best Practices	1
Lecture 26	Marketing Strategy Execution; Practical Assignment.	1
Lecture 27	Adjusting Strategies Based on Market Trends; Data Driven decision making.	1
Unit IV: Business Decision-Making & Crisis Management		
Lecture 28	Strategic Decision-Making Models	1
Lecture 29	Scenario Planning & Risk Management	1
Lecture 30	Managing Crisis in Supply Chain Simulations	1
Lecture 31	Ethical Decision-Making & Corporate Social Responsibility.	1
Lecture 32	Leadership & Team Collaboration in Business Environments	1
Lecture 33	Best Practices for Decision-Making in Supply Chain Simulations	1
Lecture 34	Crisis Management (Hands on simulation)	1
Lecture 35	Ethical Implications & Consumer Protection in Neuromarketing.	1
Lecture 36	Case Study Analysis – (Navigating a Supply Chain Disruption – A Simulation-Based Crisis Management Strategy)	
Unit V: Performance Analysis & Final Business Strategy Execution		
Lecture 37	Measuring Business Performance with KPIs & Metrics.	1
Lecture 38	Understanding ROI, Profitability, and Market Share.	1
Lecture 39	Refining Business Strategies Based on Simulation Results.	1
Lecture 40	Competitive Business Strategy Presentation (Group Presentations).	1
Lecture 41	Analyzing Business Failures & Successes.	1
Lecture 42	Analyzing Business Failures & Successes (Continued)	1
Lecture 43	Best Practices from Supply Chain Simulation.	1
Lecture 44	Industry Guest Lecture Business Strategy & Market Trends	1
Lecture 45	Case Study (McKinsey's "M&A Simulation" (Mergers & Acquisitions Strategy)	1
Lecture 45:	Case Study : (**McKinsey's "M&A Simulation" (Mergers & Acquisitions Strategy)**)	1

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School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA611
Core Compulsory/Elective: Core Compulsory
Course Title: Supply Chain Analytics
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To equip students with the ability to apply statistical, quantitative, and data-driven methods to analyze customer behavior, market trends, and Supply Chain performance.

2. To enable students to make informed Supply Chain decisions by interpreting and leveraging data from various sources such as customer databases and digital platforms.

3. To familiarize students with commonly used Supply Chain analytics tools (e.g., Excel, SQL, Google Analytics) to collect, process, visualize, and present Supply Chain insights.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain fundamental concepts and frameworks of Supply Chain analytics and their role in decision-making.	Understand & Remember (BL1)
CO 2	Apply appropriate statistical and analytical techniques to solve Supply Chain-related problems.	Understand (BL2)
CO 3	Analyze real-world Supply Chain datasets to identify patterns, trends, and customer insights.	Apply (BL3)
CO 4	Evaluate the effectiveness of Supply Chain strategies and campaigns	Analyze

	using data-driven approaches.	(BL4)
CO 5	Create visualizations and comprehensive Supply Chain analytics reports to communicate findings effectively.	Create (BL5)

Course Structure

Unit 1: Introduction to Supply Chain Analytics

Introduction to Data-Driven Supply Chain**,** Role of Analytics in Supply Chain Decision Making**,** Types of Supply Chain Analytics: Descriptive, Predictive, Prescriptive**,** Supply Chain Analytics Process and Framework**,** Ethical Issues in Supply Chain Analytics.

Unit 2: Supply Chain Metrics and Data Sources

Customer Lifetime Value (CLV), Market Share, Customer Satisfaction, and Loyalty Metrics, Web and Social Media Metrics, Data Collection Methods: Primary and Secondary Data, Big Data and Supply Chain.

Unit 3: Analytical Techniques for Supply Chain Decisions

Exploratory Data Analysis (EDA), Hypothesis Testing in Supply Chain, Regression Analysis and Its Application in Supply Chain, Segmentation, Targeting, and Positioning (STP) using Analytics, Conjoint Analysis.

Unit 4: Advanced Supply Chain Analytics

Customer Segmentation using Cluster Analysis, Predictive Modeling for Customer Behavior, Market Basket Analysis, A/B Testing for Supply Chain Campaigns, Introduction to Machine Learning in Supply Chain.

Unit 5: Supply Chain Analytics Tools and Visualization

Introduction to Tools: Excel, R, Python, Google Analytics, Data Cleaning and Pre-processing, Visualization Techniques: Dashboards, Charts, Storytelling with Data, Case Studies in Digital Supply Chain Analytics, Developing and Presenting Supply Chain Analytics Reports.

Suggested Readings

- **Chae, B. (2021).** *Supply chain analytics: Using data to optimally manage supply chains*. Springer. https://doi.org/10.1007/978-3-030-74503-2
- **Chopra, S., & Meindl, P. (2019).** *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.

- **Shukla, M., & Jharkharia, S. (2013).** *Agri-food supply chain management: Concepts and cases*. CRC Press.https://doi.org/10.1201/b14884
- **Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007).** *Designing and managing the supply chain: Concepts, strategies, and case studies* (3rd ed.). McGraw-Hill/Irwin.
- **Saghafian, S., & Van Oyen, M. P. (2020).** *Operations research and health care policy: Analyzing supply chain analytics in healthcare systems*. Springer. https://doi.org/10.1007/978-1-0716-0402-9

Lecture Plan – Supply Chain Analytics (45 Lectures)

S.No	Topics	Lecture Required
Unit 1: Introduction to Supply Chain Analytics		
Lecture 1	Introduction to Data-Driven Supply Chain, concept, evolution & Importance.	1
Lecture 2	Role of Analytics in Supply Chain Decision Making; Applications and Examples.	1
Lecture 3	Types of Supply Chain analytics (Descriptive) Concepts & Caselets.	1
Lecture 4	Types of Supply Chain analytics (Predictive); Concepts & Caselets.	1
Lecture 5	Types of Supply Chain analytics (Prescriptive); Concepts & Caselets.	1
Lecture 6	Supply Chain Analytics Process & Framework (Process explanation)	1
Lecture 7	Frameworks for Supply Chain Analytics; Analytics Value Chain	1
Lecture 8	Ethical Issues in Supply Chain Analytics; Privacy, Bias, Legal Considerations	1
Lecture 9	Case Study (Data driven Supply Chain example)	1
Unit II: Supply Chain Metrics and Data Sources		
Lecture 10	Customer Lifetime Value (CLV); Concept, Formula, Calculation	1
Lecture 11	Market Share Analysis; Formula & Interpretation	1
Lecture 12	Customer Satisfaction & Loyalty Metrics; Retention Rates	1
Lecture 13	Web Analytics & Social Media Metrics; Likes, Shares, CTR, Engagement	1
Lecture 14	Data Collection Methods Primary; Surveys, Experiments, Observations	1
Lecture 15	Data Collection Methods Secondary; Internal Data, External Sources	1
Lecture 16	Big Data in Supply Chain; Features, Challenges, Opportunities	1
Lecture 17	Metric Calculations (Excel or R)	1
Unit III: Analytical Techniques for Supply Chain Decisions		
Lecture 18	Exploratory Data Analysis (EDA; Basics and hands on (Lab)	1
Lecture 19	Hypothesis testing in Supply Chain; T test , chi square.	1
Lecture 20	Regression in Supply Chain ; Basic Concepts	1
Lecture 21	Demand estimation and Sales forecasting; Types of demand forecasting.	1
Lecture 22	Demand estimation and Sales forecasting; Types of demand forecasting (Contd.)	1
Lecture 23	Segmentation concept ; Basics plus criteria.	1

Lecture 24	Targeting and positioning using analytics; Perceptual Maps.	1
Lecture 25	Types of perceptual maps; Tools & Software for Perceptual Mapping	1
Lecture 26	Case study (Perceptual Mapping of the Smartphone Industry)	1
Unit IV: Advanced Supply Chain Analytics		
Lecture 27	Customer Segmentation using Cluster analysis; K-Means, Hierarchical.	1
Lecture 28	Cluster Analysis (Lab Session Excel/R).	1
Lecture 29	Predictive modelling for customer behaviour; Logistic Regression.	1
Lecture 30	Predictive modelling (Practical); Churn prediction.	1
Lecture 31	Market Basket Analysis; Association Rules.	1
Lecture 32	A/B Testing in Supply Chain; Concept and Design.	1
Lecture 33	A/B Testing in Supply Chain (Practical); campaign testing.	1
Lecture 34	Introduction to machine learning in Supply Chain; Overview of ML Models.	1
Lecture 35	Case Study (Advanced Supply Chain Analytics in E-Commerce, Amazon).	1
Unit V: Supply Chain Analytics Tools and Visualization		
Lecture 36	Introduction to excel, R, Python; Basic commands for analytics.	1
Lecture 37	Google analytics overview; Key metrics and dashboard.	1
Lecture 38	Data cleaning and preprocessing; Outliers, Handling missing values.	1
Lecture 39	Visualization techniques; Charts, Plots and graphs.	1
Lecture 40	Dashboarding basics; Dashboard design principles; Actionable Insights.	1
Lecture 41	Storytelling with data; Communicating Insights.	1
Lecture 42	Why Storytelling Matters in Supply Chain Analytics.	1
Lecture 43	Frameworks for Data Storytelling in Supply Chain; Tools for data storytelling.	1
Lecture 44	Presenting reports and insights; Visualization and Communication.	1
Lecture 45	Case Study (Netflix's Personalized Recommendations)	1
Lecture 43:	Frameworks for Data Storytelling in Supply Chain; Tools for data storytelling.	1
Lecture 44:	Presenting reports and insights; Visualization and Communication.	1
Lecture 45:	Case Study (Netflix's Personalized Recommendations)	1

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School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full-Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA612
Core Compulsory/Elective: Core Compulsory
Course Title: World Class Manufacturing
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To provide a comprehensive understanding of the evolution, principles, and practices of World Class Manufacturing (WCM) and how global manufacturing leaders achieve operational excellence.
2. To expose students to modern tools, techniques, and systems such as Lean, Six Sigma, TPM, and JIT that drive efficiency and competitiveness in manufacturing.
3. To develop the ability to critically analyze and implement WCM practices by studying benchmarks, best practices, and strategic approaches for continuous improvement and organizational learning.

Course Outcome

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand and explain the key concepts, models, and frameworks related to World Class Manufacturing and operational excellence.	Remember (B1)
CO 2	Analyze and apply benchmarking and best practices in manufacturing to gain competitive advantage and eliminate waste.	Understand (B2)
CO 3	Use advanced manufacturing tools and systems (e.g., Lean, TPM, JIT, 5S, Poka Yoke) to improve product and process design.	Apply (B3)
CO 4	Evaluate the role of human resource strategies and organizational learning in the successful implementation of WCM practices.	Analyze (B4)
CO 5	Assess global and Indian scenarios of manufacturing excellence and recommend strategies for adopting clean, green, and agile manufacturing approaches.	Create (B5)

Course Content

Unit I: Historical Perspective World class Excellent

Historical Perspective World class Excellent organizations – Models for manufacturing excellence: Schonberger, Halls, Gunn and Maskell models, Business Excellence.

Unit II: Benchmark

Benchmark, Bottlenecks and Best Practices, Concepts of benchmarking, Bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – Value Stream mapping – Eliminating waste –Toyota Production System –Example.

Unit III: System and Tools for World Class Manufacturing

System and Tools for World Class Manufacturing. Improving Product & Process Design – Lean Production – SQC, FMS, Rapid Prototyping, Poka Yoke, 5-S,3 M, JIT, Product Mix , Optimizing , Procurement & stores practices , Total Productive maintenance, Visual Control.

Unit IV: Human Resource Management in WCM

Adding value to the organization– Organizational learning – techniques of removing Root cause of problems–People as problem solvers–New organizational structures. Associates–Facilitators–Teamsmanship–Motivation and reward in the age of continuous improvement.

Unit V: Typical Characteristics of WCM0 hours

Typical Characteristics of WCM Companies Performance indicators like POP, TOPP and AMBITE systems– what is world class Performance –Six Sigma philosophy. Indian Scenario on world class manufacturing –Task Ahead. Green Manufacturing, Clean manufacturing, Agile manufacturing.

Suggested Readings

1. Production and Operational Management Adam and Ebert Prentice Hall learning Pvt. Ltd. 5th Edition
2. The Toyota Way – 14 Management Principles Jeffrey K.Liker Mc-Graw Hill 2003
3. Operations Management for Competitive Advantage Chase Richard B., Jacob Robert McGraw Hill Publications 11th Edition 2005
4. Making Common Sense Common Practice Moore Ron Butterworth-Heinemann 2002
5. World Class Manufacturing- The Lesson of Simplicity Schonberger R. J Free Press 1986

Lecture Plan – 45 Lectures

Unit I: Historical Perspective and World Class Excellence		
S.No	**Topic**	**Lecture Required**
Lecture 1	Introduction to World Class Manufacturing	1
Lecture 2	Historical Perspective of WCM	1
Lecture 3	World Class Organizations	1
Lecture 4	Models for Manufacturing Excellence – I	1
Lecture 5	Models for Manufacturing Excellence – II	1
Lecture 6	Business Excellence Frameworks	1
Unit II: Benchmarking and Best Practices		
Lecture 7	Concepts of Benchmarking	1
Lecture 8	Bottlenecks in Manufacturing	1
Lecture 9	Best Practices in WCM	1
Lecture 10	Competitive Advantage through WCM	1
Lecture 11	Value Added Manufacturing	1
Lecture 12	Value Stream Mapping	1
Lecture 13	Waste Elimination in WCM	1
Lecture 14	Toyota Production System	1
Unit III: Systems and Tools for WCM		
Lecture 15	Improving Product & Process Design	1
Lecture 16	Lean Production	1
Lecture 17	Statistical Quality Control (SQC)	1
Lecture 18	Flexible Manufacturing Systems (FMS)	1
Lecture 19	Rapid Prototyping	1
Lecture 20	Poka Yoke	1
Lecture 21	5-S and 3M Concepts	1
Lecture 22	Just-In-Time (JIT)	1
Lecture 23	Product Mix Optimization	1
Lecture 24	Procurement and Stores Practices	1
Lecture 25	Total Productive Maintenance (TPM)	1
Lecture 26	Visual Control Systems	1
Unit IV: Human Resource Management in WCM		
Lecture 27	Value Addition through HR	1
Lecture 28	Organizational Learning	1
Lecture 29	Root Cause Problem Solving	1
Lecture 30	People as Problem Solvers	1
Lecture 31	New Organizational Structures	1

Lecture 32	Roles in WCM – Associates & Facilitators	1
Lecture 33	Teamsmanship in WCM	1
Lecture 34	Motivation and Reward Systems	1
Unit V: Characteristics of WCM Companies		
Lecture 35	Characteristics of WCM Companies	1
Lecture 36	Performance Indicators	1
Lecture 37	World Class Performance	1
Lecture 38	Six Sigma Philosophy	1
Lecture 39	Indian Scenario in WCM	1
Lecture 40	The Task Ahead	1
Lecture 41-43	Green Manufacturing	3

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Specialization Finance

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA613
Core Compulsory/Elective: Core Compulsory
Course Title: Project Finance
Credit:3 (L-2 T-1 P-0)

<u>**Course Objectives**</u>

1. To equip students with a strong foundation in the principles and structure of project finance, including key concepts such as risk allocation and financial modeling.
2. To enable students to assess project viability by conducting financial analysis, forecasting cash flows, and evaluating returns using tools such as NPV, IRR, and sensitivity analysis.
3. To provide insights into the legal frameworks, contractual structures and risk mitigation techniques involved in large-scale infrastructure and industrial projects.

<u>**Course Outcomes**</u>

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define key concepts and terminology related to project finance, including non-recourse financing, SPVs, and financial closure.	Understand & Remember (BL1)
CO 2	Explain the structure and life cycle of project finance transactions, including stakeholder roles, risk allocation, and funding mechanisms.	Understand (BL2)
CO 3	Apply financial tools and techniques to evaluate the feasibility of infrastructure and industrial projects, using NPV, IRR, and payback period.	Apply (BL3)
CO 4	Analyze various project risks (technical, financial, legal, and market) and assess their impact on project viability and bankability.	Analyze (BL4)
CO 5	Critically evaluate project finance case studies to recommend optimal	Create (BL5)

	financing structures and risk mitigation strategies.	

Course Structure

UNIT 1: Introduction to Project Finance
Meaning and characteristics of project finance, Differences between corporate finance and project finance, Project life cycle and key phases, Stakeholders in a project finance transaction, Overview of sectors using project finance (infrastructure, energy, transport)

UNIT 2: Financial Structuring and Instruments
Capital structuring: equity, debt, and mezzanine finance, Special Purpose Vehicles (SPVs), Sources of funds: domestic and international, Non-recourse and limited recourse financing, Role of multilateral institutions and export credit agencies

UNIT 3: Risk Identification and Mitigation
Types of project risks: technical, financial, operational, legal, environmental, Risk allocation and sharing mechanisms, Mitigation tools: guarantees, insurance, credit enhancement, Contractual frameworks (EPC, O&M, PPA, Concession Agreements), Role of government and public-private partnerships (PPPs)

UNIT 4: Project Appraisal and Financial Modelling
Project appraisal techniques: NPV, IRR, DSCR, Payback Period, Sensitivity analysis and scenario planning, Financial modeling basics for project finance, Cash flow analysis and forecasting, Due diligence and feasibility studies

UNIT 5: Legal, Regulatory, and Global Perspectives
Legal structure of project finance deals, Regulatory environment in project finance (national and international), Taxation and accounting considerations, Global trends and case studies in project finance, ESG (Environmental, Social, and Governance) considerations

Suggested Readings
Yescombe, E. R. (2014). Principles of project finance (2nd ed.). Academic Press.

Yescombe, E. R. (2014). Principles of project finance (2nd ed.). Academic Press.

Gatti, S. (2018). Project finance in theory and practice: Designing, structuring, and financing private and public projects (3rd ed.). Academic Press.

Nevitt, P. K., & Fabozzi, F. J. (2000). Project financing (7th ed.). Euromoney Books.

Finnerty, J. D. (2013). Project financing: Asset-based financial engineering (3rd ed.). Wiley.

Vinter, G. (2013). Project finance: A legal guide (4th ed.). Sweet & Maxwell.

Lecture Plan – Project Finance (45 Lectures)

S.No. lectures	Topics	Lectures Required
UNIT 1: Introduction to Project Finance		
Lecture 1	Introduction to Project Finance – Concepts & Overview	**1**
Lecture 2	Difference between Corporate and Project Finance	**1**
Lecture 3	Project Life Cycle – Key Phases	**1**
Lecture 4	Stakeholders in Project Finance	**1**
Lecture 5	Identification of Projects – Infrastructure, Energy, Transport	**1**
Lecture 6	Role of Government and Policy Environment	**1**
Lecture 7	Understanding SPVs (Special Purpose Vehicles)	**1**
Lecture 8	Real-World Examples of Project Finance Deals	**1**
Lecture 9	Unit Review + Quiz/Test	**1**
UNIT 2: Financial Structuring and Instrument		
Lecture 10	Capital Structure in Projects (Equity, Debt, Mezzanine)	**1**
Lecture 11	Sources of Project Financing – Banks, Bonds, DFIs	**1**
Lecture 12	Domestic vs International Financing	**1**
Lecture 13	Role of Multilateral Institutions (e.g., World Bank, ADB)	**1**
Lecture 14	Introduction to Loan Syndication	**1**
Lecture 1 5	SPV Accounting and Financial Reporting	**1**
Lecture 16	Covenants and Terms in Loan Agreements	**1**
Lecture 17	Case Study: Metro Rail Project Financing	**1**
Lecture 18	Unit Review + Quiz/Assignment	**1**
UNIT 3: Risk Identification and Mitigation		
Lecture 19	Overview of Project Risks	**1**
Lecture 20	Technical and Construction Risks	**1**
Lecture 21	Financial and Currency Risks	**1**
Lecture 22	Market and Operational Risks	**1**
Lecture 23	Political, Regulatory, and Legal Risks	**1**
Lecture 24	Risk Allocation through Contracts	**1**
Lecture 25	Risk Mitigation Tools (Insurance, Guarantees)	**1**
Lecture 26	Case Study: Airport or Highway PPP	**1**
Lecture 27	Unit Review + Group Discussion	**1**
UNIT 4: Project Appraisal and Financial Modelling		
Lecture 29	Project Appraisal Techniques – NPV, IRR, DSCR	**1**
Lecture 30	Payback Period and Break-Even Analysis	**1**
Lecture 31	Preparing a Basic Project Finance Model (Excel)	**1**
Lecture 32-33	Cash Flow Forecasting & Scenario Analysis	**2**

Lecture 33-34	Sensitivity & Stress Testing	**2**
Lecture 35	Reading a Feasibility Report	**1**
Lecture 36	Workshop: Excel-Based Financial Modeling	**1**
UNIT 5: Legal, Regulatory, and Global Perspectives		
Lecture 37	Legal Structure of Project Finance	**1**
Lecture 38	Regulatory Environment (India + Global Trends)	**1**
Lecture 39	Taxation and Accounting in Project Finance	**1**
Lecture 40	Key Contracts: EPC, O&M, PPA, Concession Agreements	**1**
Lecture 41	Public-Private Partnerships (PPP Models)	**1**
Lecture 42	ESG Factors in Project Finance	**1**
Lecture 43	Case Study: International Infrastructure Deal	**1**
Lecture 44	Guest Lecture / Industry Expert Talk	**1**
Lecture 45	Final Assessment / Viva / Presentation	**1**

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Financial Derivatives
Course Code: MBA 614
Core Compulsory/Elective: Specialization (Finance)
Course Title: Financial Derivatives
Credit:4 (L-3 T-1 P-0)

Course Objectives

1. To provide students with a comprehensive understanding of financial derivatives, including options, futures, forwards, and swaps, and their role in risk management and investment strategies.
2. To equip students with the tools and techniques for pricing, valuing, and trading derivative instruments and for understanding their application in hedging and speculation.
3. To enable students to develop the skills necessary for managing financial risk through derivatives, with a focus on practical decision-making in real-world financial markets.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand and describe the fundamentals of financial derivatives, including options, futures, forwards, and swaps.	Remember (B1) Understand (B2)
CO 2	Apply pricing models and valuation techniques for derivative instruments in various financial contexts.	Apply (B3)
CO 3	Analyze the role of derivatives in managing financial risks across different markets.	Analyze (B4)
CO 4	Evaluate different trading strategies involving derivatives, including hedging, speculation, and arbitrage.	Evaluate (B5)
CO 5	Create and implement derivative-based solutions for effective financial risk management.	Create (B5)

Course structure

Unit 1: Introduction to Derivatives and Financial Markets
Overview of financial markets and derivative instruments (Forwards, Futures, Options, Swaps, and Bonds), Uses, applications, and market structure of derivatives, Common terms and conventions in derivatives trading, Introduction to risk management with derivatives, Regulatory framework for derivatives markets, Global derivative markets and emerging trends, Case study: 2008 financial crisis and derivative market failures

Unit 2: Pricing of Derivatives and Hedging Strategies
Determination of forward and futures prices (Commodities, Currencies, Interest Rates, and Investment Assets), Pricing models for futures and forwards, Arbitrage and convergence in futures markets, Short hedge, long hedge, and cross-hedging of portfolios and commodities, Optimal hedge ratio and risk management applications, Practical hedging strategies for corporates and investors, Case study: Application of futures hedging strategies

Unit 3: Option Pricing and Strategies
Introduction to European and American options, forward-spot parity, and put-call parity, The binomial option pricing model, Advanced option pricing: The Black-Scholes model, volatility, and extensions, Sensitivity analysis (The Greeks: Delta, Gamma, Vega), Option hedging strategies using Delta and Gamma hedging, Applications of options in speculation and risk management, Case study: Real-world option trading strategies

Unit 4: Swaps and Exotic Derivatives
Introduction to swaps: Interest rate swaps, currency swaps, commodity swaps, and equity swaps, Pricing and valuation of swaps, Credit default swaps (CDS): Mechanics and pricing, Overview of exotic options: Compound, binary, barrier, and Asian options, Structuring complex option strategies for various market conditions, Use of swaps in risk management for multinational firms, Case study: Swap transactions in the banking sector

Unit 5: Risk Management and Credit Risk
Value at Risk (VaR): Normal linear VaR, historical simulation, and Monte Carlo simulation, VaR for option portfolios: Stress testing and backtesting, Credit risk in financial markets, Bond pricing and probability of default, Credit default swaps (CDS) and total return swaps, Collateralized debt obligations (CDOs) and their role in financial markets, Application of risk management techniques in derivatives trading

Suggested Readings

Hull, J.C. (2014).*Options Futures and other Derivatives. 9th edition,* Prentice Hall of India.

Neftci, S.N. (2000). *An Introduction to the Mathematics of Financial Derivatives.* Academic Press.

Bhalla, V.K. (2012). *Investment Management.* New Delhi: Sultan Chand.

Wimott, P. (2012). *Quantitative Finance.* Wiley & Sons.

Jarrow, R. & Stuart, T. (1995). *Derivative Securities.* South Western.

Lecture Plan – Financial Derivatives (45 Lectures)

S.No	Topics	Lecture Required
Unit I: Introduction to Financial Derivatives		
Lecture 1	Introduction to Financial Derivatives – Definition, Evolution, and Importance	1
Lecture 2	Overview of Derivative Markets – Exchanges and OTC Markets	1
Lecture 3	Classification of Derivatives – Options, Futures, Forwards, and Swaps	1
Lecture 4	Applications of Derivatives – Hedging, Speculation, and Arbitrage	1
Lecture 5	Regulatory Framework – Role of SEBI, SEC, and Global Regulations	1
Lecture 6	Case Study Real-World Examples of Derivative Market Failures	1
Lecture 7	Forwards vs. Futures – Key Differences and Market Functioning	1
Lecture 8	Pricing and Valuation of Forward Contracts – Cost of Carry Model	1
Lecture 9	Mechanics of Futures Trading – Margin, Settlement, and Mark-to-Market	1
Unit II: Pricing and Valuation of Derivatives		
Lecture 10	Futures Pricing on Investment Assets and Commodities	1
Lecture 11	Basis Risk, Arbitrage Opportunities, and Convergence	1
Lecture 12	Case Study Futures Market in India – NSE, MCX, and International Markets	
Lecture 13	Basics of Options – Call and Put, European vs. American Options	1
Lecture 14	Option Payoff Diagrams and Profit/Loss Scenarios	1
Lecture 15	Put-Call Parity and Forward-Spot Parity	1
Lecture 16	Binomial Option Pricing Model – Single and Multi-Period	1
Lecture 17	Black-Scholes Option Pricing Model – Assumptions and Formula	1
Lecture 18	Applications of Option Pricing in Real-World Trading	1
Unit III: Risk Management Using Derivatives		
Lecture 19	Short Hedge and Long Hedge Using Futures	1
Lecture 20	Optimal Hedge Ratio and Cross Hedging	1
Lecture 21	Simulation Exercise Using Futures for Portfolio Hedging	1
Lecture 22	Managing Foreign Exchange Risk Using Forwards and Options	1
Lecture 23	Interest Rate Risk Hedging Using Interest Rate Futures	1
Lecture 24	Case Study Corporate Risk Management Using Derivatives	1
Lecture 25	Protective Puts and Covered Call Strategies	1

Lecture 26	Straddles, Strangles, and Spreads – Risk and Reward Analysis	1
Lecture 27	Class Discussion Impact of Volatility on Hedging Strategies	1
Unit IV: Trading Strategies and Advanced Derivatives		
Lecture 28	Speculation with Derivatives – Options, Futures, and Swaps	1
Lecture 29	Arbitrage Strategies – Cash-and-Carry, Reverse Cash-and-Carry	1
Lecture 30	Case Study Arbitrage Opportunities in Indian and Global Markets	
Lecture 31	Swaps – Interest Rate Swaps, Currency Swaps, and Credit Default Swaps	1
Lecture 32	Exotic Options – Barrier, Asian, Binary, and Compound Options	1
Lecture 33	Role of Derivatives in Financial Crises – Lessons from 2008	1
Lecture 34	Sensitivity Analysis (Greeks) – Delta, Gamma, Vega, Theta, and Rho	1
Lecture 35	Value at Risk (VaR) and Monte Carlo Simulations in Derivative Markets	1
Lecture 36	Class Activity Designing a Derivative Portfolio for Risk Hedging	1
Unit V: Financial Engineering and Real-World Applications		
Lecture 37	Structuring Derivative Products for Different Market Conditions	1
Lecture 38	Using Swaps for Debt Management and Liquidity Management	1
Lecture 39	Case Study Derivatives in Corporate Financial Strategy	1
Lecture 40	Market Manipulation in Derivatives – Insider Trading and Speculation	1
Lecture 41	Ethical Considerations in Derivatives Trading and Risk Management	1
Lecture 42	Group Case Study Application of Derivatives in Real-World Risk Management	1
Lecture 43	Mock Test and Discussion on Complex Derivative Strategies	1
Lecture 44	Panel Discussion Future Trends in Derivatives and Financial Markets	1
Lecture 45	Final Course Wrap-up and Q&A Session	1
Lecture 43	Mock Test and Discussion on Complex Derivative Strategies	1
Lecture 44	Panel Discussion: Future Trends in Derivatives and Financial Markets	1
Lecture 45	Final Course Wrap-up and Q&A Session	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA 615
Core Compulsory/Elective: Elective
Course Title: Fintech
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To provide an in-depth understanding of financial technologies and their impact on banking, payments, and investments.
2. To explore blockchain, artificial intelligence (AI), and big data applications in financial services.
3. To analyze regulatory frameworks, cyber security, and risk management in FinTech.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define key concepts of FinTech, including its evolution and impact on financial services.	Remember (B1)
CO 2	Explain how FinTech technologies reshape industries like banking and insurance.	Understand (B2)
CO 3	Apply FinTech tools and strategies in banking, payments, and investment management.	Apply (B3)
CO 4	Evaluate FinTech solutions by addressing risks, regulatory frameworks, and cybersecurity concerns while analyzing their transformative impact on economic efficiency.	Analyze (B4)
CO 5	Design and propose FinTech-driven models for investment, payments, and risk management to enhance financial inclusion and digital banking services.	Create (B5)

Course Structure

Unit 1: Introduction to FinTech

Definition, Scope, and Evolution of FinTech;Traditional Financial Services vs. FinTech - Key Differences & Similarities; FinTech Ecosystem: Key Players and Emerging Startups;Role and importance of Digital Transformation in Financial Services;Ethical (such as data privacy and financial security) & Regulatory Considerations in FinTech; Case Study: The Rise of FinTech Unicorns

Unit II: Core Technologies in FinTech

Blockchain: Fundamentals, applications, and limitations;AI in finance: Predictive analytics, fraud detection and risk management, Robo-advisory;IoT and big data: Real-time financial insights;Cybersecurity and resilience in FinTech systems; Open Banking and APIs: Role in seamless FinTech integration; Case Study: AI-Powered FinTech Startups.

Unit III: Digital Payments & Alternative Lending

Payment Technologies: UPI, Digital Wallets, NFC, and Biometric Payments; Peer-to-Peer (P2P) Lending & Crowdfunding Models; Digital Credit & Buy Now Pay Later (BNPL) Innovations; InsurTech: AI-Driven Insurance and Risk Prediction; RegTech: Automation & Compliance in Financial Regulation; Case studies: UPI and BHIM Payment System in India; Case Study: PayPal vs. Traditional Banking.

Unit IV: Investment & Wealth Management

Robo-Advisors & AI in Portfolio Management; Algorithmic Trading; Decentralized Finance (DeFi) and Cryptocurrency; Impact of FinTech on Stock Markets & Hedge Funds; Sustainable FinTech & Green Finance Initiatives; Ethical Implications of AI in Investments.

Unit V: Future Trends and Innovations in FinTech

Importance and Role of Central Bank Digital Currencies (CBDCs); FinTech in Emerging Markets & Financial Inclusion Strategies; Virtual Reality (VR) & Augmented Reality (AR) in Banking; Ethical AI & Responsible FinTech Innovations; Future Regulatory Challenges and Policy Frameworks.

Suggested Readings

Arner, D. W., Barberis, J., & Buckley, R. P. (2016). The evolution of FinTech: A new post-crisis paradigm?

Chishti, S., & Barberis, J. (2016). The FinTech book: The financial technology handbook for investors, entrepreneurs, and visionaries. Wiley.

Tapscott, D. (2018). Blockchain revolution: How the technology behind bitcoin is changing money, business, and the world. Penguin UK.
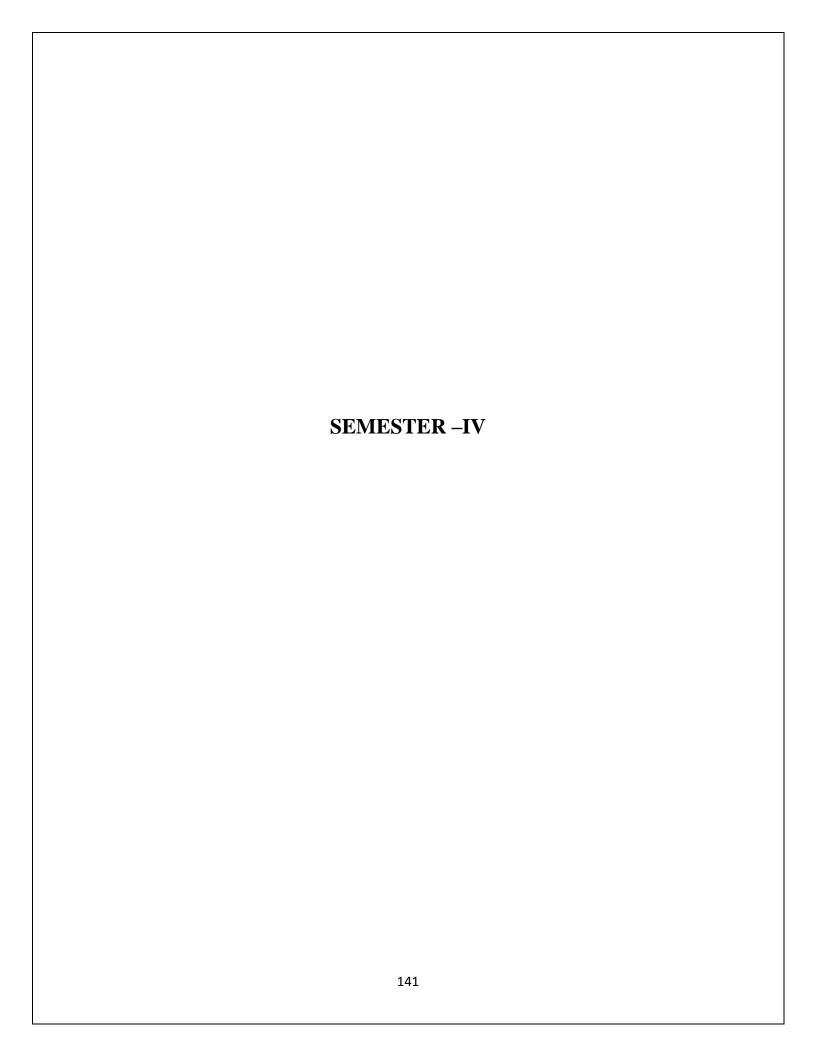
Narayanan, A. et al. (2016). *Bitcoin and Cryptocurrency Technologies: AComprehensive Introduction.* Princeton University Press.

Skinner, C. (2018). Digital Human: The fourth revolution of humanity includes everyone. Wiley.

Lecture Plan – FinTech (45 Lectures)

S.No	Topics	Lecture Required
Unit I: Introduction to FinTech		
Lecture 1	Definition and Scope of FinTech	**1**
Lecture 2	Evolution of Fin Tech	1
Lecture 3	Traditional Financial Services vs. FinTech - Key Differences & Similarities	1
Lecture 4	FinTech Ecosystem Key Players and Emerging Startups	1
Lecture 5	Role and Importance of Digital Transformation in Financial Services	1
Lecture 6	Ethical (such as data privacy and financial security)& Regulatory Considerations in FinTech	1
Lecture 7	Case Study-The Rise of FinTech Unicorns	1
Lecture 8	Discussion on FinTech Innovations	1
Lecture 9	Quiz & Review	1
Unit II : Core Technologies in FinTech		
Lecture 10	Blockchain: Fundamentals, applications, and limitations	1
Lecture 11	AI in finance :Predictive analytics, fraud detection and risk management	1
Lecture 12	Robo-advisory	1
Lecture 13	IoT and big data : Real-time financial insights	1
Lecture 14	Cybersecurity and resilience in FinTech systems	1
Lecture 15	Open Banking and APIs: Role in seamless FinTech integration	1
Lecture 16	Case Study: AI-Powered FinTech Startups	1
Lecture 17	Real world case studies of Fin Tech Application	1
Lecture 18	Quiz & Discussion	1
Unit III: Digital Payments & Alternative Lending		

	Payment Technologies : UPI, Digital Wallets, NFC, and	
Lecture 19	Biometric Payments	1
Lecture 20	Peer-to-Peer (P2P) Lending & Crowdfunding Models	1
Lecture 21	Digital Credit & Buy Now Pay Later (BNPL) Model	1
Lecture 22	InsurTech AI-Driven Insurance and Risk Prediction	1
	RegTech Automation & Compliance in Financial	
Lecture 23	Regulation	1
Lecture 24	Case study UPIPayment System in India	1
Lecture 25	Case study BHIM Payment System in India	1
Lecture 26	Case Study PayPal vs. Traditional Banking	1
Lecture 27	Quiz & Review	1
Lecture 28	Discussion	1
Unit IV: Investment & Wealth Management		
Lecture 29	Robo-Advisors & AI-Driven Investments	1
Lecture 30	Algorithmic Trading	1
Lecture 31	Introduction to Decentralized Finance (DeFi)	1
Lecture 32	Cryptocurrency	1
Lecture 33	Impact of FinTech on Stock Markets	1
Lecture 34	Introduction to Hedge Funds	1
Lecture 35	Sustainable FinTech and Green Finance	1
Lecture 36	Ethical Implications of AI in Investments	1
	Case Study Analysis – Examining Neuromarketing	
Lecture 37	Failures & Successes	1
Lecture 38	Quiz & Discussion	1
Unit V: Future Trends and Innovations in FinTech		
	Introduction and Role of Central Bank Digital Currencies	
Lecture 39	(CBDCs)	1
	Virtual Reality (VR) & Augmented Reality (AR) in	
Lecture 40	Banking	1
Lecture 41	Ethical AI & Responsible FinTech Innovations	1
Lecture 42	Future Regulatory Challenges and Policy Frameworks	1
Lecture 43	Capstone Project Presentations	1
Lecture 44	Final Course Review & Assessment	1
	Course Review, Discussion, and Final Assessment	
Lecture 45	(Assignments)	1
	Course Review, Discussion, and Final Assessment	
Lecture 45	(Assignments)	1

SEMESTER –IV

School of Management

Doon University, Dehradun

Course – MBA (Two-Years Full Time Program) as per NEP-2020

2025-2027

Subject: Course 1

Course Code: MBA651

Core Compulsory/Elective: Core Compulsory

Course Title: Leadership Skills, Power and Politics.

Credit:3 (L-2 T-1 P-0)

Course Objectives:

1. Understanding the basic leadership framework through various theories, styles and ethical dimensions.
2. Analyze leadership behaviors and styles through frameworks like Michigan & Iowa, Leadership Grid, and Fiedler model, embracing contemporary theories like transformational leadership and stewardship and applying them in real life situations.
3. Examine the dynamics of power in leadership, exploring sources, influence tactics, and the interplay of individual attributes, while navigating the positive and negative dimensions of organizational politics.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Demonstrate a fine understanding of leadership theories, traits, and ethical considerations and the ability to apply them in real world scenarios.	Remember (B1)
CO 2	Understanding of team dynamics along with power and politics in organizations and the competency in dealing with both positive and negative situations.	Understand (B2)
CO 3	Analyze the most important attributes and values shared by a large number of effective leaders	Apply (B3)
CO 4	Analyze different schools of leadership practices in organizations and present appropriate decisions for organizational situations.	Analyze (B4)
CO 5	Create new ways to lead and influence in the workplace	Create (B5)

CourseStructure

Unit I: Introduction
Introduction to leadership, the crucial role of leadership, different Roles of a leader, Leadership theory paradigms, levels of analysis of leadership, Leadership traits, Big-5 model and leadership, derailed leaders, effective leaders, Achievement Motivation theory, Leader Motive Profile, Pygmalion effect, Ethical leadership.
Unit II: Leadership Styles and Theories
Leadership Behavior& styles-Michigan & Iowa, Leadership Grid, Contingency theory-Fiedler model, Hersey Blanchard SLT, Leadership Continuum theory, Normative theory, Leadership substitute theory.
Unit III: Leadership in Teams and different frameworks of Leadership
Team Leadership-Vertical Dyad Linkage theory, LMX theory, Followership, Self-Managed Teams, Ginnet's Team effectiveness Model, Coaching & Mentoring as a Leader, Leader conflict Management, Charismatic and transformational leadership, stewardship, servant leadership, Resonant Leadership-work of Goleman, boyatzis, etc

Unit IV: Power Dynamics
Sources of Leader power, Leader motives, Influence Tactics, Individual attributes of Power, Personality and Power, Building Bases of power through Resources, Relationships and Trust, Institutionalization of Power in Organizations, Power Sharing: Empowerment, Participation, Delegation and Empowerment, Power Distribution, Gender and Power, Pitfalls of Power

Unit V: Organization and Politics
Positive and Negative Politics, Organizational politics and Silos, Coalition Politics, Career Politics, Network politics, Diagnosis of Organizational politics, Survival in the political jungle Crisis leadership, Leading Change, Culture and Leadership, Selected Profiles of Top leaders from Industry and Polity

SUGGESTED READINGS

- Lussier/ Achus, (2007). *Effective Leadership*. Third edition. Thomson South Western.
- Hughes, Ginnet, Curphy (2006). *Leadership-Enhancing the Lessons of experience*. Fifth edition. Tata McGraw Hill.
- Durbin, J. A., (2007). *Leadership-Research findings, Practice, and Skills. Fourth edition*. Biztantra.
- Durbin. A., (2015). *Leadership: Research Findings, Practice and Skills*. PHI
- Stacey, R. D. (2012, January 1). *Tools and Techniques of Leadership and Management*. Routledge.

Lecture Plan : Leadership Skills power and Politics.

S.NO.	Topics	Lecture Required
Unit 1		
Lecture 1-3	Introduction to leadership, the crucial role of leadership, different Roles of a leader	3
Lecture 4-5	Leadership theory paradigms, levels of analysis of leadership, Leadership traits	2
Lecture 7-8	Big-5 model and leadership, derailed leaders, effective leaders	1
Lecture 9-10	Achievement Motivation theory, Leader Motive Profile, Pygmalion effect, Ethical leadership	1
Unit 2		
Lecture 11-12	Leadership Behavior& styles-Michigan & Iowa, , Leadership Grid	2
Lecture 13-15	Contingency theory-Fiedler model, Hersey Blanchard SLT, Leadership Continuum theory, Normative theory, Leadership substitute theory	2
Lecture 15-16	Team Leadership-Vertical Dyad Linkage theory, LMX theory	3
Unit 3		
Lecture 19-20	Followership	3
Lecture 21-22	Self-Managed Teams, Ginnet's Team effectiveness Model,	3
Lecture 23-25	Charismatic and transformational leadership	3
Lecture 26-27	stewardship, servant leadership	3
Lecture 28-29	Resonant Leadership-work of Goleman, Boyatzis, etc	3
Lecture 30-32	Sources of Leader power, Leader motives, Influence Tactics, Individual attributes of Power, Personality and Power	4
Unit 4		
Lecture 33-35	Building Bases of power through Resources, Relationships and Trust, Institutionalization of Power in Organizations	4
Lecture 36-38	Power Sharing: Empowerment, Participation, Delegation and Empowerment, Power Distribution, Gender and Power, Pitfalls	4

	of Power	
Lecture 39-40	Positive and Negative Politics, Organizational politics and Silos	5
Unit 5		
Lecture 41-42	Coalition Politics, Career Politics, Network politics	5
Lecture 43-45	Diagnosis of Organizational politics, Survival in the political jungle Crisis leadership, Leading Change, Culture and Leadership	5

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA652
Core Compulsory/Elective: Core Compulsory
Course Title: Strategic Management
Credit:3 (L-2 T-1 P-0)

Course Objectives

1. To provide students with an understanding of the fundamental principles, frameworks, and tools for formulating and implementing strategies in organizations.
2. To help students develop ability to analyse business environments, assess competitive advantages, and make strategic decisions that lead to sustainable success.
3. To Develop the ability to design and recommend comprehensive strategic plans.

Course Outcomes

Course Outcomes	Description	Bloom's Taxonomy
CO1	Understand the basic concepts of strategic Management	Remember (B1)
CO2	Analyse the internal and external environment of an organization for strategy development.	Understand (B2)
CO3	Formulate effective strategies, integrating business objectives, competitive approaches, and cooperative strategies.	Apply (B3)
CO4	Demonstrate proficiency in strategy implementation, organizational structuring, and performance evaluation.	Analyze (B4)
CO5	Develop a strategic mindset that can be applied in real-world business situations.	Create (B5)

Course Structure

Unit 1: Introduction to Strategic Management
Definition and Importance of Strategy, The Strategic Management Process, Types of Strategies: Corporate, Business, and Functional,Vision,Mission, Goals and Objectives. Strategic Management Frameworks and Models (SWOT, PESTEL, Porter's Five Forces,etc.)
Unit 2: Environmental Scanning and Strategy Formulation
External Environment Analysis, PESTEL Analysis, Porter's Five Forces Model, Industry Life Cycle and Competitive Dynamics, Internal Environment Analysis: Resource-Based View and VRIO Framework, Strategic Group Mapping and Competitor Analysis, BCG Matrix, Value Chain.
Unit 3: Competitive Strategy and Corporate Strategy
Competitive Advantage and Core Competencies, Cost Leadership, Differentiation, and Focus Strategies (Porter's Generic Strategies), Blue Ocean Strategy, Corporate Strategy: Growth, Stability, and Retrenchment, Diversification, Mergers, Acquisitions, and Strategic Alliances
Unit 4: Strategy Implementation
Strategy Implementation Process, Organizational Structure and Culture, Leadership and Strategic Change Management, Resource Allocation and Budgeting, Role of Technology and Innovation in Strategy Implementation, Barriers to Strategic Implementation.
Unit 5: Strategic Evaluation and Control
Introduction to Strategic Control Systems, Balanced Scorecard and Key Performance Indicators (KPIs), Financial and Non-financial Performance Metrics, Risk Management and Strategic Flexibility, Evaluating Strategy in a Changing Environment.
Suggested Readings
David, F. R. (2020). Strategic Management: Concepts and Cases (16th ed.). Pearson Education.   **Dorf, R. C. (2020).** The New Corporate Strategy. Springer.   **Barney, J. B., & Hesterly, W. S. (2019).** Strategic Management and Competitive Advantage: Concepts and Cases (6th ed.). Pearson.   **Rothaermel Frank T. (2023)** Strategic Management (5th ed.) Mc Graw Hill

Lecture Plan – Strategic Management

LECTURE.No	Topics	Lectures Required
Unit 1		
Lecture 1	Introduction to Strategic Management-I	1
Lecture 2	Introduction to Strategic Management-II	1
Lecture 3	Case Study 1	1
Lecture 4	Definition and Importance of Strategy,	1
Lecture 5	The Strategic Management Process,	1
Lecture 6	Types of Strategies Corporate, Business, and Functional,	1
Lecture 7	Case Study-2	1
Lecture 8	Vision, Mission, Goals and Objectives.	1
Lecture 9	Strategic Management Frameworks and Models	1
Unit 2		
Lecture 10	Strategic Management Frameworks and Models	1
Lecture 11	SWOT	1
Lecture 12	PESTEL	1
Lecture 13	Porter's Five Forces.	1
Lecture 14	Discussion on Assignment	1
Lecture 15	Environmental Scanning and Strategy Formulation	1
Lecture 16	External Environment Analysis	1
Lecture 17	Industry Life Cycle and Competitive Dynamics,	1
Lecture 18	Internal Environment Analysis	1
Lecture 19	Resource-Based View and VRIO Framework,	1
Lecture 20	Balanced Scorecard	1
Lecture 21	Strategic Group Mapping	1
Unit 3		
Lecture 22	Competitor Analysis	1
Lecture 23	BCG Matrix	1
Lecture 24	Value Chain	1
Lecture 25	Student Presentation-I	1
Lecture 26	Student Presentation-II	1

Lecture 27	Student Presentation-III	1
Lecture 28	Student Presentation-IV	1
Unit 4		
Lecture 29	Student Presentation -V	1
Lecture 30	Competitive Strategy and Corporate Strategy	1
Lecture 31	Competitive Advantage and Core Competencies,	1
Lecture 32	Cost Leadership, Differentiation,	1
Lecture 33	Focus Strategies (Porter's Generic Strategies),	1
Lecture 34	Blue Ocean Strategy vs. Red Ocean Strategy	1
Lecture 35	Corporate Strategy Growth, Stability,	1
Lecture 36	Retrenchment	1
Lecture 37	Diversification,	1
Unit 5		
Lecture 38	Mergers	1
Lecture 39	Acquisitions	1
Lecture 40	Strategic Alliances	1
Lecture 41	Strategy Implementation	1
Lecture 42	Strategy Implementation Process,	1
Lecture 43	Organizational Structure	1
Lecture 44	Culture, Leadership and Strategic Change Management-I	1
Lecture 45	Culture, Leadership and Strategic Change Management-II	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA653
Core Compulsory/Elective: Core Compulsory
Course Title: Capstone Project
Credit:4 (L-0 T-2 P-2)

Course Objectives

1. To enable students to integrate and apply multidisciplinary knowledge gained during the MBA program to real-world business problems or research topics.
2. To develop critical thinking, problem-solving, and decision-making skills through hands-on experience in project planning, execution, and evaluation.
3. To enhance students' ability to conduct independent research, analyze data, and present findings in a structured and professional format.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Demonstrate the ability to identify, define, and articulate a practical business problem or research question relevant to the industry.	Remember (B1)
CO 2	Apply appropriate analytical tools, models, and frameworks to assess business situations and generate evidence-based solutions.	Understand (B2)
CO 3	Exhibit strong research skills through data collection, statistical analysis, and meaningful interpretation of findings.	Apply (B3)
CO 4	Prepare and present a comprehensive project report with clarity, coherence, and academic rigor.	Analyze (B4)
CO 5	Display professional communication, project management, and collaboration skills through structured presentations and effective stakeholder engagement.	Create (B4)

The Capstone Project in Semester IV of the MBA program serves as a culmination of the academic and practical learning acquired throughout the course. It is designed to provide students with the opportunity to solve real-life business problems or explore industry-relevant research topics by integrating knowledge across various functional areas such as marketing, finance, operations, human resources, and strategy. Students are expected to identify a research problem or business challenge, conduct an in-depth analysis using primary and/or secondary data, and apply appropriate models, frameworks, or tools to derive actionable insights. The project involves preparing a detailed report and delivering a professional presentation before an evaluation panel comprising faculty and industry experts. Through this process, students are assessed on their ability to demonstrate critical thinking, research aptitude, analytical skills, decision-making capabilities, and effective communication. The Capstone Project aims to bridge the gap between academic knowledge and industry expectations, while also preparing students for leadership roles in their chosen careers.

Specialization: Marketing

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA654
Core Compulsory/Elective: Core Compulsory
Course Title: Neuromarketing
Credit:3 (L-2 T-1 P-0)

<u>Course Objectives</u>

1. To explore the principles of neuroscience and psychology that influence consumer behavior, decision-making, and brand perception.
2. To Learn about the application of tools such as eye tracking, EEG, fMRI, and biometric analysis to measure consumer responses and optimize marketing strategies.
3. To use neuromarketing insights to create persuasive advertising, improve product design, and enhance customer engagement for better business outcomes.

<u>Course Outcomes</u>

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define key concepts of neuromarketing, including the role of neuroscience in consumer behavior and decision-making.	Remember (B1)
CO 2	Explain how brain processes such as emotions, attention, and memory influence purchasing behavior and brand perception.	Understand (B2)
CO 3	Utilize neuromarketing tools such as eye tracking, EEG, and biometric analysis to assess consumer responses to marketing stimuli.	Apply (B3)
CO 4	Evaluate consumer decision-making patterns by interpreting neuroscientific data and identifying factors that drive engagement and loyalty.	Analyze (B4)

CO 5	Design and propose marketing strategies that integrate neuromarketing insights to optimize advertising, branding, and product positioning.	Create (B5)

Course Structure

Unit 1: Introduction to Neuromarketing

Definition and Scope of Neuromarketing, Historical Development and Importance in Modern Marketing, Key Concepts of Neuroscience Relevant to Marketing (Brain Structures, Cognitive Functions), Ethical Considerations in Neuromarketing, Traditional Marketing vs. Neuromarketing.

Unit II: Neuroscience of Consumer Behavior

The Brain and Decision-Making Process , Role of Emotions in Buying Behavior (Emotional Triggers), Attention, Perception, and Memory in Marketing, Role of Dopamine and Reward Mechanisms in Consumer Engagement, Psychological Theories in Neuromarketing.

Unit III: Neuromarketing Tools and Techniques

Introduction to Neuromarketing Technologies (Eye Tracking, Electroencephalography (EEG), Functional Magnetic Resonance Imaging (fMRI), Galvanic Skin Response (GSR)), Data Collection and Interpretation in Neuromarketing Research, Real-World Case Studies of Neuromarketing Applications.

Unit IV: Neuromarketing Strategies and Applications

Designing Neuromarketing-Driven Advertisements, Brand Positioning and Sensory Branding Strategies, Pricing Psychology and Product Placement Techniques, Online & Digital Neuromarketing (UX Design, AI in Neuromarketing), Ethical Implications and Consumer Protection in Neuromarketing.

Unit V: Future Trends and Innovations in Neuromarketing

Artificial Intelligence & Machine Learning in Neuromarketing, Virtual Reality (VR) and Augmented Reality (AR) in Consumer Experience, Predictive Analytics and Personalization in Marketing, Future Ethical and Legal Challenges in Neuromarketing.

Suggested Readings

- **Zurawicki, L. (2010).** *Neuromarketing: Exploring the brain of the consumer.* Springer. (7th edition)

- **Lindstrom, M. (2008).** *Buyology: Truth and lies about why we buy.* Crown Business.
- **Pradeep, A. K. (2010).** *The buying brain: Secrets for selling to the subconscious mind.* Wiley.
- **Genco, S. J., Pohlmann, A., & Steidl, P. (2013).** *Neuromarketing for dummies.* Wiley.
- **Zaltman, G. (2003).** *How customers think: Essential insights into the mind of the market.* Harvard Business School Press.
- **Cerf, M., & Garcia-Garcia, M. (2017).** *Consumer neuroscience.* MIT Press. **(Case Studies)**

Lecture Plan – Neuromarketing (45 Lectures)

LECTURE.No	Topics	Lectures Required
Unit 1		
Lecture 1	Definition and Scope of Neuromarketing	1
Lecture 2	Historical Development of Neuromarketing	1
Lecture 3	Importance of Neuromarketing in Modern Marketing	1
Lecture 4	Key Neuroscience Concepts in Marketing – Brain Structures	1
Lecture 5	Cognitive Functions and Their Role in Consumer Decision-Making.	1
Lecture 6	Ethical Considerations in Neuromarketing – Privacy & Manipulation Concerns	1
Lecture 7	Traditional Marketing vs. Neuromarketing – Key Differences & Similarities	1
Lecture 8	Case Studies: Successful Neuromarketing Campaigns.	1
Lecture 9	Quiz & Discussion on Neuromarketing Fundamentals.	1
Lecture 10	Understanding the Brain's Decision-Making Process.	1
Unit 2		
Lecture 11	Role of emotions and Emotional Triggers in Consumer Behavior	1
Lecture 12	Role of Emotions in Buying Behavior – Case Studies & Examples	1
Lecture 13	The Science of Attention – How Brands Capture Consumer Focus.	1
Lecture 14	Perception and Memory in Marketing – Brand Recall & Recognition.	1
Lecture 15	Dopamine & Reward Mechanisms – The Science of Consumer Addiction.	1
Lecture 16	Psychological Theories in Neuromarketing – Priming, Framing & Anchoring	1
Lecture 17	Application of Psychological Theories in Advertising & Branding	1

Unit 3		
Lecture 18	Ethical Challenges in Manipulating Consumer Behavior	1
Lecture 19	Case Study Discussion & Quiz on Consumer Neuroscience	1
Lecture 20	Introduction to Neuromarketing Technologies – Overview	1
Lecture 21	Eye Tracking Technology – How It Works & Applications	1
Lecture 22	Electroencephalography (EEG) in Neuromarketing	1
Lecture 23	Electroencephalography (EEG) in Neuromarketing	1
Lecture 24	Functional Magnetic Resonance Imaging – Brain Activity & Mktg Insights	1
Lecture 25	Galvanic Skin Response (GSR) – Measuring Emotional Arousal	1
Lecture 26	Data Collection in Neuromarketing – Challenges & Best Practices	1
Lecture 27	Interpreting Neuroscientific Data for Marketing Insights	1
Unit 4		
Lecture 28	Real-World Case Studies of Neuromarketing Applications	1
Lecture 29	Quiz & Hands-on Activity – Analyzing a Neuromarketing Study.	1
Lecture 30	Designing Neuromarketing-Driven Advertisements –Visual & Sensory elements.	1
Lecture 31	The Science of Storytelling in Marketing – Emotional & Cognitive Effects.	1
Lecture 32	Brand Positioning Strategies Using Neuroscience Insights.	1
Lecture 33	Sensory Branding – Engaging the Five Senses in Marketing	1
Lecture 34	Pricing Psychology – How Consumers Perceive Price & Value .	1
Lecture 35	Product Placement Techniques Based on Consumer Neuroscience.	1
Lecture 36	Online & Digital Neuromarketing – UX Design & AI in Consumer Engagement.	1
Lecture 37	Ethical Implications & Consumer Protection in Neuromarketing.	1
Lecture 38	Case Study Analysis – Examining Neuromarketing Failures & Successes.	1
Unit 5		
Lecture 39	Artificial Intelligence & Machine Learning in Neuromarketing.	1

Lecture 40	Virtual Reality (VR) & Augmented Reality (AR) in Consumer Experience.	1
Lecture 41	Predictive Analytics & Personalized Marketing Strategies.	1
Lecture 42	Ethical and Legal Challenges in Future Neuromarketing Practices.	1
Lecture 43	Emerging Trends & Future Research in Neuromarketing.	1
Lecture 44	**:** Capstone Project Presentations – Students' Neuromarketing Campaigns.	1
Lecture 45	Course Review, Discussion, and Final Assessment (Assignments).	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA655
Core Compulsory/Elective: Core Compulsory
Course Title: Service Marketing and Innovation
Credit:3 (L-2 T-1 P-0)
Course Objectives:

1. To provide an understanding of the fundamental concepts of service marketing, including the unique characteristics and challenges of marketing services.
2. To explore the role of innovation in the service industry, focusing on new service development and strategies for continuous improvement.
3. To analyze consumer behavior in the service industry and its implications for designing marketing strategies.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Demonstrate a comprehensive understanding of the unique challenges and strategies in service marketing compared to product marketing.	Remember (B1)
CO 2	Develop and apply innovative strategies for service development, enhancement, and differentiation.	Understand (B2)
CO 3	Analyze consumer behavior in service contexts and design marketing strategies to improve customer experience and retention.	Apply (B3)
CO 4	Evaluate service quality and customer satisfaction using relevant metrics and tools, and implement strategies to enhance these aspects.	Analyze (B4)
CO 5	Understand and apply contemporary trends in service marketing, including the integration of technology and sustainability practices.	Create (B5)

Unit 1: Introduction to Service Marketing
Service Economy, Reasons for growth of services in India, Definition and characteristics of services, Service vs. Goods: Key differences, The service marketing mix (7Ps): Product, Price, Place, Promotion, People, Process, Physical Evidence, Service consumption and customer expectations. Classification of Services.
Unit 2: Consumer Behaviour in Service Marketing
Understanding customer expectations in services, the service experience and customer journey, Factors influencing consumer behaviour in service sectors, Building customer trust, satisfaction, and loyalty, Role of emotions in service consumption, Use customer insights to improve service delivery and customer retention strategies
Unit 3: Service Innovation and New Service Development
Concept of service innovation and its importance, Models and frameworks for new service development (NSD), Service design thinking and co-creation of value, Trends in digital transformation and technology-driven innovations, Understanding the Two levels of Expectations, Understanding the role of the service profit chain.
Unit 4: Managing Service Quality
Understanding in detail the GAP Model, Defining and measuring service quality (SERVQUAL model), Dimensions of service quality: Reliability, Responsiveness, Assurance, Empathy, and Tangibles, Techniques to manage and improve service quality, Customer feedback and service improvement, Implementing service standards and continuous improvement
Unit 5: Contemporary Trends in Service Marketing and Innovation
Digitalization of service marketing: AI, chatbots, and automation, Sustainability and its role in service industries, Ethical issues in service marketing and innovation, The rise of service ecosystems and collaborative consumption, Global perspectives on service innovation and marketing trends
Suggested Readings • "Service Marketing: People, Technology, Strategy" by Christopher Lovelock & Jochen Wirtz • "Services Marketing: Integrating Customer Focus Across the Firm" by **Valarie A. Zeithaml**, **Mary Jo Bitner,** and **Dwayne D. Gremler** • "**Innovative Service Marketing**" by **Cengiz Haksever**, Barry Render, and Chuck M. Russell • Harvard Business Review Articles on Strategy & Decision-Making • Online Business Simulation Tools (e.g., Capstone, Marketplace, Cesim)

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA656
Core Compulsory/Elective: Core Compulsory
Course Title: Integrated Marketing Communication and Branding
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To introduce students to the principles and strategies of Integrated Marketing Communication (IMC).
2. To help students understand how to create cohesive marketing communication campaigns that integrate various communication channels.
3. To provide an in-depth understanding of branding concepts, strategies, and their importance in business growth.

Course Outcomes

Course Outcomes	Description	Bloom's Taxonomy
CO1	Understand the core concepts and tools of Integrated Marketing Communication (IMC) and Branding	Remember (B1)
CO2	Design and implement an integrated marketing communication strategy across various platforms	Understand (B2)
CO3	Create and manage brand identities using various branding techniques	Apply (B3)
CO4	Develop communication strategies to engage consumers and enhance brand equity	Analyze (B4)
CO5	Analyze and measure the impact of IMC and branding strategies	Create (B5)

Course Structure

Unit 1: Introduction to Integrated Marketing Communication (IMC)
Definition and Scope of IMC, Evolution and Importance of IMC in Modern Marketing, Key Components of IMC: Advertising, Public Relations, Direct Marketing, Sales Promotion, Personal Selling, and Digital Media, Understanding IMC as a Strategic Marketing Tool, IMC Planning Process and Framework, Consumer Behavior and Its Impact on IMC.
Unit 2: Branding Fundamentals
Introduction to Branding: Definition, Importance, and Evolution, Brand Equity and Brand Value, Brand Positioning and Segmentation, Types of Brands: Corporate, Product, Service, and Personal Brands, Brand Identity, Image, and Personality, The Role of Branding in IMC
Unit 3: Tools and Channels of IMC
Advertising: Types, Strategies, and Media Planning, Public Relations and Corporate Communication, Sales Promotion and Direct Marketing, Social Media Marketing and Digital Communication, Sponsorship, Events, and Experiential Marketing, IMC Budgeting and Media Buying
Unit 4: Brand Communication and Consumer Engagement
Developing a Brand Communication Strategy, Creating Compelling Brand Stories and Messages, Consumer Engagement Strategies: Emotional Branding, Relationship Marketing, and Loyalty Programs, Role of Content Marketing and Influencer Marketing, Measurement of Brand Communication Effectiveness, Crisis Communication and Brand Recovery
Unit 5: IMC Campaigns, Analytics, and Emerging Trends
Planning and Executing an IMC Campaign: Case Studies and Examples, Role of Data Analytics in IMC: Tools for Tracking and Measuring Campaigns, Evaluating the ROI of IMC Campaigns, Emerging Trends in IMC: Digital Transformation, Artificial Intelligence, and Chatbots, Ethical Issues in IMC and Branding, Future of Branding and Integrated Marketing Communication
Suggested Readings
"The New Rules of Marketing and PR" by David Meerman Scott   **"Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World"** by Chuck Hemann and Ken Burbary   **"Strategic Brand Management: Building, Measuring, and Managing Brand Equity"** by Kevin Lane Keller

- **"Building Strong Brands"** by David A. Aaker

Lecture Plan – Integrated Marketing Communication and Branding

S.No.	Topic	Lecture Required
Unit 1: Introduction to Integrated Marketing Communication (IMC)		
Lecture 1	Introduction to Integrated Marketing Communication (IMC)	1
Lecture 2	Definition, Scope, Evolution, and Importance of IMC in Modern Marketing	1
Lecture 3	Key Components of IMC: Advertising, PR, Direct Marketing, Sales Promotion, Personal Selling, Digital Media	2
Lecture 4	Case Study 1: IMC in Practice	1
Lecture 5	IMC as a Strategic Marketing Tool & Planning Process	1
Lecture 6	Case Study 2: Strategic IMC	1
Lecture 7	IMC Planning Process and Framework	1
Unit 2: Branding Fundamentals		
Lecture 8	Assignment Discussion	1
Lecture 9	Consumer Behavior and Its Impact on IMC (I & II)	1
Lecture 10	Branding Fundamentals & Introduction to Branding	1
Lecture 11	Importance and Evolution of Branding	1
Lecture 12	Case Study 3: Branding Success	1
Lecture 13	Brand Equity, Value, Positioning, and Segmentation	2
Unit 3: Tools and Channels of IMC		
Lecture 14	Strategies for Brand Positioning	1
Lecture 15	Types of Brands: Corporate, Product, Service, Personal	1
Lecture 16	Case Study 4: Brand Types	1
Lecture 17	Brand Identity, Image, and Personality	1
Lecture 18	The Role of Branding in IMC	1
Lecture 19	Tools and Channels of IMC	1
Lecture 20	Advertising Types, Strategies, and Media Planning	1
Lecture 21	Public Relations, Corporate Communication, Sales Promotion, and Direct Marketing	1
Unit 4: Brand Communication and Consumer Engagement		
Lecture 22	Student Presentations I & II	2
Lecture 23	Social Media Marketing and Digital Communication	1
Lecture 24	Sponsorship, Events, and Experiential Marketing	1
Lecture 25	IMC Budgeting and Media Buying	1
Lecture 26	Types of Media	1
Lecture 27	Student Presentations III	1
Lecture 28	Brand Communication and Consumer Engagement	1
Lecture 29	Developing Brand Communication Strategy and Messages	1
Lecture 30	Consumer Engagement Strategies & Emotional Branding	1

Lecture 31	Relationship Marketing, Loyalty Programs, Content & Influencer Marketing	1
Lecture 32	Measurement of Brand Communication Effectiveness	1
Lecture 33	Crisis Communication and Brand Recovery	1
Lecture 34	IMC Campaigns, Analytics, and Emerging Trends	1
Lecture 35	Case Study 5: IMC Campaigns	1
Unit 5: IMC Campaigns, Analytics, and Emerging Trends		
Lecture 36	Planning and Executing an IMC Campaign	1
Lecture 37	Role of Data Analytics in IMC	1
Lecture 38	Tools for Tracking, Measuring Campaigns, and Evaluating ROI	1
Lecture 39	Emerging Trends: Digital Transformation, AI, and Chatbots	1
Lecture 40	Ethical Issues in IMC and Branding	1
Lecture 41	The Future of Branding and Integrated Marketing Communication	1
Lecture 42	Comprehensive Review and Q&A	1
Lecture 43	Final Presentations/Projects	1
Lecture 44	Course Wrap-up and Feedback	1
Lecture 45	Reserve/Buffer Session (for flexibility, guest lecture, or additional discussion)	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2025-2027

Specialisation :Human Resource Management

Subject: Course 1
Course Code: MBA657
Core Compulsory/Elective: Core Compulsory
Course Title: Talent Acquisition and Development
Credit:4 (L-2 T-1 P-0)

Course Objectives:

1. Understand the strategic role of talent acquisition in organizational success.
2. Analyze various recruitment and selection techniques.
3. Evaluate employer branding and its impact on talent attraction.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Develop a structured talent acquisition strategy aligned with business goals	Remember (B1)
CO 2	Apply best practices in recruitment, interviewing, and candidate assessment.	Understand (B2)
CO 3	Design and implement training programs using different instructional methods	Apply (B3)
CO 4	Measure training effectiveness through ROI and Kirkpatrick's model	Analyze (B4)

CO 5	Develop and execute innovative business models, marketing plans, or operational improvements based on simulation insights.	Create (B5)

Course Structure

Unit 1: Foundations of Talent Acquisition (10 Lectures)
Introduction to Talent Acquisition – Definition, Importance, and Trends,Strategic Workforce Planning – Aligning TA with Business Strategy,Job Analysis & Competency Mapping,Sourcing Strategies – Internal vs. External Recruitment,Employer Branding & Employee Value Proposition (EVP),Digital Recruitment & Social Media Hiring,, Case Study: Best Practices in TA (Google, Microsoft, etc.).

Unit 2: Recruitment & Selection Techniques (10 Lectures)
Recruitment Metrics & Analytics, Headhunting & Executive Search,Psychometric Testing & Assessment Centers,Behavioral & Competency-Based Interviews,AI & Automation in Recruitment (Chatbots, ATS, AI-driven Screening),Diversity & Inclusion in Hiring,Legal & Ethical Issues in Recruitment,Selection Decision & Offer Negotiation,Mock Recruitment Exercise (Practical Session),Global Talent Acquisition Strategies,Employer Branding Case Study (Netflix, Zappos, etc.).

Unit 3: Training & Development Fundamentals (10 Lectures)
Introduction to T&D – Importance & Objectives, Learning Theories (Behaviorism, Cognitivism, Constructivism, Social Learning), Training Needs Analysis (TNA) – Methods & Tools,Designing Training Programs – ADDIE Model,Training Delivery Methods (Classroom, E-learning, Blended Learning, Gamification),On-the-Job vs. Off-the-Job Training,Coaching & Mentoring Programs,Case Study: Corporate Training Programs (Amazon, Infosys, etc.),Succession Planning & Career Paths.

Unit 4: Employee Development & Evaluation (10 Lectures)
E-learning Platforms (Coursera, Udemy, LinkedIn Learning),Microlearning & Mobile Learning Trends,Kirkpatrick's Model of Training Evaluation,ROI of Training – Measuring Effectiveness,Performance Support Tools (Just-in-Time Learning),Cross-Cultural Training & Global Workforce Development,Employee Engagement & Retention through Development

Unit 5: Emerging Trends (5 Lectures)
Gig Economy & Flexible Workforce Strategies, AI & Machine Learning in L&D,Virtual Reality (VR) & Augmented Reality (AR) in Training,Future of Work – Skills for 2030

Suggested Readings:

- "Talent Acquisition Excellence" – Dr. John Sullivan

- "Effective Training: Systems, Strategies, and Practices" – P. Nick Blanchard & James Thacker
- "The Talent Delusion" – Tomas Chamorro-Premuzic
- "Learning & Development" – Rebecca Page-Tickell
- Harvard Business Review (HBR) Articles on Talent Management

Lecture Plan

Lecture.No	Topics	Lectures Required
Unit 1		
Lecture 1	Introduction to Talent Acquisition – Definition, Importance, and Trends.	1
Lecture 2	Strategic Workforce Planning – Aligning TA with Business Strategy.	1
Lecture 3	Job Analysis & Competency Mapping	1
Lecture 4	Sourcing Strategies – Internal vs. External Recruitment	1
Lecture 5	Employer Branding & Employee Value Proposition (EVP	1
Lecture 6	Ethical Considerations in Neuromarketing – Privacy & Manipulation Concerns	1
Lecture 7	Emerging Technologies in Talent Acquisition (AI, Chatbots, ATS)	1
Lecture 8	Case Study: Best Practices in TA (Google, Microsoft, etc.)	1
Lecture 9	Challenges in Talent Acquisition & Future Trends	1
Unit 2		
Lecture 10	Review & Interactive Discussion	1
Lecture 11	Recruitment Metrics & Analytics	1
Lecture 12	Headhunting & Executive Search	1
Lecture 13	Psychometric Testing & Assessment Centers	1
Lecture 14	Behavioral & Competency-Based Interviews.	1
Lecture 15	AI & Automation in Recruitment (Chatbots, ATS, AI-driven Screening.	1
Lecture 16	Diversity & Inclusion in Hiring	1
Lecture 17	Legal & Ethical Issues in Recruitment	1
Lecture 18	Selection Decision & Offer Negotiation	1
Unit 3		

Lecture 19	Mock Recruitment Exercise (Practical Session)	1
Lecture 20	Global Talent Acquisition Strategies & Employer Branding Case Study (Netflix, Zappos)	1
Lecture 21	Introduction to Training & Development – Importance & Objectives	1
Lecture 22	Learning Theories (Behaviorism, Cognitivism, Constructivism, Social Learning)	1
Lecture 23	Training Needs Analysis (TNA) – Methods & Tools.	1
Lecture 24	Designing Training Programs – ADDIE Model	1
Lecture 25	Training Delivery Methods (Classroom, E-learning, Blended Learning, Gamification)	1
Lecture 26	On-the-Job vs. Off-the-Job Training	1
Lecture 27	Coaching & Mentoring Programs	1
Unit 4		
Lecture 28	Case Study: Corporate Training Programs (Amazon, Infosys, etc.)	1
Lecture 29	Succession Planning & Career Paths	1
Lecture 30	Interactive Q&A & Recap of T&D Principles	1
Lecture 31	E-learning Platforms (Coursera, Udemy, LinkedIn Learning)	1
Lecture 32	Microlearning & Mobile Learning Trends.	1
Lecture 33	Kirkpatrick's Model of Training Evaluation.	1
Lecture 34	ROI of Training – Measuring Effectiveness	1
Lecture 35	Performance Support Tools (Just-in-Time Learning)	1
Lecture 36	Cross-Cultural Training & Global Workforce Development	1
Lecture 37	Employee Engagement & Retention through Development	1
Lecture 38	Challenges in Employee Development & Solutions	1
Unit 5		
Lecture 39	Case Study: Best Practices in Employee Development (IBM, Google, etc.)	1
Lecture 40	Interactive Session – Roleplay & Group Discussion.	1
Lecture 41	Gig Economy & Flexible Workforce Strategies	1
Lecture 42	AI & Machine Learning in L&D.	1
Lecture 43	Virtual Reality (VR) & Augmented Reality (AR) in Training.	1
Lecture 44	Future of Work – Skills for 2030.	1
Lecture 45	Presentation & Course Wrap-up	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA658
Core Compulsory/Elective: Core Compulsory
Course Title: Tools and Techniques for Behavioral Assessment & Measurement
Credit:4 (L-2 T-1 P-0)

Course Objective:

1. To enhance self-awareness, emotional intelligence, and interpersonal effectiveness among HR professionals.
2. Hands-on exposure to various tools and techniques for behavioral assessment, crucial for talent management, leadership development, and organizational effectiveness.
3. To develop practical skills in applying behavioral insights to design and implement effective HR interventions that drive employee engagement and organizational performance.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Develop self-awareness and personal effectiveness for professional growth.	Remember (B1)
CO 2	Understand and apply various psychological and behavioral assessment tools	Understand (B2)
CO 3	Utilize assessment techniques for talent identification and leadership development.	Apply (B3)
CO 4	Analyze and interpret behavioral data for decision-making in HR functions.	Analyze (B4)

| CO 5 | Implement coaching, feedback, and behavioral interventions for professional growth. | Create (B5) |

Course Structure

Unit 1: Personal Growth and Self-Exploration
Introduction to Personal Growth & Development – Importance in HR & Leadership, Self-Awareness & Emotional Intelligence – Johari Window, EI Models, Personality & Motivation Theories – Maslow, McClelland, Big Five, Understanding Strengths & Weaknesses – StrengthsFinder, VIA Character Strengths,Building a Growth Mindset – Fixed vs. Growth Mindset, Positive Psychology,Overcoming Limiting Beliefs & Self-Sabotage – Cognitive Restructuring. *Case Study & Self-Reflection Workshop*
Unit 2: Tools for Behavioral Assessment
Introduction to Behavioral Assessment – Importance, Ethics, and Challenges,Personality Assessment Tools – MBTI, Hogan Personality Inventory,Emotional Intelligence & Social Skills Assessment – EQ-i 2.0, MSCEIT,Psychometric Testing in HR – Principles, Reliability & Validity,Competency Mapping & Role Profiling – Key Competency Frameworks,Cognitive Ability & Aptitude Tests – Watson-Glaser, Ravens Progressive Matrices.
Unit 3: Interviewing and Observation Techniques (9 Lectures) Behavioral Event Interviewing (BEI) – STAR Model, CAR Technique,Situational & Competency-Based Interviews – Designing Effective Questions,Role of Body Language in Interviews & Assessments – Non-Verbal Cues,Observation Methods & Techniques – Structured vs. Unstructured Observation, Projective Techniques in Behavioral Assessment – TAT, Sentence Completion Tests, Case- based Assessment and Simulation. *Mock Interviewing & Role-Playing Sessions – Live Practice*
Unit 4: Leadership and Behavioral Development (9 Lectures) Assessing Leadership Potential – Coaching & Mentoring for Leadership Development – Models & Techniques,High-Potential (HiPo) Talent Identification – Methods & Best Practices,Team Dynamics & Behavioral Analysis – Belbin's Team Roles, FIRO-B,Workplace Conflict Resolution & Mediation Techniques – Practical Approaches *Case Study on Leadership & Behavioral Development in Organizations*
Unit 5: Future Trends & Ethical Considerations in Behavioral Assessment (9 Lectures)
Emerging Trends in Behavioral Assessment – AI, Gamification, Neuroscience-Based Assessments,Bias & Ethical Challenges in Behavioral Assessments – Addressing Unconscious Bias,Ethical Guidelines & Legal compliance in Behavioral Assessments,Future work.

Suggested Readings:
• **Goleman, D.** (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.   • **Kline, P.** (2000). *A handbook of psychological testing* (2nd ed.). Routledge.   • **Spencer, L. M., & Spencer, S. M.** (1993). *Competence at work: Models for superior performance*. John Wiley & Sons.   • **Kolb, D. A.** (1984). *Experiential learning: Experience as the source of learning and development*. Prentice-Hall.   • **Kaiser, R. B., & Kaplan, R. E.** (2020). *Fear your strengths: What you are best at could be your biggest problem*. Berrett-Koehler Publishers.

Lecture Plan

LECTURE.No	Topics	Lectures Required
Unit 1		
Lecture 1	Introduction to Personal Growth & Development	1
Lecture 2	Self-Awareness & Emotional Intelligence (EI)	1
Lecture 3	Johari Window & EI Models (Goleman, Salovey)	1
Lecture 4	Personality Theories: Big Five, MBTI	1
Lecture 5	Motivation Theories: Maslow, McClelland	1
Lecture 6	Identifying Strengths & Weaknesses	1
Lecture 7	Positive Psychology	1
Lecture 8	Cognitive Restructuring	1
Lecture 9	Overcoming Limiting Beliefs	1
Unit 2		
Lecture 10	Introduction to Behavioral Assessment & Its Relevance in HR	1
Lecture 11	Psychometric Testing: Reliability & Validity	1
Lecture 12	MBTI Personality Assessments	1
Lecture 13	Emotional Intelligence Tests: EQ-i 2.0, MSCEIT	1

Lecture 14	Competency Mapping & Role Profiling	1
Lecture 15	Aptitude & Cognitive Ability Tests	1
Lecture 16	Raven's Matrices Test	1
Lecture 17	Watson-Glase Test	1
Unit 3		
Lecture 18	Workshop: Administering & Interpreting Behavioral Tests	1
Lecture 19	Behavioral Event Interviewing (BEI): STAR Model	1
Lecture 20	Situational & Competency-Based Interviews	1
Lecture 21	Role of Body Language in Interviews	1
Lecture 22	Observation Methods: Structured vs. Unstructured	1
Lecture 23	Projective Techniques: TAT, Sentence Completion	1
Lecture 24	Case-Based Assessment & Simulation Exercises	1
Lecture 25	Giving Feedback in Behavioral Assessment	1
Lecture 26	Mock Interviews & Role-Plays	1
Lecture 27	Expert Session: Best Practices in Behavioral Interviewing	1
Lecture 28	Leadership Styles & Behavioral Traits	1
Unit 4		
Lecture 29	360-Degree Feedback & Leadership Potential Assessment	1
Lecture 30	Coaching & Mentoring for Leadership Development	1
Lecture 31	High-Potential (HiPo) Talent Identification	1
Lecture 32	Team Dynamics & Behavioral Analysis (Belbin's Team Roles)	1
Lecture 33	Conflict Resolution Strategies	1
Lecture 34	Mediation Tactics	1
Lecture 35	Industry Case Study	1

Lecture 36	Industry Case Study: Leadership Development Programs	1
Lecture 37	Emerging Trends: AI, Gamification,	1
Lecture 38	Neuroscience	1
Unit 5		
Lecture 39	Bias in Behavioral Assessment	1
Lecture 40	Legal Considerations in Behavioral Assessments	1
Lecture 41	Ethical Considerations in Behavioral Assessments	1
Lecture 42	Future of Work & Skills for 21st-Century Leaders	1
Lecture 43	Future of Work & Skills for 21st-Century Leaders	1
Lecture 44	Future of Work & Skills for 21st Century Leaders	1
Lecture 45	Final Presentations	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA659
Core Compulsory/Elective: Core Compulsory
Course Title Organization Development and Change
Credit:4 (L-2 T-1 P-0)

COURSE OBJECTIVES:

1. To understand organizational and individual processes
2. To develop ability to design interventions and evaluate their impact
3. To understand the issues and concerns involved in organizational development interventions.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Demonstrate the knowledge of change management for implementing change under constraints and limited resources	Remember (B1)
CO 2	Given a problem draw the stakeholder's attention to overcome and improve organizational effectiveness.	Understand (B2)
CO 3	Given a management problem determine critical areas that drive effective decision making processes for organizations success.	Apply (B3)
CO 4	Analytical study of problems by applying appropriate tools and techniques for enhancing effectiveness of teams in multidisciplinary settings.	Analyze (B4)
CO 5	Outline the basis, role and tactics of power, politics and culture with its impact on Organizational Development.	Create (B5)

COURSE STRUCTURE

Unit 1- Basics of Change Management:
Introduction to Change Management, Forces for Change, Organisational Change, Planned and *Unplanned Change, Resistance to Change, Overcoming Resistance to Change, Four Basic Strategies to Change Management, Lewin's Models of Change, Force field analysis, Kotter's Eight Stage model, Field* of OD, History of OD.

UNIT-2- Diagnosing Organisations, Groups and Jobs:
Possible Symptoms of Organisational Problem, Diagnostic Process, Diagnosing Organisations, Need for Diagnostic model, Organisation-Level Diagnostic Model, Group Level Diagnostic model, Individual-Level Diagnostic model, Techniques of organizational diagnosis-questionnaire, interviews, workshops, taskforce and other methods
Unit-3 Organisational Development Techniques:
Introduction to Organizational Development Concept, Values, beliefs, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Weisbord's Six-Box Model, McKinsey 7-S Framework, Role and style of OD practitioners , entering and contracting, Change Agents-Role, skills and Styles, Relation with client system

Unit IV-OD Interventions:
Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- work redesign, work modules, Quality of Work Life (QWL), Quality Circles (QC); Behavioural interventions- Management by Objectives (MBO), performance management, sensitivity training, transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, grid OD; Techno-structural interventions- restructuring organizations, downsizing, reengineering, employee involvement. , Five Stages model of Group Development, Factors contributing towards Effective Team, Belbin Team Role Model, Common Team Problems and Interventions. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations Intervention
Unit-5- Power, Politics and Culture and Impact on OD:
Concept and role of power, Politics and culture, Power and influence tactics, Constructive politics, impact of culture High performing Systems and the learning organization; ;Third Wave Organization; System-4 Management; Organizational Transformation, special applications of OD

Suggested Readings
Hayes, J. (2018). *The Theory and Practice of Change Management.* Palgrave Macmillan.   **Kotter, J. P., &Schlesinger, L. A. (2008**). *Choosing Strategies for Change.* Harvard Business Review.   **Beer, M., &Nohria, N. (2000).** *Breaking the Code of Change*. Harvard Business Review.

- **Cameron, E., &Green, M. (2015**). *Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change.* Kogan Page.
- **Cummings, T. G., &Worley, C. G. (2014).** *Organization Development and Change.*Cengage Learning.

Lecture Plan

Lecture No	Topics	Lecture Required
Unit 1		
Lecture 1-2	Introduction to Change Management, Forces for Change	1
Lecture 2-4	Organisational Change, Planned and Unplanned Change, Resistance to Change, Overcoming Resistance to Change	1
Lecture 5-6	Four Basic Strategies to Change Management, Lewin's Models of Change	1
Lecture 7-8	Force field analysis, Kotter's Eight Stage model	1
Unit 2		
Lecture 9-10	Field of OD, History of OD	1
Lecture 11-13	Possible Symptoms of Organisational Problem, Diagnostic Process, Diagnosing Organisations, Need for Diagnostic model	2
Lecture 14-16	Organisation-Level Diagnostic Model, Group Level Diagnostic model, Individual-Level Diagnostic model,	2
Lecture 17-18	Techniques of organizational diagnosis-questionnaire, interviews, workshops, taskforce and other methods	2
Lecture 19-20	Introduction to Organizational Development Concept, Values, beliefs, Process and assumptions,	3
Unit 3		
Lecture 21-22	Traditional and Modern OD Techniques, Weisbord's Six-Box Model, McKinsey 7-S Framework	3
Lecture 23-24	Role and style of OD practitioners , entering and contracting, Change Agents-Role, skills and Styles, Relation with client system	3
Lecture 25-26	Designing interventions; Evaluating and institutionalizing interventions; Action research;	4
Lecture 27-29	Structural interventions- work redesign, work modules, Quality of Work Life (QWL), Quality Circles (QC);	4
Lecture 30-32	Behavioural interventions- Management by Objectives (MBO), performance management, sensitivity training, transactional analysis; Career planning;	4
Unit 4		
Lecture 33-36	Inter-group interventions- team building, survey feedback, grid OD; Techno-structural interventions- restructuring organizations,	4

	downsizing, reengineering, employee involvement. Five Stages model of Group Development, Factors contributing towards Effective Team, Belbin Team Role Model, Common Team Problems and Interventions	
Lecture 37-38	Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations Intervention,	4
Lecture 39-40	Concept and role of power, Politics and culture, Power and influence tactics, Constructive politics	5
Lecture 41	impact of culture, Organizational Transformation	5
Unit 5		
Lecture 42-43	High performing Systems and the learning organization; ;Third Wave Organization; System-4 Management;	5
Lecture 44-45	special applications of OD	5

Supply Chain Management

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA660
Core Compulsory/Elective: Core Compulsory
Course Title: Inventory Management & Control
Credit:2 (L-1 T-1 P-0)

Course Objectives

1. Develop a Strategic Understanding of Inventory Management by equipping students with knowledge of inventory types, control techniques, and cost implications for efficient decision-making.

2. Apply Inventory Models and Forecasting Techniques by training students to use inventory optimization models, demand forecasting tools, and technology-driven approaches.

3. Analyze and Solve Real-World Inventory Challenges by enabling students to evaluate supply chain inventory risks, implement warehouse management strategies, and optimize stock levels.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define the principles, importance, and challenges of inventory management in supply chains.	Remember (B1)
CO 2	Explain the inventory control techniques such as EOQ, ABC analysis, and JIT in business scenarios.	Understand (B2)

CO 3	Implement inventory control techniques such as EOQ, ABC analysis, and JIT in business scenarios.	Apply (B3)
CO 4	Evaluate different inventory models and recommend appropriate strategies for optimization.	Analyze (B4)
CO 5	Design inventory management solutions using modern technologies such as AI, IoT, and blockchain.	Create (B5)

Course Structure

Unit 1: Fundamentals of Inventory Management
Introduction, objectives, and importance of inventory management, Types of inventory and inventory costs, Inventory control techniques (ABC, VED, XYZ analysis), Economic Order Quantity (EOQ) and safety stock, Just-in-Time (JIT) and Lean Inventory Systems.
Unit 2: Inventory Forecasting & Demand Planning
Demand forecasting techniques (qualitative and quantitative), Time series forecasting and trend analysis, Safety stock calculation and reorder point determination, Material Requirement Planning (MRP) & Enterprise Resource Planning (ERP), Vendor-Managed Inventory (VMI) and supply chain collaboration.
Unit 3: Inventory Models & Optimization Techniques
Deterministic vs. Stochastic Inventory Models, Single-period and multi-period inventory models, Lot sizing techniques (Wagner-Whitin model, Silver-Meal heuristic), Multi-echelon inventory optimization, Risk pooling and reverse logistics.
Unit 4: Warehouse & Distribution Management
Warehouse functions and inventory storage strategies, Warehouse Management Systems (WMS) and automation, Inventory handling technologies (RFID, barcoding, robotics), Distribution network design and logistics coordination, Sustainable inventory and green warehousing.
Unit 5: Advanced Inventory Strategies & Future Trends
Role of AI, IoT, and blockchain in inventory management, Bullwhip effect and strategies for mitigation, Inventory challenges in global supply chains, Ethical and social responsibility in inventory control, Circular inventory management and future trends.
Suggested Readings:
"Inventory Management and Production Planning and Scheduling" by Edward A. Silver, David F. Pyke, and Rein Peterson.   "Principles of Inventory Management: When You Are Down to Four, Order More" by John A. Muckstadt and Amar Sapra.   "Inventory Control and Management" by Donald Waters

- "Supply Chain Inventory Control for the Iron and Steel Industry" by Ravindra K. Dey
- "Inventory Management: Advanced Methods for Managing Inventory within Business Systems" by John W. Toomey.

Lecture Plan

Lecture.No	Topics	Lectures Required
Unit 1		
Lecture 1	Introduction to Inventory Management, Objectives & Scope	1
Lecture 2	Types of Inventory, Raw materials, WIP, finished goods, MRO	1
Lecture 3	Inventory Costs, Holding, ordering, and stockout costs	1
Lecture 4	Inventory Control Techniques, ABC, XYZ, and VED analysis	1
Lecture 5	Economic Order Quantity (EOQ) & Safety Stock, Calculation and applications	1
Lecture 6	Just-in-Time (JIT) & Lean Inventory, reducing waste and improving efficiency	1
Lecture 7	Measuring Inventory Performance, Inventory Turnover Ratio and KPIs	1
Lecture 8	Case Study Discussion, Toyota's JIT inventory strategy	1
Unit 2		
Lecture 9	Demand Forecasting Basics, Qualitative & Quantitative Methods	1
Lecture 10	Time Series Forecasting, Moving averages, exponential smoothing	1
Lecture 11	Safety Stock & Reorder Point, Calculating and managing inventory buffers	1
Lecture 12	Material Requirement Planning (MRP), Implementation and applications	1
Lecture 13	Enterprise Resource Planning (ERP), Role in Inventory Control	1
Lecture 14	Supply Chain Collaboration & Vendor-Managed Inventory (VMI)	1

Unit 3		
Lecture 15	Inventory Turnover & Performance Metrics, Key indicators	1
Lecture 16	Demand Planning	1
Lecture 17	Case Study Discussion, Walmart's demand forecasting system	1
Lecture 18	Introduction to Inventory Models, Deterministic vs. Stochastic	1
Lecture 19	Single-Period vs. Multi-Period Inventory Models, Newsvendor model	1
Lecture 20	Fixed Order Quantity vs. Fixed Order Interval Systems, Applications	1
Lecture 21	Lot Sizing Techniques, Wagner-Whitin model, Silver-Meal heuristic	1
Lecture 22	Multi-Echelon Inventory Optimization, Strategies for large networks	1
Lecture 23	Risk Pooling & Demand Aggregation, Impact on supply chain costs	1
Lecture 24	Reverse Logistics & Returns Management, Challenges & solutions	1
Lecture 25	Inventory Shrinkage & Loss Prevention, Causes and Control Measures	1
Unit 4		
Lecture 26	Risk Management in Inventory Optimization	1
Lecture 27	Case Study Discussion, Amazon's Automated Inventory Replenishment	1
Lecture 28	Warehouse Functions & Types, Role in Inventory Management	1
Lecture 29	Warehouse Layout & Storage Strategies, FIFO, LIFO, cross-docking	1
Lecture 30	Warehouse Management Systems (WMS), Features and benefits	1
Lecture 31	Inventory Handling Technologies, RFID, barcoding, robotics	1
Lecture 32	Distribution Network Design, Centralized vs. decentralized approaches	1
Lecture 33	Logistics Coordination & Inventory Flow, Impact on supply chains	1
Lecture 34	Inventory in Omni-Channel Retailing, Managing online & offline demand	1
Lecture 35	Risk Management in Warehousing & Distribution, Challenges and Solutions	1

Unit 5		
Lecture 36	Warehouse Automation	1
Lecture 37	Case Study Discussion, IKEA's inventory and distribution strategy	1
Lecture 38	AI & IoT in Inventory Management, Smart tracking and forecasting	1
Lecture 39	Blockchain for Inventory Transparency, Use cases in supply chains	1
Lecture 40	The Bullwhip Effect, Causes, consequences, and mitigation strategies	1
Lecture 41	Inventory Strategies for Global Supply Chains, Challenges & solutions	1
Lecture 42	Sustainable & Circular Inventory Management, Reducing waste	1
Lecture 43	Ethical & Social Responsibility in Inventory Control, Fair trade practices	1
Lecture 44	Industry-Based Case Study Analysis, Evaluating a real-world inventory challenge	1
Lecture 45	Final Assessment: Case Study Analysis & Report Submission	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA661
Core Compulsory/Elective: Core Compulsory
Course Title: Optimization and Modeling
Credit:2 (L-1 T-1 P-0)

Course Objectives

1. Develop a Solid Understanding of Optimization Techniques by providing students with a strong foundation in various optimization models, including linear programming, integer programming, and nonlinear programming, to solve real-world operations management problems.
2. Apply Optimization Models to Operations Problems by equipping students with the ability to apply optimization techniques to a range of operations management challenges, such as production scheduling, supply chain design, and resource allocation.
3. Evaluate and Improve Operational Efficiency Using Optimization by enabling students to critically analyze existing operational processes and use optimization models to improve decision-making and enhance efficiency across various domains in operations management.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define the key concepts, techniques, and methodologies used in optimization models for operations management.	Remember (B1)
CO 2	Understand the optimization models and their implications for improving operational efficiency, cost reduction, and resource utilization.	Understand (B2)

CO 3	Implement optimization models such as linear programming and integer programming to solve problems related to resource allocation, scheduling, and logistics.	Apply (B3)
CO 4	Analyze complex operations management problems and choose the appropriate optimization technique to derive optimal solutions.	Analyze (B4)
CO 5	Design and propose new optimization models or refine existing ones to solve emerging problems in operations management.	Create (B5)

Course Structure

Unit 1: Introduction to Optimization Models

Introduction to optimization and its importance in operations management, Types of optimization problems: Linear programming, integer programming, nonlinear programming, Mathematical foundations of optimization, Basic assumptions and limitations in optimization models.

Unit 2: Linear Programming (LP) and Simplex Method

Formulation of Linear Programming problems, Graphical solution method for LP problems, The Simplex method for solving LP problems, Sensitivity analysis in Linear Programming, Duality in Linear Programming.

Unit 3: Integer and Mixed-Integer Programming

Integer programming formulation and applications, Branch and Bound method for solving Integer Programming problems, Mixed-Integer Programming (MIP) and its applications, Heuristic approaches for solving large-scale integer problems.

Unit 4 : Nonlinear Programming and Optimization in Nonlinear Systems

Introduction to Nonlinear Programming (NLP), Convexity, concavity, and optimality conditions in NLP, Optimization of nonlinear systems and applications in operations management, KKT (Karush-Kuhn-Tucker) conditions, and their use in nonlinear problems.

Unit 5: Advanced Topics in Optimization

Multi-objective optimization and Pareto efficiency, Goal programming and its applications in operations management, Stochastic optimization models and their relevance, Dynamic

programming in operational decision-making**,** Real-world applications and case studies in optimization.

Suggested Readings

- "Operations Research: An Introduction" by Taha H.A.
- "Introduction to Operations Research" by Frederick S. Hillier and Gerald J. Lieberman.
- "Operations Research: Applications and Algorithms" by Wayne L. Winston.
- "Optimization in Operations Research" by Ralph P. Grizzle.
- "Introduction to Linear Optimization" by Dimitris Bertsimas and Robert Weismantel.

Lecture Plan

S.No	Topics	Lectures Required
Unit 1		
Lecture 1	Introduction to Optimization and Its Applications in Operations Management	1
Lecture 2	Types of Optimization Problems – Linear, Integer, and Nonlinear	1
Lecture 3	Mathematical Foundations of Optimization	1
Lecture 4	Formulating Optimization Problems	1
Lecture 5	Basic Assumptions and Limitations of Optimization Models	1
Lecture 6	Objective Functions, Constraints, and Decision Variables	1
Lecture 7	Graphical Method for Simple Optimization Problems	1
Lecture 8	Case Study – Real-world optimization problem introduction	1
Lecture 9	Introduction to Linear Programming (LP)	1
Unit 2		
Lecture 10	Formulating Linear Programming Problems	1
Lecture 11	Graphical Solution Method for LP	1
Lecture 12	The Simplex Method – Step-by-step explanation	1
Lecture 13	Sensitivity Analysis in Linear Programming	1
Lecture 14	Duality Theory in Linear Programming	1
Lecture 15	Simplex Algorithm and Its Applications	1
Lecture 16	Dual Simplex Method	1
Lecture 17	Case Study-LP application in resource allocation and production planning	1

Lecture 18	Introduction to Integer Programming (IP)	1
Lecture 19	Integer Programming Formulation and Applications	1
Lecture 20	Solving Integer Programming Problems – Branch and Bound Method	1
Lecture 21	Mixed-Integer Programming (MIP) and Its Applications	1
Unit 3		
Lecture 22	Heuristic Methods for Large-Scale Integer Problems	1
Lecture 23	Formulation and Solution of MIP Problems	1
Lecture 24	Sensitivity Analysis in Integer Programming	1
Lecture 25	Case Study-Integer programming in scheduling and logistics	1
Lecture 26	Integer Programming Software Tools	1
Lecture 27	Introduction to Nonlinear Programming (NLP)	1
Lecture 28	Convexity and Concavity in NLP	1
Lecture 29	Optimality Conditions – First and Second Order Conditions	1
Lecture 30	Karush-Kuhn-Tucker (KKT) Conditions in NLP	1
Lecture 31	Solving Unconstrained and Constrained NLP Problems	1
Lecture 32	Applications of Nonlinear Optimization in Operations Management	1
Lecture 33	Case Study-Nonlinear programming in portfolio optimization and risk management	1
Lecture 34	Optimization in Nonlinear Systems and Its Practical Uses	1
Lecture 35	Multi-objective Optimization – Basic concepts and applications	1
Lecture 36	Pareto Efficiency and Trade-offs in Decision Making	1
Unit 4		
Lecture 37	Goal Programming and Its Role in Operations Management	1
Lecture 38	Stochastic Optimization Models – Introduction and uses	1
Lecture 39	Dynamic Programming – Basic principles and applications	1
Lecture 40	Decomposition Methods for Large-Scale Problems	1
Unit 5		
Lecture 41	Applications of Optimization in Supply Chain and Logistics	1
Lecture 42	Case Study-Solving a multi-objective optimization problem in manufacturing	1
Lecture 43	Case Study-Solving a multi-objective optimization problem in manufacturing	1
Lecture 44	Case Study-Solving a multi-objective optimization problem in manufacturing	1
Lecture 45	Presentation	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full-Time Program) as per NEP-2020
2025-2027

Subject: Course 1
Course Code: MBA662
Core Compulsory/Elective: Core Compulsory
Course Title: Sustainable Supply Chain Management
Credit:2 (L-2 T-0 P-0)

Course Objectives

1. To equip students with a comprehensive understanding of sustainable supply chain principles, including environmental, social, and economic considerations, enabling them to design and manage supply chains that balance profitability with sustainability.

2. To provide students with the knowledge and tools to implement sustainable procurement, green logistics, circular economy practices, and emerging technologies like AI, blockchain, and IoT to enhance supply chain efficiency and transparency.

3. To critically evaluate global sustainability issues, ethical sourcing dilemmas, and regulatory compliance challenges, analyze sustainability issues in supply chains, and develop practical solutions through case studies and projects.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define the key principles of sustainable supply chain management and their impact on business, society, and the environment.	Remember (B1)
CO 2	Assess the sustainability performance of a supply chain by evaluating environmental, social, and economic factors.	Understand (B2)

CO 3	Implement sustainable sourcing, green logistics, and circular economy strategies in real-world supply chain scenarios.	Apply (B3)
CO 4	Compare different sustainability practices and recommend the most effective solutions based on industry trends and regulatory requirements.	Analyze (B4)
CO 5	Design and present a sustainable supply chain model that incorporates emerging technologies and best practices.	Create (B5)

Course Structure

Unit 1: Introduction to Sustainable Supply Chain Management

Definition, Scope, and Importance of SSCM, Evolution of Sustainability in Supply Chains, Triple Bottom Line (People, Planet, Profit), Key Stakeholders and Their Roles, Sustainable Development Goals (SDGs) and Supply Chains.

Unit 2: Sustainable Procurement and Green Logistics

Sustainable Sourcing and Ethical Procurement, Supplier Evaluation and Certification (Fair Trade, ISO 14001), Green Logistics and Reverse Logistics, Reducing Carbon Footprint in Transportation, Smart Warehousing and Last-Mile Sustainability.

Unit 3: Sustainable Manufacturing and Circular Economy

Lean & Green Manufacturing Practices, Waste Reduction and Zero-Waste Strategies, Product Lifecycle Assessment (LCA), Circular Economy: Reuse, Recycle, Remanufacturing, Renewable Energy in Manufacturing & Operations.

Unit 4: Technology, Innovation, and Regulations in SSCM

Role of AI, Blockchain & IoT in Sustainable Supply Chains, Carbon Accounting & Environmental Impact Reporting, ESG (Environmental, Social, and Governance) Metrics, Global Regulations and Compliance (ISO 14001, Government Policies), Financial Aspects: Green Financing & Investment in SSCM.

Unit 5: Implementation, Challenges, and Future Trends

Risk Management in Sustainable Supply Chains, Overcoming Barriers to SSCM Adoption, Measuring Supply Chain Sustainability Performance, Future Trends: Digitalization, Circular Economy Expansion, Industry-Based Case Study Analysis and Presentation.

Suggested Readings

- "Sustainable Supply Chain Management: Practical Ideas for Moving Towards Best Practice" by Joan M. K. and Alan McKinnon.

- "Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy" edited by Stefan Seuring, Martin Müller, and others.

- "Sustainable Supply Chains: Strategies, Issues, and Models" edited by Tonya Boone, Vaidyanathan Jayaraman, and Ram Ganeshan.s

- "Operations Management: Sustainability and Supply Chain Management" by Jay Heizer, Barry Render, and Chuck Munson.

- "Sustainable supply chain management: Review and research opportunities" by Linton, J. D., Klassen, R., & Jayaraman, V. (2007). *Journal*: Journal of Operations Management, Volume 25, Issue 6, Pages 1075-1082.

Lecture Plan

Lecture. No	Topics	Lectures Required
Unit 1		
Lecture 1	Introduction to SSCM, Definition, scope, and importance	1
Lecture 2	Evolution of Supply Chains & Sustainability, Historical perspective and trends	1
Lecture 3	Triple Bottom Line Approach, People, planet, profit framework	1
Lecture 4	Sustainable Development Goals (SDGs) & SSCM, Global sustainability objectives	1
Lecture 5	Stakeholders in Sustainable Supply Chains, Roles of suppliers, manufacturers, and consumers	1
Lecture 6	Sustainability Challenges & Risks, Environmental and ethical issues	1
Lecture 7	Measuring Sustainability Performance, Key metrics and tools	1
Unit 2		
Lecture 8	Case Study Discussion, Nike's sustainability strategy	1
Lecture 9	Sustainable Procurement & Ethical Sourcing, Supplier selection, fair trade, and certifications	1
Lecture 10	Green Logistics & Transportation, Carbon footprint reduction in logistics	1
Lecture 11	Reverse Logistics & Waste Management, Recycling, remanufacturing, and reuse	1

Lecture 12	Smart Warehousing & Inventory Optimization, Sustainable storage and distribution	1
Lecture 13	Sustainable Packaging Solutions, Biodegradable, reusable, and minimal packaging	1
Lecture 14	Impact of Regulations on Procurement & Logistics – Global policies and compliance	1
Lecture 15	Technology in Green Logistics, AI, blockchain, and IoT for supply chain sustainability	1
Lecture 16	Financial Impact of Sustainable Procurement, Cost-benefit analysis	1
Lecture 17	Green Supply Chains	1
Lecture 18	Case Study Discussion, Patagonia's ethical sourcing strategy	1
Lecture 19	Introduction to Sustainable Manufacturing, Principles and key strategies	1
Unit 3		
Lecture 20	Lean & Green Manufacturing, Waste reduction and efficiency improvement	1
Lecture 21	Product Life Cycle Assessment (LCA), Evaluating environmental impact	1
Lecture 22	Renewable Energy in Supply Chains – Solar, wind, and alternative fuels	1
Lecture 23	Circular Economy Concepts – Recycling, refurbishing, and cradle-to-cradle approach	1
Lecture 24	Zero-Waste Strategies in Manufacturing – Case examples from leading companies	1
Lecture 25	Challenges in Implementing Circular Economy – Financial and operational barriers	1
Lecture 26	Industry Visit – Sustainable manufacturing facility	1
Lecture 27	Case Study Discussion, Tesla's sustainable production methods	1
Lecture 28	Role of AI & Blockchain in SSCM, Enhancing transparency and efficiency	1
Lecture 29	IoT and Smart Sensors in Supply Chains, Real-time monitoring and tracking	1
Lecture 30	Carbon Accounting & Sustainability Reporting, ESG metrics and reporting frameworks	1
Lecture 31	Sustainability Regulations & Compliance, ISO 14001, government policies, and industry standards	1
Unit 4		
Lecture 32	ESG (Environmental, Social, Governance) Strategies, Corporate sustainability initiatives	1
Lecture 33	Green Financing & Investment in SSCM, Funding sustainable projects	1
Lecture 34	Risk Management in Sustainable Supply Chains – Identifying and mitigating risks	1
Lecture 35	Future Trends in Sustainable Supply Chains, Innovations and emerging practices	1

Lecture 36	Sustainability Compliance	1
Lecture 37	Case Study Discussion, Walmart's blockchain-based sustainability strategy	1
Lecture 38	Key Barriers to SSCM Implementation, Common challenges and solutions	1
Lecture 39	Measuring Supply Chain Sustainability, Performance indicators and benchmarks	1
Unit 5		
Lecture 40	Resilience in Sustainable Supply Chains, Strategies for adapting to disruptions	1
Lecture 41	The Role of Leadership & Organizational Culture, Driving sustainability initiatives	1
Lecture 42	Global vs. Local Sustainability Practices, Differences in implementation	1
Lecture 43	Industry-Based Case Study Analysis, Evaluating real-world sustainability models	1
Lecture 44	The future of sustainable supply chains	1
Lecture 45	Final Assessment: Case Study Analysis & Report Submission	1

Finance

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA663
Core Compulsory/Elective: Elective
Course Title: Security Analysis and Portfolio Management
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To develop a deep understanding of investment concepts, risk measurement, and the valuation of securities, including equity shares, preference shares, and bonds.
2. To explore advanced topics in investment management, such as portfolio theory, capital asset pricing models, and the management of derivative securities portfolios.
3. To analyze the impact of economic, industry, and company analysis on investment decisions and understand the foundations of behavioral finance.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define key concepts of securities and portfolio, including understanding the relationship between risk and return.	Remember (B1)
CO 2	Explain how efficient market hypothesis and portfolio theory principles assess the market efficiency, optimize portfolios, and manage international portfolios.	Understand (B2)
CO 3	Apply pricing models like Binomial and Black-Scholes for derivatives and employ option trading strategies effectively.	Apply (B3)
CO 4	Evaluate risk management techniques, including interest immunization and hedging, and measure portfolio performance in different market conditions.	Analyze (B4)
CO 5	Design and propose models for security analysis and portfolio management.	Create (B5)

Course Structure

Unit 1: Introduction to Investment and Securities
Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds, types of orders, margin trading, role and responsibilities of SEBI.
Unit 2: Portfolio Analysis and Management
Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios, concept of efficient frontier and optimal portfolio, concept of beta, systematic and unsystematic return, measuring portfolio Performance.
Unit 3: Asset Pricing Models
Efficient frontier with a combination of risky and risk free assets, expected return , required return, overvalued and undervalued assets as per Capital Asset Pricing Model (CAPM), Factors Models, Arbitrage Pricing Theory, Bond Portfolio Management and Interest Immunization, treynor model, Jensen model, sharpe index, Market Anomalies, High-Frequency Trading, .
Unit 4: Derivatives
Overview of Indian derivatives market, option markets, option strategies and option valuation, forward and future markets, mechanics of trading, Management of Portfolio of derivative securities.
Unit 5: Hedging
Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps, portfolio management services: passive- index funds, systematic investment plans, active- market timing and style investing, introduction to behavioral finance
Suggested Readings

- **Reilly, F. K. & Brown, K.C. (2012).** *Analysis of Investments and Management of Portfolios, (12th edition), Cengage India Pvt. Ltd.*

- **Singh, R. (2017).** *Security Analysis and Portfolio Management, (2nd Edition). Excel Books.*

- **Fischer, D.E. & Jordan, R.J. (2006).** *Security Analysis & Portfolio Management, (6th edition), Pearson Education.*

- **Ranganathan, M., & Madhumathi, R. (2006).** *Investment Analysis and Portfolio Management. Pearson Education.*

- **Talwar, S. (2016).** *Security Analysis and Portfolio Management, Cengage Learning*

Lecture Plan

LECTURE.No	Topics	Lectures Required
Unit 1: Introduction to Investment and Securities		
Lecture 1	Definition of investment and securities, types of securities and avenues for investment.	1
Lecture 2	Investment management process, risk and its measurement.	1
Lecture 3	Relationship between risk and return, valuation of securities.	1
Lecture 4	Term structure of interest rates	1
Lecture 5	Mutual fund and its types, scope of mutual fund	1
Lecture 6	Hedge funds and its scope	1
Lecture 7	Types of orders, margin trading	1
Lecture 8	Role and responsibilities of SEBI	1
Unit 2		
Lecture 9	Case Study and Discussion	1
Lecture 10	Efficient Market Hypothesis, Testing for market efficiency	1
Lecture 11	Economic and Industry Analysis	1
Lecture 12	Company Analysis	1
Lecture 13	Fundamental and Technical Analysis	1
Lecture 14	Volatility and its measurement	1
Lecture 15	Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios concept of efficient frontier and optimal portfolio, concept of beta	1
Lecture 16	Concept of efficient frontier and optimal portfolio, concept of beta	1
Lecture 17	systematic and unsystematic return, measuring portfolio Performance	1

Lecture 18	Case Study & Discussion	1
Lecture 19	Efficient frontier with a combination of risky and risk free assets	1
Lecture 20	expected return , required return, overvalued and undervalued assets as per Capital Asset Pricing Model (CAPM)	1
Lecture 21	Factors Models, Arbitrage Pricing Theory	1
Lecture 22	Bond Portfolio Management and Interest Immunization	1
Lecture 23	treynor model and its scope	1
Lecture 24	Jensen model and its scope	1
Lecture 25	sharpe index and its scope	1
Lecture 26	Market Anomalies, High-Frequency Trading	1
Lecture 27	Quiz & Review	1
Lecture 28	Case study	1
Lecture 29	Overview of Indian derivatives market	1
Lecture 30	forward market and its importance	1
Lecture 31	future market and its scope	1
Lecture 32	Option markets and its further scope	1
Lecture 33	Option strategies and option valuation	1
Lecture 34	management of portfolio of derivative scurities	1
Lecture 35	Risk and return analysis of derivatives	1
Lecture 36	Comparative study of all derivative instruments	1
Lecture 37	Case Study Analysis	1
Lecture 38	Quiz & Discussion	1
Lecture 39	Hedging using options and futures contracts	1
Lecture 40	Pricing models – Binomial model	1
Lecture 41	Black-Scholes model	1
Lecture 42	Option Trading Strategies, portfolio management services	1
Lecture 43	Application of swaps and introduction to behavioral finance	1
Lecture 44	Final Course Review & Assessment	1
Lecture 45	Discussion, and Final Assessment (Assignments)	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 1
Course Code: MBA664
Core Compulsory/Elective: Specialization (Finance)
Course Title: Financial Modeling.
Credit:4 (L-2 T-1 P-0)

Course Objectives

1. To develop a strong foundation in financial modeling concepts, spreadsheet tools, and techniques for decision-making.
2. To equip students with hands-on skills in building financial models for forecasting, valuation, risk analysis, and investment decisions.
3. To enable students to apply financial modelling techniques in real-world business scenarios, including financial planning, budgeting, and scenario analysis.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand the fundamentals of financial modeling, spreadsheet functions, and financial decision-making tools.	Remember (B1) Understand (B2)
CO 2	Apply various Excel-based modeling techniques for forecasting, valuation, and budgeting.	Apply (B3)
CO 3	Analyze financial data, create valuation models, and assess investment opportunities**.**	Analyze (B4)
CO 4	Evaluate risk factors using scenario analysis, stress testing, and sensitivity analysis	Evaluate (B5)
CO 5	Develop and present financial models to aid in strategic decision-making.	Create (B5)

Course structure

Unit 1: Introduction to Financial Modelling and Excel Basics
Overview of financial modeling: Definition, scope, and applications, Difference between spreadsheets and financial models**,** Types of financial models: Forecasting, valuation, risk assessment, and scenario analysis**,** Best practices in spreadsheet design and structuring financial models**,** Essential Excel functions for modeling: Financial, logical, statistical, and lookup functions**,** Pivot tables and data analysis using Excel's Analysis ToolPak.

Unit 2: Financial Forecasting and Budgeting Models
Concept of financial forecasting: Revenue, cost, and cash flow projections, Forecasting techniques: Moving averages, regression analysis, trend analysis, Creating pro forma financial statements (Income Statement, Balance Sheet, and Cash Flow), Capital budgeting models: Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, and Discounted Cash Flow (DCF) modeling, Budgeting models: Zero-based budgeting, flexible budgeting, and variance analysis.

Unit 3: Valuation Models and Investment Analysis
Introduction to business valuation models: Relative valuation vs. intrinsic valuation, Discounted Cash Flow (DCF) valuation method, Comparable company analysis (CCA) and precedent transactions, Financial ratio analysis for valuation, Sensitivity and scenario analysis for investment decisions.

Unit 4: Risk Analysis, Scenario Planning, and Stress Testing
Introduction to risk modeling and uncertainty in financial decision-making, Sensitivity analysis: One-way, two-way, and multi-variable sensitivity analysis, Scenario analysis: Best-case, worst-case, and most-likely scenarios, Monte Carlo simulation for financial risk assessment, Stress testing techniques for financial models.

Unit 5: Advanced Financial Modeling and Reporting
Building dynamic financial models with macros and VBA basics, Mergers & Acquisitions (M&A) modeling: Deal structuring, synergies, and accretion/dilution analysis, Leveraged buyout (LBO) modeling and private equity valuation, Presentation and visualization of financial models using charts and dashboards, Final project: Developing a full-fledged financial model for a business case.

Suggested Readings
- Alastair Day, Mastering Financial modeling in Microsoft Excel; Pearson, India Edition   - Danielle Stein Fairhurst ,Using excel for business analysis, Wiley finance   - Ragnar Lavas Et al ,Financial Modeling and Asset valuation with Excel; Routledge   - S Benninga Financial Modeling, MIT Press.   - Building Financial Models, John Tjia ,McGraw-Hill

Lecture Plan

LECTURE.No	Topics	Lectures Required
Unit 1		
Lecture 1	Introduction to financial modeling – scope and importance.	1
Lecture 2	Difference between spreadsheets and financial models.	1
Lecture 3	Overview of financial modeling best practices.	1
Lecture 4	Excel functions for financial modeling – Part 1 (basic functions)	1
Lecture 5	Excel functions for financial modeling – Part 2 (advanced functions)	1
Lecture 6	Named ranges, cell references, and structured references.	1
Lecture 7	Data validation, error checking, and pivot tables.	1
Lecture 8	Introduction to Excel's Analysis ToolPak.	1
Unit 2		
Lecture 9	Hands-on exercise: Building a simple financial model.	1
Lecture 10	Introduction to financial forecasting techniques.	1
Lecture 11	Revenue and cost forecasting using historical data.	1
Lecture 12	Trend analysis, regression analysis, and moving averages.	1
Lecture 13	Developing a pro forma income statement.	1
Lecture 14	Developing a pro forma balance sheet.	1
Lecture 15	Developing a pro forma cash flow statement.	1
Lecture 16	Capital budgeting techniques: NPV, IRR, and Payback Period.	1
Lecture 17	Budget variance analysis and performance evaluation.	1
Lecture 18	Hands-on exercise: Building a forecasting model.	1
Unit 3		
Lecture 19	Introduction to valuation methodologies.	1
Lecture 20	Discounted Cash Flow (DCF) valuation modelling.	1
Lecture 21	Comparable company analysis and market multiples	1
Lecture 22	Financial ratio analysis and its role in valuation	1

Lecture 23	Developing financial projections for valuation.	1
Lecture 24	Sensitivity analysis in valuation models.	1
Lecture 25	Scenario analysis for investment decision-making.	1
Lecture 26	Real-world valuation case study.	1
Lecture 27	Hands-on exercise: Building a DCF valuation model.	1
Lecture 28	Introduction to risk modeling and its significance.	1
Unit 4		
Lecture 29	Understanding uncertainty in financial decision-making.	1
Lecture 30	Sensitivity analysis techniques and practical applications.	1
Lecture 31	Scenario analysis techniques for risk evaluation.	1
Lecture 32	Monte Carlo simulation and its applications in finance.	1
Lecture 33	Stress testing methods for financial risk assessment.	1
Lecture 34	Applying risk modeling to financial projections.	1
Lecture 35	Case study: Stress testing a financial model.	1
Lecture 36	Hands-on exercise: Implementing sensitivity analysis.	1
Lecture 37	Introduction to macros and VBA for financial modelling.	1
Lecture 38	Mergers & Acquisitions (M&A) modeling basics.	1
Unit 5		
Lecture 39	Leveraged Buyout (LBO) modeling and private equity valuation.	1
Lecture 40	Creating dashboards and interactive reports in Excel.	1
Lecture 41	Advanced data visualization techniques in Excel.	1
Lecture 42	Developing a dynamic financial model for decision-making.	1
Lecture 43	Financial modeling project planning and structuring.	1
Lecture 44	Final project presentation and peer review	1
Lecture 45	Course wrap-up and Q&A session.	1

School of Management
Doon University, Dehradun
Course – MBA (Two-Years Full Time Program) as per NEP-2020
2024-2026

Subject: Course 35
Course Code: MBA665
Core Compulsory/Elective: Specialization (Finance)
Course Title: International Financial Management
Credit:4 (L-3 T-1 P-0)

Course Objectives

1. To provide students with a thorough understanding of the global financial environment and the role of globalization in multinational financial management.

2. To equip students with the knowledge and skills to analyze foreign exchange markets, manage risks, and evaluate capital structure decisions for multinational corporations (MNCs).

3. To introduce advanced financial instruments and strategies, including interest rate swaps, currency swaps, and international fundraising techniques, to optimize financial decision-making in global mark.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand and describe the fundamentals of financial derivatives, including forwards, futures, options, and swaps, and their role in financial market.	Remember (B1) Understand (B2)
CO 2	Apply financial concepts to analyze foreign exchange markets, assess exchange rate movements, and identify foreign exchange risks faced by multinational corporations (MNCs)	Apply (B3)
CO 3	Analyze and assess capital structure and investment decisions for MNCs using financial tools such as Net Present Value (NPV), Internal Rate of Return (IRR), and Adjusted Present Value (APV	Analyze (B4)
CO 4	**Evaluate** risk management strategies to mitigate foreign exchange risk,	Evaluate (B5)

	country risk, and financial volatility in global markets.	
CO 5	**Create and implement** financial solutions using advanced instruments like interest rate swaps, currency swaps, and international fundraising techniques to optimize multinational financial decisions	Create (B5)

Course structure

Unit 1: Multinational Business Finance

An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

Unit 2: The Foreign Exchange markets

Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid- Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect.

Unit 3: Management of Foreign Exchange Risk

Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure- Measurement and Management of Transaction Exposure, Economic Exposure- Transaction Exposure Versus Economic Exposure.

Unit 4: Financial Management of the Multinational Firm

Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs v/s Domestic firms, International experiences on Cost of Capital, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV. Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk.

Unit 5: Managing Foreign Operations

Eurocurrency markets- Eurocurrency Interest Rates, Domestic Issues v/s Euro Issues, International Bonds Markets, External Commercial Borrowings, Performance of Indian Euro Issues, GDRs and ADRs; Growth

of the Swap market, Interest Rate and Currency Swaps- Forms, Interest Rate Swaps: Examples from Indian and Global scenario

Suggested Readings

- Buckley, A. (2009). *Multinational Finance.* (5[th]ed.). Pearson Education.
- Shapiro, A.C. (2013). *Multinational Financial Management.* (10[th]ed.). John, Inc.
- Brigham, E.F.,&Daves, P.R. (2016). *Intermediate Financial Management.* (12[th]ed.).South-Western.
- Resnick, B. G., & Eun, C. S. (2014). *International Financial Management.* (7[th]ed.). McGraw Hill International.
- Hull, J.C.,&Basu, S. (2018). *Options futures and other derivatives.* (10[th]ed.). Prentice Hall of India.

Lecture Plan

S.No	Topics	Lectures Required
Unit 1		
Lecture 1	Overview of Multinational Business Finance and its Importance.	1
Lecture 2	Agency Problem, Objectives of the Firm, and Risk Management.	1
Lecture 3	Differences Between International and Domestic Financial Management.	1
Lecture 4	Evolution of the International Monetary System – The Gold Standard.	1
Lecture 5	The Bretton Woods System and Its Impact on Global Finance.	1
Lecture 6	Flexible Exchange Rate Systems and Alternative Exchange Rate Regimes.	1
Lecture 7	The European Monetary System and Its Role in International Finance.	1
Lecture 8	Functions of International Financial Institutions (IMF, World Bank, BIS)	1
Lecture 9	Case Studies and discussiom on International Monetary System and Global Financial Policies.	1
Lecture 10	Introduction to the Foreign Exchange Market and Its Functions.	1
Unit 2		
Lecture 11	Exchange Rate Quotations: Direct vs. Indirect, Spot vs. Forward.	1
Lecture 12	Bid-Ask Spread and Interest Arbitrage – Covered Interest Arbitrage.	1
Lecture 13	Interest Parity Theory and Its Applications	1

Lecture 14	Purchasing Power Parity (PPP) – Theoretical and Practical Perspectives.	1
Lecture 15	International Fisher Effect (IFE) and Its Implications	1
Lecture 16	Real-World Examples of Exchange Rate Fluctuations	1
Lecture 17	Case Study: Currency Crises and Their Impact on MNCs	1
Lecture 18	Group Discussion on Recent Trends in Foreign Exchange Markets	1
Lecture 19	Translation Exposure and Its Impact on Financial Statements	1
Unit 3		
Lecture 20	Comparison of Four Translation Methods	1
Lecture 21	Transaction Exposure – Measurement and Management	1
Lecture 22	Hedging Techniques for Transaction Exposure (Forwards, Options, Futures)	1
Lecture 23	Economic Exposure vs. Transaction Exposure	1
Lecture 24	Strategies to Manage Economic Exposure (Operational Hedging)	1
Lecture 25	Practical Case Studies on Foreign Exchange Risk Management	1
Lecture 26	Simulation Activity: Hedging Foreign Exchange Risk	1
Lecture 27	Review and Q&A on Foreign Exchange Risk Management	1
Lecture 28	Capital Structure of MNCs vs. Domestic Firms	1
Lecture 29	International Experiences on Cost of Capital	1
Lecture 30	Foreign Investment Analysis – Key Challenges	1
Lecture 31	Techniques of Multinational Capital Budgeting – NPV, IRR, APV	1
Unit 4		
Lecture 32	Cash Flow Analysis in Multinational Projects	1
Lecture 33	Techniques to Optimize Cash Flow – Leading, Lagging, Netting, Matching	1
Lecture 34	Understanding and Assessing Country Risk	1
Lecture 35	Techniques for Country Risk Assessment and Rating Agencies	1
Lecture 36	Case Study on Foreign Investment Decision-Making	1
Lecture 37	Eurocurrency Markets and Eurocurrency Interest Rates	1
Lecture 38	International Bonds and External Commercial BorrowingsLecture 39: Performance of Indian Euro Issues, GDRs, and ADRs	1
Unit 5		
Lecture 39	Capital Structure of MNCs vs. Domestic Firms	1

Lecture 40	Growth of the Swap Market – Interest Rate and Currency Swaps	1
Lecture 41	Practical Examples of Swap Transactions from Indian and Global Markets	1
Lecture 42	Group Case Study: Risk Management in Global Financial Markets	1
Lecture 43	Panel Discussion on Future Trends in International Financial Management	1
Lecture 44	Mock Test and Review Session	1
Lecture 45	Final Q&A, Course Wrap-up, and Feedback	1