School of Management
Doon University, Dehradun

Program: Bachelor of Business Administration (Hons.) 4 years

OR

Bachelor of Business Administration (Hons.) with

Research (Four-Years Full Time Program) as per NEP-2020

2025-2029

Scheme & Syllabus

(With effect from Academic Year 2025-29)

Academic Advisory Committee (AAC) Meeting:
Date:

School of Management Doon University,

Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020 2025-2029

Program Educational Objectives (PEOs) – BBA Program	
PEO- 1	Graduates of the BBA program will develop foundational critical thinking and analytical skills to support effective decision-making and contribute to strategic planning in dynamic business settings.
PEO- 2	Graduates will exhibit emerging leadership qualities, collaborate within diverse teams, and contribute to creating inclusive and productive work environments.
PEO- 3	Graduates will gain an understanding of global business practices and trends and utilize basic digital tools and technologies to support business operations and innovation in a global context.
PEO- 4	Graduates will learn to apply structured problem-solving methods and analytical thinking to address business challenges, while developing interpersonal skills to engage with various stakeholders and support organizational goals.
PEO- 5	Graduates will be encouraged to develop an entrepreneurial mindset, think creatively, and recognize business opportunities in competitive markets.

Program Outcomes (POs) – BBA Program

Program Outcomes	Competency level	Statement (s)
PO-01	Knowledge	Graduates will gain comprehensive knowledge of core business areas such as finance, marketing, operations, human resources, supply chain, business analytics, and strategic management, enabling them to integrate these functions for sound business decision-making.
PO-02	Knowledge	Graduates will acquire a deep understanding of economic theories, accounting systems, and financial management techniques to effectively interpret financial data, track market trends, and make informed investment decisions.
PO-03	Knowledge	Graduates will be equipped to apply business theories, strategic models, and analytical tools to evaluate business issues, design effective strategies, and build a competitive edge across various industries.
PO-04	Knowledge	Graduates will build proficiency in business analytics, digital technologies, and innovation trends to derive insights from data, improve operational processes, and support evidence-based decisions in modern enterprises.
PO-05	Skills	Graduates will enhance their analytical thinking and problem-solving skills to assess complex business problems, explore solutions, and make strategic, data-informed decisions that drive organizational success.

PO-06	Skills	Graduates will nurture leadership and team-building capabilities, including conflict resolution, motivation, and effective delegation, to lead diverse teams and achieve goals in a dynamic business landscape.
PO-07	Skills	Graduates will master business communication skills—such as persuasive writing, public speaking, negotiation, and sales—along with leadership and decision-making abilities to engage stakeholders and influence outcomes positively.
PO-08	Skills	Graduates will develop specialized skills in financial interpretation, market research, and the use of analytical tools. They will also gain expertise in financial planning, risk evaluation, and entrepreneurship to launch and grow competitive ventures in evolving markets..
PO-09	Behavioural	Graduates will uphold ethical standards and social responsibility, demonstrating integrity, empathy, and emotional intelligence to build professional relationships, resolve conflicts, and foster a collaborative workplace culture.
PO-10	Behavioural	Graduates will build the capacity to adapt to change, face uncertainty with confidence, and maintain resilience, ensuring continuous personal and organizational development.
PO-11	Behavioural	Graduates will display cross-cultural sensitivity and inclusiveness, empowering them to collaborate effectively in global business settings and lead multicultural teams with fairness and respect.

PO-12	Behavioural	Graduates will demonstrate personal and professional growth through increased self-confidence, adaptability, emotional intelligence, time management, strategic thinking, and strong problem-solving abilities.

Course Components

Duration of BBA: 8 Semesters (4 years)

Total No. of Credits:

S.no	Course Types	First Semester	Second Semester	Third Semester	Fourth Semester	Fifth semester	Sixth Semester	Seventh Semester	Eighth semester
1	**Discipline Specific course (DSC)**	3(S) x 4(C)	3(S) x 4(C)	3(S) x 4(C)	3(S) x 4(C)	3(S) x 4(C)	3(S) x 4(C)	1(S) x 4(C)	1(S)x4(C)
2	**Discipline Specific elective (DSE)**	1(S) x 4(C)	1(S) x 4(C)	1(S) x 4(C)	1(S) x 4(C)	2(S) x 4(C)	2(S) x 4(C)	3(S) x 4(C)	3(S)x4(C)
3	**Skill enhancement Course (SEC) Seminar/Viva**	1 x 2(C)	1 x 2(C)	1 x 2(C)	1 x 2(C)	1(S) x 2(C)	1(S) x 2(C)	1(S) x 6(C) Dissertation	1(S) x 6(C) Dissertation
4	**Ability enhancement Course (AEC)**	1(S) x2 (C)	1(S) x2 (C)	1(S) x2 (C)	1(S) x2(C)	-	-	-	-
5	**VAC**	1(S) x2 (C)	1(S) x2 (C)	1(S) x2 (C)	1(S) x2 (C)	-	-	-	-
Total		**22**	**22**	**22**	**22**	**22**	**22**	**22**	**22**

School of Management
Doon University, Dehradun
Course – BBA (Four-Years Full Time Program)
2025-2029

First Semester

	Course Code	Subjects	Credits	L	T	P	Total Marks
DSC 1	BAC 101	Principles of Management	4	3	1	-	100
DSC 2	BAC 102	Foundation course in Mathematics and Statistics	4	3	1	-	100
DSC 3	BAC 103	Basic Accounting	4	3	1	-	100
GE 1	BAG 101	Business Ethics and Governance	4	3	1	-	100
SEC 1	BAS 101	Business Communication	2	2	-	-	100
	AEC 1	University Pool	2				
	VAC 1	University Pool	2				
		Total	**22**	**14**	**4**		

Second Semester

	Course Code	Subjects	Credits	L	T	P	Total
DSC 4	BAC 151	Economics for Business	4	3	1	-	100
DSC 5	BAC 152	IT for Business	4	3	1	-	100
DSC 6	BAC 153	Cost Accounting	4	3	1	-	100
GE 2	BAG 151	Critical thinking and Problem solving	4	3	1	-	100
SEC 2	BAS 151	Introduction to data analytics	2	2	-	-	100
	AEC 2	University Pool	2				
	VAC 2	University Pool	2				
		Total	**22**	14	4		

Third Semester

	Course Code	Subjects	Credits	L	T	P	Total
DSC 7	BAC 201	Financial Management	4	3	1	-	100
DSC 8	BAC 202	Human Resource Management	4	3	1	-	100
DSC 9	BAC 203	Marketing Management	4	3	1	-	100
GE 3	BAG 201	International Business	4	3	1	-	100
SEC 3	BAS 201	Sustainable Business	2	2	-	-	100
	AEC 3	University Pool	2				
	VAC 3	University Pool	2				
		Total	**22**	**14**	**4**		

Fourth Semester

	Course Code	Subjects	Credits	L	T	P	Total
DSC 10	BAC 251	Business Analytics	4	3	1	-	100
DSC 11	BAC 252	Business Law	4	3	1	-	100
DSC 12	BAC 253	Quantitative Techniques	4	3	1	-	100
GE 4	BAG 251	Production and Operations Management	4	3	1	-	100
SEC 4	BAS 251	Foundation of R	2	2	-	-	100
	AEC 4	University Pool	2				
	VAC 4	University Pool	2				
		Total	**22**	**14**	**4**		

Fifth Semester

	Course Code	Subjects	Credits	L	T	P	Total
DSC 13	BAC 301	Corporate Governance	4	3	1	-	100
DSC 14	BAC 302	Organizational Behavior	4	3	1	-	100
DSC 15	BAC 303	Statistical Methods for Managerial Decisions	4	3	1	-	100
GE 5	BAG 301	Supply Chain Analytics	4	3	1	-	100
DSE 5	BAG 302	E-Commerce	4				100
SEC 5	BAS 301	Project and viva-voce	2	2	-	-	
		Total	**22**	**14**	**4**		

Sixth Semester

	Course Code	Subjects	Credits	L	T	P	Total
DSC 16	BAC 351	Entrepreneurship Development and Start up	4	3	1	-	100
DSC 17	BAC 352	Industrial Relations	4	3	1	-	100
DSC 18	BAC 353	Leadership	4	3	1	-	100
GE 6	BAG 351	Digital Marketing	4	3	1	-	100
DSE 6	BAG 352	Fundamentals of Investment	4				100
SEC 6	BAS 351	Project and Viva-voce	2	2	-	-	
		Total	**22**	**14**	**4**		

Seventh Semester

	Course Code	Subjects	Credits	L	T	P	Total
DSC 19	BAC 401	Brand Management	4	3	1	-	100
GE 6	BAG 401	Customer Relationship Management	4	3	1	-	100
	BAG 402	Marketing of services	4	3	1	-	100
	BAG 403	Product design and development	4	3	1	-	100
SEC 6	BAS 401	Project Dissertation	6	2	-	4	
		Total	**22**	**14**	**4**	**4**	

Eighth Semester

	Course Code	Subjects	Credits	L	T	P	Total
DSC 20	BAC 451	Strategic Management	4	3	1	-	100
GE 7	BAG 451	Creativity & Innovation	4	3	1	-	100
	BAG 452	Neuro Marketing	4	3	1	-	100
	BAG 453	AI for Business	4	3	1		100
SEC 7	BAS 401	Project Dissertation	6	2	-	4	
		Total	**22**	**14**	**4**	**4**	

FIRST SEMESTER

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program)
as per NEP-2020
2025-2029

Course Code: BAC 101
Core Compulsory/Elective: Core Compulsory
Course Title: Principles of Management
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1. To understand the foundational principles, evolution, and functions of management for effective organizational functioning.
2. To analyze planning, decision-making, organizing, and leadership practices for strategic and operational excellence.
3. To apply motivational theories, control mechanisms, and insights on emerging trends to real-world management challenges.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	To describe the evolution and fundamentals of management theories and practices.	Remember (B1)
CO 2	To Identify and explain the various functions of management: planning, organizing, leading, and controlling.	Understand (B2)
CO 3	To Apply planning and decision-making techniques in organizational contexts	Apply (B3)

CO 4	To Evaluate different leadership styles and communication methods in management	Analyze (B4)
CO 5	To Analyze organizational structures and the impact of corporate culture and environment	Create (B5)

Course Structure:

Unit 1: Introduction to Management and Evolution of Management Thought
Definition, nature, scope and importance of management, Roles and skills of managers, Levels of management, Managerial functions overview, Evolution of management thought: Classical, Neo-classical, and Modern theories.
Unit 2: Planning and Decision-Making
Definition, nature, and importance of planning, Types of plans – strategic, tactical, and operational, Steps in the planning process, Management by Objectives (MBO), Decisionmaking process and types, Tools and techniques for effective decision-making
Unit 3: Organizing
Meaning and importance of organizing, Principles of organization, Organizational structure and types: Functional, Divisional, Matrix, Delegation of authority and decentralization, Line and staff relationships, Recent trends in organizational design
Unit 4: Leading and Motivation
Meaning and importance of leadership, Leadership styles – Autocratic, Democratic, Laissezfaire, Theories of leadership – Trait theory, Behavioral theory, Contingency theory, Motivation – Meaning and importance, Theories of motivation: Maslow, Herzberg, McGregor, McClelland, Communication in management.
Unit 5: Controlling and Emerging Issues in Management
Meaning and importance of control, Control process and techniques, Budgetary and nonbudgetary control, Essentials of an effective control system, Corporate Social Responsibility (CSR), Business ethics and governance, Emerging trends: Innovation, sustainability, globalization, and digital transformation
Suggested Readings: 1. **Koontz, H., & Weihrich, H. (2012).** *Essentials of management* (9th ed.). Tata McGraw-Hill Education. 2. **Koontz, H., & O'Donnell, C. (1968).** *Principles of management: An analysis of managerial functions*. McGraw-Hill. 3. **Kotler, P. (2017).** *Marketing management* (15th ed.). Pearson. 4. **Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2008).** *Management* (6th ed.). Pearson Education. 5. **Gupta, C. B. (2011).** ***Management:*** *Principles and practices* (11th ed.). Sultan Chand & Sons.

Lecture Plan 60 hours

Unit I: Introduction to Management and Evolution of Management Thought (12 Hours)		
Lecture No.	**Topics to be Covered**	**Hours**
Lecture 1	Definition, nature, and scope of management	**1**
Lecture 2	Importance of management in organizations	**1**
Lecture 3	Roles and skills of managers	**1**
Lecture 4	Levels of management	**1**
Lecture 5	Managerial functions: Planning, Organizing, Leading, Controlling – Overview	**1**
Lecture 6	Evolution of management thought: Classical theories	**1**
Lecture 7	Evolution of management thought: Neo-classical theories	**1**
Lecture 8	Evolution of management thought: Modern theories	**1**
Lecture 9	Case discussion: Impact of managerial roles in real business scenarios (Practical)	**1**
Lecture 10	Role-play activity: Managerial functions in action (Practical)	**1**
Lecture 11	Video analysis and discussion: Evolution of management thinking	**1**
Lecture 12	Summary and discussion: Contemporary relevance of traditional theories	**1**
Unit II: Planning and Decision-Making (12 Hours)		
Lecture 13	Nature and importance of planning	**1**
Lecture 14	Strategic, tactical, and operational planning	**1**
Lecture 15	Steps in the planning process	**1**
Lecture 16	Management by Objectives (MBO) – Concept and benefits	**1**

Lecture 17	Planning tools and techniques: SWOT analysis, Forecasting	**1**
Lecture 18	Decision-making: Definition, types, and importance	**1**

Lecture 19	Decision-making process and models	**1**
Lecture 20	Rational and intuitive decision-making	**1**
Lecture 21	Tools and techniques for effective decision-making	**1**
Lecture 22	Case Study: Decision-making in crisis management	**1**
Lecture 23	Scenario analysis and discussion: Planning failures	**1**
Lecture 24	Interactive activity: Group planning and decision-making simulation	**1**
Unit III: Organizing (12 Hours)		
Lecture 25	Meaning and significance of organizing	**1**
Lecture 26	Principles of organization	**1**
Lecture 27	Organizational structures: Functional and Divisional	**1**
Lecture 28	Organizational structures: Matrix and Project-based	**1**
Lecture 29	Delegation of authority: Meaning and process	**1**
Lecture 30	Decentralization: Concepts and advantages	**1**
Lecture 31	Line and staff relationships	**1**
Lecture 32	Recent trends in organizational design	**1**
Lecture 33	Case discussion: Real-life organization structures	**1**
Lecture 34	Organizational chart creation workshop (Practical)	**1**
Lecture 35	Interactive role-play: Delegation and communication	**1**

Lecture 36	Group discussion: Centralization vs. Decentralization	**1**
Unit IV: Leading and Motivation (14 Hours)		
Lecture 37	Meaning and importance of leadership	**1**
Lecture 38	Leadership styles: Autocratic, Democratic, Laissez-faire	**1**
Lecture 39	Trait and Behavioral theories of leadership	**1**
Lecture 40	Contingency theories of leadership	**1**
Lecture 41	Motivation: Meaning, significance, and role in management	**1**
Lecture 42	Maslow's Hierarchy of Needs	**1**
Lecture 43	Herzberg's Two-Factor Theory	**1**
Lecture 44	McGregor's Theory X and Y	**1**
Lecture 45	McClelland's Theory of Needs	**1**
Lecture 46	Communication process and barriers in management	**1**
Lecture 47	Managerial communication: Written, Verbal, and Non-verbal	**1**
Lecture 48	Leadership case analysis and discussion	**1**
Lecture 49	Leadership simulation: Assigning roles in group dynamics (Practical)	**1**
Lecture 50	Motivation storytelling and analysis from real organizations	**1**
Unit V: Controlling and Emerging Issues in Management (10 Hours)		
Lecture 51	Meaning, importance, and characteristics of control	**1**
Lecture 52	The control process	**1**

Lecture 53	Tools and techniques of control	**1**
Lecture 54	Budgetary and non-budgetary control	**1**
Lecture 55	Essentials of an effective control system	**1**
Lecture 56	CSR and its managerial implications	**1**
Lecture 57	Business ethics and corporate governance	**1**
Lecture 58	Emerging trends: Innovation and sustainability	**1**
Lecture 59	Emerging trends: Globalization and digital transformation	**1**
Lecture 60	Wrap-up case: Evaluating modern control and governance mechanisms	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 102
Core Compulsory/Elective: Core Compulsory
Course Title: Foundation Course in Mathematics and Statistics
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1. Understand and apply fundamental concepts in business mathematics and statistics, including algebra, number systems, and basic operations.
2. Develop skills in data analysis, including descriptive statistics, probability, and the use of graphical representations for data interpretation.
3. Apply statistical inference techniques for real-world decision-making, using tools like hypothesis testing and sampling.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO1	Understand and apply the fundamentals of probability and distributions.	**Remember (B1)**
CO2	Apply algebraic techniques to solve mathematical problems.	**Understand (B2)**
CO3	Interpret and draw graphs of functions and analyze geometric relationships.	**Apply (B3)**
CO4	Perform basic statistical inference and apply it to realworld scenarios.	**Analyze (B4)**
CO5	Summarize and present data using statistical measures and visual tools	**Create (B5)**

Course Structure:

Unit 1: Algebra and Number Systems

Introduction to Business Mathematics, Sets, Number systems: Natural, integers, rational, irrational, real numbers, Laws of exponents and surds, Algebraic expressions: simplification, factorization, Linear and quadratic equations: formulation and solution, Simultaneous linear equations in two variables, Sets, Real Numbers, and Integers; Fractions, Decimals, and Percentages; Basic Operations: Addition, Subtraction, Multiplication, Division; Order of Operations and Algebraic Expressions.

Unit 2: Functions, Graphs, and Geometry

Functions: definition, types (linear, quadratic, constant), Cartesian coordinate system, Graphs of simple functions and interpretation, Basic geometry: angles, triangles, circles, area, perimeter, Introduction to coordinate geometry.

Unit 3: Descriptive Statistics

Types of data: qualitative and quantitative, Data collection methods and sources Tabulation and graphical representation: bar graphs, pie charts, histograms Measures of central tendency: mean, median, mode,Measures of dispersion: range, Data Collection and Presentation, Measures of Dispersion (Range, Variance, Standard Deviation); Probability Distributions; Sampling Techniques and Confidence Intervals.

Unit 4: Probability and Random Variables

Basic concepts of probability: outcomes, events, sample space, Addition and multiplication rules, Independent and dependent event Introduction to random variables, Binomial and normal distribution: basic properties and applications.

Unit 5: Introduction to Statistical Inference

Population and sample, Sampling techniques, Estimation: point and interval, Hypothesis testing: basic concepts, Z-test, t-test (conceptual level), Applications in real-life fields: business, biology, social science.

Suggested Readings:

1. **Hazarika, P. (2017).** *Textbook of business mathematics for B.Com & BBA courses* (4th ed.). S. Chand & Company Ltd.
2. **Hazarika, P. (2012).** *A textbook of business statistics* (4th rev. ed.). S. Chand & Company Ltd.
3. **Gupta, S. C., & Kapoor, V. K. (2020).** *Fundamentals of mathematical statistics* (12th ed.). Sultan Chand & Sons.
4. **Gupta, B. N. (2022).** *Business mathematics and statistics* (1st ed.). SBPD Publications.
5. **Goon, A. M., Gupta, M. K., & Dasgupta, B. (2006).** *Essential statistics for economics and commerce* (1st ed.). Akansha Publishing.

Lecture Plan 60 hours

Unit 1: Algebra & Number Systems (12 Hours)		
Lecture No.	**Topics to be Covered**	**Hours**
Lecture 1	Introduction to Business Mathematics	**1**
Lecture 2	Sets and Venn Diagrams	**1**
Lecture 3	Number Systems: Natural, Integers, Rational, Irrational, Real Numbers	**1**
Lecture 4	Laws of Exponents	**1**
Lecture 5	Operations on Surds	**1**
Lecture 6	Ratio, Proportion & Percentages	**1**
Lecture 7	Simplification & Factorization of Algebraic Expressions	**1**
Lecture 8	Linear Equations: Formulation & Solution	**1**
Lecture 9	Quadratic Equations: Formulation, Solution & Business Applications	**1**
Lecture 10	Simultaneous Linear Equations in Two Variables	**1**
Lecture 11	Linear Inequalities & Their Applications	**1**
Lecture 12	Algebra in Financial Calculations (Interest, Annuities)	**1**
Unit 2: Functions, Graphs & Geometry (12 Hours)		
Lecture 13	Functions: Definition, Domain & Range	**1**
Lecture 14	Types of Functions: Linear, Quadratic, Constant	**1**
Lecture 15	Function Composition & Inverse Functions	**1**
Lecture 16	Cartesian Coordinate System	**1**
Lecture 17	Graphs of Linear & Quadratic Functions	**1**
Lecture 18	Piecewise & Absolute-Value Functions	**1**
Lecture 19	Basic Geometry: Angles, Triangles, Circles	**1**
Lecture 20	Perimeter & Area of Polygons and Circles	**1**

Lecture 21	Coordinate Geometry: Distance & Midpoint Formulae	**1**
Lecture 22	Equation of a Line: Slope-Intercept & Point-Slope Forms	**1**
Lecture 23	Conic Sections Overview (Circle, Parabola, Ellipse)	**1**
Lecture 24	Application Problems in Geometry	**1**
Unit 3: Descriptive Statistics (12 Hours)		

Lecture 25	Types of Data: Qualitative vs. Quantitative	**1**
Lecture 26	Data Collection Methods & Sources	**1**
Lecture 27	Tabulation & Frequency Distributions	**1**
Lecture 28	Graphical Representation: Bar, Pie, Histogram, Frequency Polygon, Ogive	**1**
Lecture 29	Measures of Central Tendency: Mean, Median, Mode	**1**
Lecture 30	Measures of Dispersion: Range, Variance, Standard Deviation	**1**
Lecture 31	Quartiles, Deciles, Percentiles & Coefficient of Variation	**1**
Lecture 32	Index Numbers: Concepts & Business Applications	**1**
Lecture 33	Practical Session 1: Data Summarization & Visualization in Excel	**1**
Lecture 34	Sampling Techniques & Confidence Intervals	**1**
Lecture 35	Case Study: Using Descriptive Statistics for Business Insights	**1**
Lecture 36	Recap & Discussion on Descriptive Methods	**1**
Unit 4: Probability & Random Variables (12 Hours)		
Lecture 37	Basic Probability: Outcomes, Events & Sample Space	**1**
Lecture 38	Addition & Multiplication Rules	**1**
Lecture 39	Conditional Probability & Bayes' Theorem	**1**
Lecture 40	Independent & Dependent Events	**1**

Lecture 41	Random Variables: Discrete vs. Continuous	**1**
Lecture 42	Expectation & Variance of Random Variables	**1**
Lecture 43	Binomial Distribution: Properties & Applications	**1**
Lecture 44	Poisson Distribution & Business Use Cases	**1**
Lecture 45	Normal Distribution: Properties & Applications	**1**
Lecture 46	Normal Approximation to Binomial	**1**
Lecture 47	Other Distributions: Uniform & Exponential (Overview)	**1**
Lecture 48	Simulation of Random Events (Conceptual)	**1**
Unit 5: Introduction to Statistical Inference (12 Hours)		
Lecture 49	Population vs. Sample & Sampling Design	**1**
Lecture 50	Point & Interval Estimation: Concepts & Formulas	**1**
Lecture 51	Confidence Intervals for Means & Proportions	**1**
Lecture 52	Hypothesis Testing: Null & Alternative Hypotheses, Errors	**1**
Lecture 53	Z-test for Means & Proportions	**1**
Lecture 54	t-test for Small Samples	**1**
Lecture 55	Chi-square Test: Goodness of Fit & Independence	**1**
Lecture 56	One-Way ANOVA (Conceptual Overview)	**1**
Lecture 57	Simple Linear Regression & Correlation (Introduction)	**1**
Lecture 58	Practical Session 2: Confidence Intervals & Hypothesis Tests in Excel	**1**
Lecture 59	Practical Session 3: Regression Analysis in Excel	**1**
Lecture 60	Course Wrap-up: Integrative Case & Q&A	**1**

Course Outcomes	Description	Blooms Taxonomy
CO1	Explain the basic framework and terminology of financial accounting.	**Remember (B1)**
CO2	Understand the significance of depreciation, inventory valuation, and final accounts.	**Understand (B2)**
CO3	Apply accounting concepts in solving basic business problems.	**Apply (B3)**
CO4	Prepare and analyze standard financial statements (P&L, Balance Sheet)	**Analyze (B4)**

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 103
Core Compulsory/Elective: Core Compulsory
Course Title: Basic Accounting
Credits:4 (L-3 T-1 P-0)

Course objectives

1. Understand the fundamental principles of accounting, the role of accounting in business, and the various accounting concepts and conventions.
2. Learn the process of recording business transactions, preparing financial statements, and understanding the adjustments and final accounts of a sole proprietorship.

CO5	. Record business transactions using the double-entry system.	**Evaluate (B5)**

3. Gain knowledge of depreciation, inventory valuation methods, and accounting practices for nonprofit organizations and company accounts, enabling effective analysis of financial statements.

Course Outcome:

Unit 1: Introduction to Accounting
Definition, objectives, and functions of accounting, Users of accounting information, Accounting concepts, conventions, and principles, Accounting standards (AS) and IFRS (brief overview), Types of accounts and the accounting equation
Unit 2: Recording of Transactions
Journal entries, Ledger posting, Trial balance: purpose and preparation, Subsidiary books: cash book, purchase book, sales book, Rectification of errors
Unit 3: Final Accounts of Sole Proprietorship
Trading account and profit & loss account, Balance sheet, Adjustments in final accounts: outstanding expenses, prepaid expenses, accrued income, depreciation, etc. Closing entries
Unit 4: Depreciation and Inventory Valuation

Meaning and causes of depreciation, Methods: Straight Line Method, Written Down Value Method, Inventory valuation: FIFO, LIFO, and Weighted Average Method, Impact of depreciation and inventory on financial statements

Unit 5: Accounting for Non-Profit Organizations and Overview of Company Accounts

Receipts and Payments Account, Income and Expenditure Account, Balance Sheet of non-profit organizations, Introduction to company accounts: share capital, basic structure of financial statements

Suggested Readings:

1. **Piper, M.** (2013). *Accounting made simple: Accounting explained in 100 pages or less*. Simple Subjects.
2. **Mullis, D., & Orloff, J.** (2008). *The accounting game: Basic accounting fresh from the lemonade stand*. Sourcebooks.
3. **Tracy, J. A., & Tracy, T. C.** (2013). *Accounting for dummies* (5th ed.). For Dummies.
4. **Label, W. A.** (2013). *Accounting for non-accountants: The fast and easy way to learn the basics* (3rd ed.). Sourcebooks.
5. **Boyd, K. W.** (2022). *Accounting all-in-one for dummies* (3rd ed.). For Dummies.

Course Structure:

Lecture No.	Topics to be Covered	Hours
Unit 1: Introduction to Accounting (12 Hours)		
Lecture 1	Definition, Objectives & Functions of Accounting	**1**
Lecture 2	Users of Accounting Information	**1**
Lecture 3	Accounting Concepts, Conventions & Principles	**1**
Lecture 4	Accounting Standards (AS) and IFRS – Brief Overview	**1**
Lecture 5	Types of Accounts (Real, Personal, Nominal) & The Accounting Equation	**1**
Lecture 6	Golden Rules of Accounting & Recording Process Overview	**1**
Lecture 7	Chart of Accounts and First Stage Bookkeeping	**1**
Lecture 8	Practical: Simple Journal Entries	**1**
Lecture 9	Practical: Posting to Ledger	**1**
Lecture 10	Trial Balance – Purpose, Preparation & Interpretation	**1**
Lecture 11	Limitations of Trial Balance	**1**
Lecture 12	Case Study: Setting Up Books for a Small Business	**1**
Unit 2: Recording of Transactions (12 Hours)		
Lecture 13	Subsidiary Books: Cash Book (Single & Double Column)	**1**
Lecture 14	Subsidiary Books: Purchase Book & Purchase Returns Book	**1**
Lecture 15	Subsidiary Books: Sales Book & Sales Returns Book	**1**
Lecture 16	Subsidiary Books: Journal Proper	**1**
Lecture 17	Rectification of Errors – Types & Methods	**1**
Lecture 18	Practical Lab 1: Maintaining Subsidiary Books	**1**
Lecture 19	Practical Lab 1 (cont’d): Error Rectification Exercises	**1**
Lecture 20	Reversing Entries & Their Impact	**1**
Lecture 21	Bank Reconciliation Statement – Preparation Steps	**1**

Lecture 22	Practical: Bank Reconciliation Exercise	**1**
Lecture 23	Integrated Exercise: From Journal to Trial Balance	**1**
Lecture 24	Quiz & Discussion: Recording Best Practices	**1**

Lecture Plan 60 Hours

Unit 3: Final Accounts of Sole Proprietorship (12 Hours)		
Lecture 25	Trading Account – Format & Gross Profit Computation	**1**
Lecture 26	Profit & Loss Account – Format & Net Profit Computation	**1**
Lecture 27	Balance Sheet – Format & Classification of Assets & Liabilities	**1**
Lecture 28	Final Accounts Adjustments: Outstanding & Prepaid Expenses	**1**
Lecture 29	Final Accounts Adjustments: Accrued Income & Unearned Revenue	**1**
Lecture 30	Final Accounts Adjustments: Depreciation & Provision for Bad Debts	**1**
Lecture 31	Practical Lab 2: Preparing Adjusted Trial Balance	**1**
Lecture 32	Practical Lab 2 (cont'd): Drafting Final Accounts	**1**
Lecture 33	Closing Entries – Preparation & Effect on Financial Statements	**1**
Lecture 34	Integrated Case: From Trial Balance to Final Accounts	**1**
Lecture 35	Analysis of Final Accounts – Ratio Interpretation (Brief Intro)	**1**
Lecture 36	Group Discussion: Common Pitfalls in Final Account Preparation	**1**
Unit 4: Depreciation & Inventory Valuation (12 Hours)		
Lecture 37	Meaning, Causes & Effects of Depreciation	**1**
Lecture 38	Straight Line Method – Calculation & Journal Entries	**1**
Lecture 39	Written Down Value Method – Calculation & Journal Entries	**1**
Lecture 40	Change of Method & Its Accounting Treatment	**1**
Lecture 41	Inventory Valuation: FIFO Method	**1**
Lecture 42	Inventory Valuation: LIFO Method	**1**
Lecture 43	Inventory Valuation: Weighted Average Method	**1**
Lecture 44	Practical Lab 3: Depreciation and Inventory Valuation Exercises	**1**
Lecture 45	Impact of Depreciation & Inventory Methods on Profit & Financial Position	**1**
Lecture 46	Integrated Problem: Depreciation & Inventory Adjustments	**1**

Lecture 47	Quiz: Depreciation & Inventory Concepts	**1**

Lecture 48	Discussion: Choosing Methods for Different Asset & Stock Types	**1**
Unit 5: NPO & Introduction to Company Accounts (12 Hours)		
Lecture 49	Accounting for Non-Profit Organizations: Receipts & Payments Account	**1**
Lecture 50	Income & Expenditure Account – Preparation & Adjustments	**1**
Lecture 51	Balance Sheet of NPOs – Format & Interpretation	**1**
Lecture 52	Distinctions Between Profit & NPO Accounting	**1**
Lecture 53	Introduction to Company Accounts: Share Capital & Types of Shares	**1**
Lecture 54	Issue of Shares: Par, Premium & Discount	**1**
Lecture 55	Calls on Shares & Forfeiture/Reissue of Shares	**1**
Lecture 56	Basic Structure of Company Financial Statements – P&L & Balance Sheet	**1**
Lecture 57	Practical: Preparing Simplified Company Final Accounts	**1**
Lecture 58	Integrated Case: From Journal to Company Financials	**1**
Lecture 59	Discussion: Key Differences Across Sole Proprietorship, NPO & Company Accounts	**1**
Lecture 60	Course Wrap-Up & Q&A	**1**

Course Outcomes	Description	Blooms Taxonomy
CO1	Demonstrate a clear understanding of the ethical, legal, and governance aspects of business operations.	**Remember (BI)**
CO2	Critically assess the role of businesses in addressing societal challenges,such as sustainability and inequality.	**Understand (B2)**
CO3	Apply business governance principles to solve real-world problems in organizations.	**Apply (B3)**
CO4	Develop strategies for fostering ethical decision-making and corporate responsibility.	**Analyze (B4)**

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020 2025-2029

Course Code: BAG 101
Core Compulsory/Elective: Core Compulsory
Course Title: Business Ethics and Governance
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1. To Understand the key principles of business governance and their role in decision-making.
2. To Explore the importance of business ethics and corporate social responsibility (CSR) in modern businesses.
3. To Examine the relationship between businesses and society and the impact of business decisions on social, environmental, and economic systems.

CO5	Effectively communicate the importance of corporate governance and business ethics in organizational success.	**Evaluate (B5)**

Course Outcomes:

Unit 1: Introduction to Business Governance
Definition and significance of business governance, Evolution of corporate governance, Key governance structures: board of directors, CEO, stakeholders, Governance models across industries, The role of transparency and accountability. Governance structures (e.g., Board of Directors, CEO, stakeholders).Key principles of corporate governance: accountability, transparency, and fairness.
Unit 2: Corporate Social Responsibility (CSR)
Definition and evolution of CSR, CSR frameworks and strategies, The role of CSR in sustainable development, Ethical issues and CSR in the global context, Measuring the effectiveness of CSR initiatives.
Unit 3: Ethics in Business
Understanding business ethics, Ethical dilemmas in business practices, (e.g., fraud, corruption, exploitation). Codes of ethics and ethical decision-making frameworks, Ethical issues in global business (e.g., child labor, bribery, corruption), The role of leadership in fostering ethical business practices

Unit 4: Legal and Regulatory Aspects of Business Governance
Key laws and regulations governing businesses (e.g., company law, labor laws, environmental laws), Regulatory bodies and their role in governance, Compliance with legal standards and risk management, Corporate governance failures and their consequences (e.g., ENRON scandal). Corporate compliance and governance failure cases.
Unit 5: Business, Society, and Sustainability
The impact of business decisions on the environment and society, Sustainable business practices and green governance, Social entrepreneurship and businesses that drive social change, The role of businesses in tackling global challenges (climate change, poverty, inequality), Stakeholder theory and the balancing of economic, social, and environmental responsibilities. The triple bottom line: People,Planet, Profit.
Suggested Readings: 1. **Boatright, J. R. (2021).** *Ethics and the conduct of business* (8th ed.). Pearson.3 2. **Robinson, S., & Dowson, P. (2025).** *Business ethics in practice* (2nd ed.). Kogan Page.5 3. **Byars, S. M., & Stanberry, K. (2023).** *Business ethics*. OpenStax.1

Course Structure:

4. **O. C. Ferrell, J. Fraedrich, & L. Ferrell. (2025).** *Business ethics: Ethical decision making and cases* (13th ed.). Cengage Learning.26
5. **Ciulla, J. B., Martin, C., & Solomon, R. C. (2018).** *Honest work: A business ethics reader* (4th ed.). Oxford University Press.

Unit I: Introduction to Business Governance (12 Hours)		
Lecture No.	**Topics to be Covered**	**Hours**
Lecture 1	Definition and significance of business governance	**1**
Lecture 2	Evolution of corporate governance	**1**
Lecture 3	Governance structures: Board of Directors, CEO, Stakeholders	**1**
Lecture 4	Governance models across industries	**1**
Lecture 5	Key principles of corporate governance: accountability, transparency, fairness	**1**
Lecture 6	The role of transparency and accountability in effective governance	**1**
Lecture 7	Practical 1: Case study analysis of a real-world governance structure	**1**
Lecture 8	Board committees: audit, remuneration, nomination – functions and best practices	**1**
Lecture 9	Stakeholder analysis and engagement strategies	**1**
Lecture 10	Comparative overview of governance codes (e.g., OECD, SEBI, UK Corporate Governance Code)	**1**
Lecture 11	Corporate governance frameworks in different jurisdictions (India, US, Europe)	**1**
Lecture 12	Emerging trends in governance structures	**1**
Unit II: Corporate Social Responsibility (12 Hours)		
Lecture 13	Definition and evolution of CSR	**1**
Lecture 14	CSR frameworks: ISO 26000, UN Global Compact	**1**
Lecture 15	Integrating CSR into business strategy	**1**
Lecture 16	CSR's role in sustainable development	**1**
Lecture 17	Ethical issues in global CSR: labor practices, supply-chain ethics	**1**

Lecture Plan 60 Hours

Lecture 18	Measuring CSR effectiveness: KPIs, impact assessment	**1**
Lecture 19	CSR reporting and stakeholder communication	**1**
Lecture 20	Practical 2: Evaluating a CSR initiative's strategy and reporting	**1**
Lecture 21	Triple bottom line and CSR	**1**
Lecture 22	CSR in emerging markets: challenges and best practices	**1**
Lecture 23	Case study: Successful CSR program analysis	**1**
Lecture 24	Future directions in CSR	**1**
Unit III: Ethics in Business (12 Hours)		
Lecture 25	Understanding business ethics: definitions and scope	**1**
Lecture 26	Ethical dilemmas in practice: fraud, corruption, exploitation	**1**
Lecture 27	Codes of ethics: development and implementation	**1**
Lecture 28	Ethical decision-making frameworks (e.g., utilitarian, rights, virtue ethics)	**1**
Lecture 29	Ethical issues in global business: bribery, child labor	**1**
Lecture 30	The role of leadership in fostering ethical culture	**1**
Lecture 31	Whistleblowing mechanisms and protections	**1**
Lecture 32	Organizational culture and ethical conduct	**1**
Lecture 33	Practical 3: Role-play on resolving an ethical dilemma	**1**
Lecture 34	Ethics training and compliance programs	**1**
Lecture 35	Ethical audit: processes and tools	**1**
Lecture 36	Building and sustaining an ethical organization	**1**
Unit IV: Legal & Regulatory Aspects (12 Hours)		
Lecture 37	Key business laws: company law overview	**1**
Lecture 38	Labor laws and their governance implications	**1**
Lecture 39	Environmental regulations and compliance	**1**
Lecture 40	Regulatory bodies: SEBI, SEC, EPA – roles and functions	**1**
Lecture 41	Corporate compliance and risk management	**1**
Lecture 42	Governance failures: the Enron scandal	**1**

Lecture 43	Regulatory response and reforms post-failures	**1**
Lecture 44	Case study: regulatory enforcement action	**1**

Lecture 45	Role of auditors and compliance officers	**1**
Lecture 46	Emerging regulatory trends: GDPR, CCPA, ESG reporting	**1**
Lecture 47	Cross-border governance and compliance challenges	**1**
Lecture 48	Integrating legal compliance into corporate governance frameworks	**1**
Unit V: Business, Society & Sustainability (12 Hours)		
Lecture 49	Impact of business decisions on environment and society	**1**
Lecture 50	Sustainable business practices and green governance	**1**
Lecture 51	Social entrepreneurship and driving social change	**1**
Lecture 52	Business role in tackling global challenges: climate change	**1**
Lecture 53	Business role in tackling global challenges: poverty and inequality	**1**
Lecture 54	Stakeholder theory: balancing economic, social & environmental responsibilities	**1**
Lecture 55	Triple bottom line: People, Planet, Profit	**1**
Lecture 56	Sustainable reporting frameworks: GRI, SASB	**1**
Lecture 57	Case study: Social enterprise model	**1**
Lecture 58	ESG investing and corporate governance	**1**
Lecture 59	Future of sustainable governance: trends & innovations	**1**
Lecture 60	Wrap-up: Integrative case on ethics, governance & sustainability	**1**

Course Outcomes	Description	Blooms Taxonomy
CO1	Explain the fundamentals and importance of business communication.	**Remember (B1)**
CO2	Apply effective verbal, non-verbal, and written communication techniques in business settings.	**Understand (B2)**
CO3	Demonstrate proficiency in drafting emails, reports, memos, and other business correspondence.	**Apply (B3)**
CO4	Deliver impactful presentations and participate effectively in interviews and meetings.	**Analyze (B4)**

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 101
Core Compulsory/Elective: Core Compulsory
Course Title: Business Communication
Credits:2 (L-2 T-0 P-0)

Course Objectives:

1. Understand the core principles, processes, and significance of business communication—verbal, non-verbal, written, visual, and digital—in today's organizations.
2. Develop proficiency in composing and interpreting key business documents (letters, emails, reports, memos) and in planning and delivering effective presentations, interviews, and meetings.
3. Apply ethical, intercultural, and digital communication strategies to analyze and adapt messaging for global, diverse, and crisis-driven business contexts.

CO5	Analyze and adapt communication strategies for global and culturally diverse environments.	**Evaluate (B5)**

Course Outcome:

Unit 1: Introduction to Business Communication
Meaning, nature, and scope of communication, Importance of effective communication in business, Process of communication, Types of communication – verbal, non-verbal, written, visual, and digital, Barriers to communication and how to overcome them, Principles of effective communication (7 Cs of communication)
Unit 2: Written Business Communication
Structure and format of business letters and emails, Types of business letters – inquiry, complaint, adjustment, sales, order, etc.Letter Writing,Memos, notices, circulars, and office orders, Report writing – types, structure, and essentials, Business proposals and executive summaries, Email etiquette and netiquette
Unit 3: Oral and Non-verbal Communication
Essentials of effective speaking, Business presentations – planning, preparing, and delivering, Public speaking and speech writing, Listening skills – importance and types of listening, Nonverbal communication – body language, gestures, eye contact, and paralanguage, Telephone and video conferencing etiquette

Unit 4: Employment Communication
Resume writing – chronological and functional formats, Cover letters and job applications, Interview types and preparation strategies, Mock interviews and group discussion techniques, Follow-up communication after interviews, Soft skills for career success – confidence, clarity, and professionalism
Unit 5: Business Communication in a Global and Digital Context
Intercultural communication – challenges and strategies, Communication in a global business environment, Ethics in business communication, Use of digital platforms – social media, messaging apps, collaborative tools, Writing for web and social media, Crisis communication and handling media
Suggested Readings: 1. **Cardon, P. (2024).** *Business communication: Developing leaders for a networked world* (Latest ed.). McGraw-Hill Education. 2. **Higgins, J. (2018).** *10 skills for effective business communication: Practical strategies from the world's greatest leaders*. Independently published. 3. **Guffey, M. E., & Loewy, D. (2023).** *Essentials of business communication* (12th ed.). Cengage Learning.

Course Structure:

4. **Bovee, C. L., & Thill, J. V. (2023).** *Business communication today* (15th ed.). Pearson.
5. **Harvard Business Review. (Year).** *HBR's 10 must reads on communication*. Harvard Business Review Press.

Lectures	Topics	Hours
Unit 1: Introduction to Business Communication (8 Lectures)		
Lecture 1:	Meaning, nature, and scope of communication	**1**
Lecture 2:	Importance of effective communication in business	**1**
Lecture 3:	The process of communication	**1**
Lecture 4:	Types of communication – verbal and non-verbal	**1**
Lecture 5:	Types of communication – written, visual, and digital	**1**
Lecture 6:	Barriers to communication	**1**
Lecture 7:	Strategies to overcome communication barriers	**1**
Lecture 8:	7 Cs of effective communication (Principles)	**1**
Unit 2: Written Business Communication (12 Lectures)		
Lecture 9:	Importance and principles of written communication	**1**
Lecture 10:	Structure and format of business letters and emails	**1**
Lecture 11:	Letter writing – Inquiry and Complaint letters	**1**
Lecture 12:	Adjustment and Sales letters	**1**
Lecture 13:	Order letters and Follow-up communication	**1**
Lecture 14:	Memos and Notices – structure and purpose	**1**
Lecture 15	Circulars and Office Orders	**1**
Lecture 16:	Introduction to Report Writing	**1**

Lecture Plan 45 Hours

Lecture 17:	Types and essentials of reports	**1**
Lecture 18:	Business Proposals – purpose and format	**1**
Lecture 19:	Executive Summaries – writing concisely	**1**
Lecture 20:	Email etiquette and netiquette	**1**
Unit 3: Oral and Non-verbal Communication (9 Lectures)		
Lecture 21:	Essentials of effective speaking	**1**
Lecture 22:	Business presentations – planning and structure	**1**
Lecture 23:	Delivering business presentations	**1**
Lecture 24:	Public speaking and speech writing techniques	**1**
Lecture 25:	Listening skills – types and significance	**1**
Lecture 26:	Non-verbal communication – gestures, body language	**1**
Lecture 27:	Eye contact, posture, and paralanguage	**1**
Lecture 28:	Telephone etiquette	**1**
Lecture 29:	Video conferencing and online communication	**1**
Unit 4: Employment Communication (8 Lectures)		
Lecture 30:	Resume writing – chronological format	**1**
Lecture 31:	Resume writing – functional format	**1**
Lecture 32:	Writing effective cover letters	**1**
Lecture 33:	Job applications and follow-up letters	**1**
Lecture 34:	Interview preparation – types and techniques	**1**
Lecture 35:	Mock interviews and group discussions	**1**
Lecture 36:	Soft skills for career success – clarity and confidence	**1**

Lecture 37:	Professionalism in employment communication	**1**

Unit 5: Business Communication in a Global and Digital Context (8 Lectures)		
Lecture 38:	Intercultural communication – importance and challenges	**1**
Lecture 39:	Strategies for effective intercultural communication	**1**
Lecture 40:	Communication in a global business environment	**1**
Lecture 41:	Ethics in business communication	**1**
Lecture 42:	Using digital platforms – social media & messaging apps	**1**
Lecture 43:	Writing for web and social media	**1**
Lecture 44:	Collaborative tools for communication (Google Docs, Slack, etc.)	**1**
Lecture 45:	Crisis communication and handling the media	**1**

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the basic principles and tools of micro and macroeconomics in a business context.	Remember (B1)
CO 2	Analyze demand, supply, and pricing strategies using economic models.	Understand (B2)
CO 3	Evaluate different market structures and understand firm behavior in each.	Apply (B3)
CO 4	Understand and interpret macroeconomic indicators and their influence on business.	Analyze (B4)

SECOND SEMESTER

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 151
Core Compulsory/Elective: Core Compulsory
Course Title: Economics for Business
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1. To equip students with a strong foundation in key microeconomic and macroeconomic concepts essential for informed business decision-making.
2. To develop an understanding of market dynamics, pricing strategies, and the economic behavior of consumers and firms.
3. To analyze the macroeconomic environment and evaluate its impact on business strategies and operations.

Course Outcomes:

CO 5	Apply economic reasoning in decision-making and policy evaluation for business strategies.	Create (B5)

Course Structure:

Unit 1: Introduction to Business Economics
Introduction to the nature, scope, and significance of Business Economics; distinction between Microeconomics and Macroeconomics; understanding basic economic problems and the role of price mechanism in resource allocation; introduction to key economic tools such as opportunity cost, marginal and incremental analysis for rational business decisionmaking.
Unit 2: Demand and Supply Analysis
Analysis of consumer behavior through the Law of Demand and elasticity concepts (price, income, and cross elasticity); techniques of demand forecasting and their applications in business; understanding supply concepts, elasticity of supply, and determination of market equilibrium with demand-supply shifts.
Unit 3: Production and Cost Analysis
Exploration of production theory, including laws of variable proportions and returns to scale; concepts of isoquants and isocost lines; cost analysis – fixed, variable, average, marginal, and total costs; short-run and long-run cost curves; implications for managerial decision-making.
Unit 4: Market Structures and Pricing Strategies
In-depth study of various market forms: perfect competition, monopoly, monopolistic competition, and oligopoly; price and output determination in each market form; strategic pricing methods including cost-plus pricing, penetration pricing, price discrimination, and basics of game theory and competitive strategy.
Unit 5: Macroeconomic Environment of Business

Comprehensive view of macroeconomic variables affecting businesses – national income concepts and measurement, inflation and unemployment trends, economic cycles; monetary and fiscal policies; foreign exchange rates, balance of payments, and the government's role in shaping the economic and business environment.

Suggested Readings:

1. **Froeb, L. M., McCann, B. T., Ward, M. R., & Shor, M. (2007).** *Managerial economics: A problem solving approach* (2nd ed.). South-Western College Pub.1
2. **Graham, R. (2013).** *Managerial economics for dummies*. For Dummies.1
3. **Thomas, C. R., & Maurice, S. C. (2016).** *Managerial economics* (12th ed.). McGraw-Hill Education.1
4. **Baye, M. R., & Prince, J. T. (2021).** *Managerial economics and business strategy* (10th ed.). McGraw-Hill Education.3
5. **McGuigan, J. R., Moyer, R. C., & Harris, F. H. deB. (2007).** *Managerial economics: Applications, strategies, and tactics* (11th ed.). South-Western College Pub.

Lecture Plan 60 hours

Unit I: Introduction to Business Economics (10 Hours)		
Lecture No.	**Topics to be Covered**	**Hours**
Lecture 1	Nature and scope of Business Economics	1
Lecture 2	Importance of Business Economics in decision-making	1
Lecture 3	Microeconomics vs. Macroeconomics	1
Lecture 4	Basic economic problems	1
Lecture 5	Role of price mechanism in resource allocation	1
Lecture 6	Opportunity cost and its business applications	1
Lecture 7	Marginal analysis in business decisions	1

Lecture 8	Incremental analysis for optimization	1
Lecture 9	Applications of economic tools in business scenarios	1
Lecture 10	Case study/discussion: Relevance of Business Economics	1

Unit II: Demand and Supply Analysis (12 Hours)		
Lecture 11	Law of Demand – determinants and exceptions	1
Lecture 12	Price Elasticity of Demand – meaning & measurement	1
Lecture 13	Income & Cross Elasticity of Demand	1
Lecture 14	Applications of elasticity in pricing decisions	1
Lecture 15	Demand Forecasting – purpose and relevance	1
Lecture 16	Quantitative & qualitative forecasting techniques	1
Lecture 17	Law of Supply and elasticity of supply	1
Lecture 18	Factors affecting supply	1
Lecture 19	Market equilibrium: determination & graphical representation	1
Lecture 20	Effects of shifts in demand and supply on equilibrium	1
Lecture 21	Interactive simulation: demand & supply shifts	1
Lecture 22	Case discussion: forecasting and pricing in business	1
Unit III: Production and Cost Analysis (12 Hours)		
Lecture 23	Production function and short-run production analysis	1
Lecture 24	Law of Variable Proportions	1
Lecture 25	Returns to Scale – Increasing, Constant, Decreasing	1
Lecture 26	Isoquants and Isocosts – concepts and managerial use	1
Lecture 27	Least cost combination of inputs	1
Lecture 28	Short-run cost concepts: FC, VC, TC, AVC, AFC, MC	1
Lecture 29	Long-run cost curves and economies of scale	1
Lecture 30	Cost-output relationship and cost control	1

Lecture 31	Break-even analysis	1
Lecture 32	Managerial use of cost data	1
Lecture 33	Application problems on cost estimation	1
Lecture 34	Group activity: cost curves & production decisions	1
Unit IV: Market Structures and Pricing Strategies (14 Hours)		
Lecture 35	Overview of market structures	1
Lecture 36	Perfect competition – features, price-output determination	1
Lecture 37	Monopoly – pricing, barriers, deadweight loss	1
Lecture 38	Monopolistic competition – non-price competition	1
Lecture 39	Oligopoly – features and price rigidity	1
Lecture 40	Kinked demand curve, cartels, collusion	1
Lecture 41	Game theory – basics and payoff matrix	1
Lecture 42	Strategic behavior under oligopoly	1
Lecture 43	Pricing methods – cost-plus pricing, penetration pricing	1
Lecture 44	Price skimming, discriminatory pricing	1
Lecture 45	Role of pricing in competitive strategy	1
Lecture 46	Classroom activity: simulating competition	1
Lecture 47	Case study: pricing strategy in real businesses	1
Lecture 48	Interactive quiz/discussion on market forms	1
Unit V: Macroeconomic Environment of Business (12 Hours)		
Lecture 49	National Income – concepts and circular flow	1
Lecture 50	Methods of measuring national income	1
Lecture 51	Inflation – types, causes, effects	1
Lecture 52	Unemployment – types and implications	1
Lecture 53	Business cycles – phases and impact on business	1
Lecture 54	Monetary policy – tools and transmission mechanism	1

Lecture 55	Fiscal policy – instruments and role in economic growth	1
Lecture 56	Balance of Payments – components and deficits	1
Lecture 57	Exchange rate systems and currency fluctuations	1
Lecture 58	Global macro trends and business impact	1
Lecture 59	Role of government in development and regulation	1
Lecture 60	Wrap-up: Linking macroeconomics to business strategy	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 152
Core Compulsory/Elective: Core Compulsory
Course Title: IT for Business
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1. To introduce students to the fundamental concepts of Information Technology (IT) and its strategic role in enhancing modern business operations.
2. To equip students with practical skills in business software applications, including ERP, CRM, and analytical tools, for effective decision-making and operational efficiency.
3. To foster analytical and ethical thinking by exploring emerging technologies, digital platforms, and their implications in business environments.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain IT infrastructure and its business applications.	Remember (B1)
CO 2	Utilize ERP, CRM, and analytics tools for business efficiency.	Understand (B2)
CO 3	Interpret data sets to derive actionable business insights.	Apply (B3)

CO 4	Design e-commerce/digital marketing strategies.	Analyze (B4)
CO 5	Debate ethical implications of emerging techn\ologies.	Create (B5)

Course Structure:

Unit 1: Introduction to IT in Business
Role of IT in modern business operations, Overview of hardware, software, and networks., Digital transformation trends (e.g., cloud computing, IoT)., Case Study: Impact of IT on retail/ecommerce
Unit 2: Business Software & Applications
Enterprise Resource Planning (ERP) and CRM systems., Productivity tools (Excel, Power BI for data analysis)., Collaboration tools (Slack, Trello, Zoom)., Lab Session: Creating dashboards for business metrics.
Unit 3: Data Management & Analytics
Database fundamentals (SQL, NoSQL)., Big Data and business decision-making., Basics of data visualization (Tableau, Power BI)., Workshop: Analyzing sales data with Excel/Python.
Unit 4: E-Commerce & Digital Marketing
E-commerce platforms (Shopify, Amazon)., SEO, SEM, and social media marketing tools., Cybersecurity basics for online transactions., Project: Designing a mock e-commerce store.
Unit 5: Emerging Technologies & Ethics
AI, blockchain, and automation in business., Ethical and legal issues (data privacy, IPR)., Future trends: Metaverse, quantum computing., Group Discussion: Ethical dilemmas in IT adoption.

Suggested Readings:

1. **Laudon, K. C., & Laudon, J. P. (2020).** *Management information systems: Managing the digital firm* (16th ed.). Pearson.
2. **O'Brien, J. A., & Marakas, G. M. (2013).** *Management information systems* (10th ed.). McGraw-Hill Education.
3. **Stair, R., & Reynolds, G. (2019).** *Principles of information systems* (13th ed.). Cengage Learning.
4. **Turban, E., Pollard, C., & Wood, G. (2018).** *Information technology for management: Ondemand strategies for performance, growth, and sustainability* (11th ed.). Wiley.
5. **Haag, S., & Cummings, M. (2012).** *Management information systems for the information age* (9th ed.). McGraw-Hill Education.

Lecture Plan – 60 hours

Unit 1: Introduction to IT in Business (12 Hours)		
S. No. of Lectures	**Topics**	**Lectures Required**
Lecture 1	Role of IT in Modern Business Operations	**1**
Lecture 2	Overview of Hardware, Software & Network Systems	**1**
Lecture 3	IT Infrastructure & Business Information Systems	**1**
Lecture 4	Digital Transformation Trends – Cloud Computing & IoT	**1**
Lecture 5	Cloud Computing: Business Applications	**1**
Lecture 6	Internet of Things (IoT) in Business	**1**
Lecture 7	Mobile Computing & Enterprise Mobility	**1**
Lecture 8	Business Continuity & Disaster Recovery with IT	**1**
Lecture 9	Information Security & Cybersecurity Basics	**1**
Lecture 10	Case Study: Impact of IT on Retail/E-commerce	**1**
Lecture 11	Emerging IT Trends – AI & Blockchain in Business	**1**
Lecture 12	Discussion & Review: IT-driven Business Transformation	**1**

Unit 2: Business Software & Applications (12 Hours)		
Lecture 13	ERP Fundamentals and Functional Modules	**1**
Lecture 14	ERP Implementation Challenges & Benefits	**1**
Lecture 15	CRM Systems – Features and Customer Lifecycle Management	**1**
Lecture 16	Integrating ERP & CRM for Business Efficiency	**1**
Lecture 17	Productivity Tools – Excel for Business Analytics	**1**

Lecture 18	Power BI Basics – Data Import & Simple Visuals	**1**
Lecture 19	Power BI Intermediate – Dashboard Creation	**1**
Lecture 20	Collaboration Tools: Slack, Trello & Zoom	**1**
Lecture 21	Real-world Application of Business Software	**1**
Lecture 22	Lab Session: Build a KPI Dashboard in Power BI	**1**
Lecture 23	Lab Session: CRM Workflow Configuration (e.g. Zoho/Salesforce)	**1**
Lecture 24	Lab Session: ERP Simulation (Tally or SAP Lite)	**1**
Unit 3: Data Management & Analytics (12 Hours)		
Lecture 25	Database Fundamentals – SQL Basics	**1**
Lecture 26	SQL Queries: Joins, Aggregations & Subqueries	**1**
Lecture 27	NoSQL Databases – Concepts & Business Use Cases	**1**
Lecture 28	Big Data Overview and Its Business Relevance	**1**
Lecture 29	Business Analytics Lifecycle	**1**
Lecture 30	Data Preparation – Cleaning & Transformation	**1**
Lecture 31	Principles of Data Visualization	**1**
Lecture 32	Tableau Basics – Building Visuals	**1**
Lecture 33	Excel Analytics – Pivot Tables & Charts	**1**
Lecture 34	Python for Data Analysis – Introduction to Pandas	**1**

Lecture 35	Workshop: Analyzing Sales Data in Excel & Python	**1**
Lecture 36	Advanced Dashboarding – Tableau/Power BI	**1**
Unit 4: E-Commerce & Digital Marketing (12 Hours)		
Lecture 37	**Overview of E-Commerce Platforms – Shopify, Amazon**	**1**
Lecture 38	Building an Online Store: Key Considerations	**1**
Lecture 39	Digital Payment Systems & Security	**1**
Lecture 40	Search Engine Optimization (SEO) Fundamentals	**1**
Lecture 41	Search Engine Marketing (SEM) & Google Ads	**1**
Lecture 42	Social Media Marketing Tools & Analytics	**1**
Lecture 43	Email Marketing & Automation	**1**
Lecture 44	Content Marketing Strategy & Performance Metrics	**1**
Lecture 45	Cybersecurity Essentials for Online Transactions	**1**
Lecture 46	Project: Designing a Mock E-Commerce Store	**1**
Lecture 47	Workshop: Developing a Digital Marketing Campaign	**1**
Lecture 48	Case Study Discussion: Successful Digital Brands	**1**
Unit 5: Emerging Technologies & Ethics (12 Hours)		
Lecture 49	Artificial Intelligence in Business – Applications & Challenges	**1**
Lecture 50	Blockchain Fundamentals & Use Cases in Business	**1**
Lecture 51	Automation & Robotics in Enterprise Operations	**1**
Lecture 52	Ethical Issues in IT – Data Privacy & Security	**1**
Lecture 53	Intellectual Property Rights (IPR) in IT	**1**
Lecture 54	Legal & Regulatory Framework for Business IT	**1**
Lecture 55	Future Trends: Metaverse & Quantum Computing	**1**
Lecture 56	Sustainable IT & Green Computing	**1**
Lecture 57	Group Discussion: Ethical Dilemmas in IT Adoption	**1**
Lecture 58	Capstone: Proposing an Ethical IT Initiative	**1**

Lecture 59	Course Integration Exercise: Linking IT Topics to Business Strategy	**1**
Lecture 60	Final Q&A, Review & Assessment Preparation	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 153
Core Compulsory/Elective: Core Compulsory
Course Title: Cost Accounting
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1. o equip students with the foundational knowledge of cost accounting principles, including cost concepts, classifications, and systems to aid in effective business decision-making.
2. To develop practical skills for analyzing and controlling material, labor, and overhead costs using various cost accounting methods and tools.
3. To enable learners to prepare cost sheets and apply costing techniques such as marginal costing, standard costing, and budgetary control for managerial planning and control.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand fundamental cost accounting concepts, methods, and systems.	Remember (B1)
CO 2	Prepare cost sheets and ascertain the cost of products or services.	Understand (B2)
CO 3	Apply various techniques for cost control and cost reduction.	Apply (B3)
CO 4	Analyze and interpret cost-related data for managerial decisionmaking.	Analyze (B4)
CO 5	Demonstrate proficiency in budgeting, standard costing, and variance analysis.	Create (B5)

Course Structure:

Unit 1: Introduction to Cost Accounting
Meaning, Nature, Scope, and Objectives of Cost Accounting, Differences between Cost Accounting and Financial Accounting, Advantages and Limitations of Cost Accounting, Installation of Cost Accounting System, Cost Concepts and Cost Classification, Elements of Cost – Direct and Indirect Costs, Cost Centers and Cost Units
Unit 2: Material Cost Control
Meaning and Importance of Material Control, Inventory Control Techniques: EOQ, ABC, VED, JIT, Purchase Procedures and Documentation, Stores Control – Bin Card, Store Ledger, Pricing of Material Issues – FIFO, LIFO, Weighted Average, Stock Level Determination – Reorder Level, Minimum & Maximum Levels
Unit 3: Labour Cost Control

Importance of Labour Cost Control, Timekeeping and Time Booking, Methods of Wage Payment – Time Rate, Piece Rate, Incentive Systems – Halsey Plan, Rowan Plan, Taylor's Differential Piece Rate, Labour Turnover – Causes and Measurement, Idle Time, Overtime, and Labour Productivity

Unit 4: Overheads and Cost Sheet Preparation

Classification of Overheads: Factory, Office, and Selling, Allocation, Apportionment, and Absorption of Overheads, Machine Hour Rate and Labour Hour Rate, Preparation of Cost Sheet and Tenders/Quotations, Job Costing and Contract Costing – Introduction and Basic Formats

Unit 5: Techniques of Costing and Decision Making

Process Costing – Basic Concepts and Features, Marginal Costing and Break-even Analysis, Standard Costing and Variance Analysis – Material and Labour Variances, Budgetary Control – Types of Budgets, Preparation of Flexible Budget, Cost Audit and Reporting – Introduction and Importance

Suggested Readings:

1. **Kinney, M. R., Raiborn, C. A., & Dragoo, M. R. (2025**). *Cost accounting with data analytics* (11th ed.). Cengage Learning.
2. **Horngren, C. T., Datar, S. M., & Rajan, M. V. (2015).** *Cost accounting: A managerial emphasis* (15th ed.). Pearson.
3. **Jain, S. P., & Narang, K. L. (2013).** *Cost accounting: Principles and practice* (17th ed.). Kalyani Publishers.
4. **Reddy, T. S., & Murthy, A. (2020).** *Cost and management accounting*. Margham Publications.
5. **Cognella Academic Publishing. (2024).** *Cost accounting for managerial planning, decision making and control*. Cognella Academic Publishing.

Lecture Plan – 60 hours

S. No of Lectures	Topics	Lectures required
Unit 1: Introduction to Cost Accounting (8 Hours)		
Lecture 1	Meaning, Nature, Scope, and Objectives of Cost Accounting	**1**

Lecture 2	Differences between Cost Accounting and Financial Accounting	**1**
Lecture 3	Advantages and Limitations of Cost Accounting	**1**
Lecture 4	Installation of Cost Accounting System	**1**
Lecture 5	Cost Concepts and Cost Classification	**1**
Lecture 6	Elements of Cost – Direct and Indirect Costs	**1**
Lecture 7	Cost Centers and Cost Units	**1**
Lecture 8	Recap + Case Study on Cost Structure	**1**
Unit 2: Material Cost Control (8 Hours)		
Lecture 9	Meaning and Importance of Material Control	**1**
Lecture 10	Inventory Control Techniques: EOQ, ABC, VED, JIT	**1**
Lecture 11	Purchase Procedures and Documentation	**1**
Lecture 12	Stores Control: Bin Card and Store Ledger	**1**
Lecture 13	Pricing of Material Issues – FIFO, LIFO	**1**
Lecture 14	Pricing of Material Issues – Weighted Average Method	**1**
Lecture 15	Stock Level Determination – Reorder Level, Minimum & Maximum Levels	**1**
Lecture 16	Lab Activity: EOQ and Material Issue Calculations	**1**
Unit 3: Labour Cost Control (7 Hours)		
Lecture 17	Importance of Labour Cost Control	**1**
Lecture 18	Timekeeping and Time Booking	**1**
Lecture 19	Methods of Wage Payment – Time Rate and Piece Rate	**1**
Lecture 20	Incentive Systems – Halsey Plan, Rowan Plan, Taylor’s Differential Piece Rate	**1**

Lecture 21	Labour Turnover – Causes and Measurement	**1**
Lecture 22	Idle Time, Overtime, and Labour Productivity	**1**
Lecture 23	Practical Exercise: Wage Calculation Using Different Plans	**1**
Unit 4: Overheads and Cost Sheet Preparation (9 hours)		
Lecture 24	Classification of Overheads: Factory, Office, and Selling	**1**
Lecture 25	Allocation, Apportionment, and Absorption of Overheads	**1**
Lecture 26	Machine Hour Rate and Labour Hour Rate	**1**
Lecture 27	Introduction to Cost Sheet – Format and Components	**1**
Lecture 28	Preparation of Cost Sheet with Practical Problems	**1**
Lecture 29	Preparation of Tenders/Quotations	**1**
Lecture 30	Job Costing – Concept and Format	**1**
Lecture 31	Contract Costing – Concept and Format	**1**
Lecture 32	Practical Session: Full Cost Sheet with Overheads and Job Costing	**1**
Unit 5: Techniques of Costing and Decision Making (10 Hours)		
Lecture 33	Process Costing – Basic Concepts and Features	**1**
Lecture 34	Marginal Costing – Meaning and Applications	**1**
Lecture 35	Break-even Analysis – Concept and Graphical Presentation	**1**
Lecture 36	Standard Costing – Introduction and Applications	**1**
Lecture 37	Variance Analysis – Material Variances	**1**
Lecture 38	Variance Analysis – Labour Variances	**1**
Lecture 39	Budgetary Control – Types of Budgets	**1**
Lecture 40	Preparation of Flexible Budget	**1**

Lecture 41	Cost Audit and Reporting – Introduction and Importance	**1**
Lecture 42	Workshop: Break-even and Variance Calculations	**1**
Review, Assignments & Assessment		
Lecture 43	Revision – Unit 1 & Unit 2	**1**
Lecture 44	Revision – Unit 3 & Unit 4	**1**
Lecture 45	Revision – Unit 5	**1**
Lecture 46	Class Test 1 – MCQs and Short Answers	**1**
Lecture 47	Group Assignment Discussion – Labour & Overheads	**1**
Lecture 48	Presentation on Budgetary Control Techniques	**1**
Lecture 49	Case Study Discussion: Costing Decision Making	**1**
Lecture 50	Internal Assessment Test (Descriptive + Practical)	**1**
Lecture 51	Feedback + Clarification Session	**1**
Lecture 52	Guest Lecture – Industry Expert on Cost Management	**1**
Lecture 53	Lab Activity: Full Cost Sheet and Flexible Budget in Excel	**1**
Lecture 54	Recap + Practice Problems	**1**
Lecture 55	Final Revision and Q&A	**1**
Lecture 56	Model Paper Solving – Practice Test	**1**
Lecture 57	Assignment Evaluation and Feedback	**1**
Lecture 58	Viva/Oral Presentation – Cost Control Concepts	**1**
Lecture 59	Pre-Final Assessment – Full Paper	**1**
Lecture 60	Final Summary + Course Wrap-Up	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 151
Core Compulsory/Elective: Core Compulsory
Course Title: Critical Thinking and Problem Solving
Credits:4 (L-3 T-1 P-0)

Course Objective:

1. To develop a foundational understanding of critical thinking principles, including logical reasoning, argument evaluation, and cognitive biases.
2. To enable students to apply creative thinking techniques and structured problemsolving frameworks to real-world scenarios.
3. To enhance decision-making capabilities in business and professional contexts through critical analysis, ethical reflection, and effective communication of solutions.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand and apply the principles of critical thinking to academic and workplace contexts.	Remember (B1)
CO 2	Analyze arguments, detect fallacies, and evaluate evidence critically.	Understand (B2)
CO 3	Apply structured problem-solving techniques in business scenarios.	Apply (B3)
CO 4	Enhance creativity and lateral thinking to generate innovative solutions.	Analyze (B4)
CO 5	Communicate and justify decisions effectively using critical reasoning.	Create (B5)

Course Structure:

Unit 1: Introduction to Critical Thinking
Meaning and importance of critical thinking, Characteristics of a critical thinker, Difference between critical and creative thinking, Common barriers to critical thinking, Stages of development in critical thinking.
Unit 2: Components of Critical Thinking
Argument: Structure and evaluation, Deductive and inductive reasoning, Assumptions, biases, and logical fallacies, Evaluating sources of information and evidence, Cognitive biases in decisionmaking.
Unit 3: Problem Solving Techniques
Definition and types of problems, Steps in problem-solving, Root Cause Analysis (RCA), Fishbone Diagram, Brainstorming and Mind Mappings analysis for decision-making.
Unit 4: Creative Thinking and Innovation
Difference between creative and critical thinking, Techniques to enhance creativity: SCAMPER, Lateral Thinking, Six Thinking Hats, Design thinking process: Empathize, Define, Ideate, Prototype, Test, Real-life applications in business and entrepreneurship.
Unit 5: Decision Making in Business Contexts
Decision-making models: Rational, Intuitive, Bounded Rationality, Group vs. individual decisionmaking, Ethical decision-making and critical reflection, Case studies from business/management on problem-solving, Communication of solutions and justifications.

Suggested Readings:

1. **Cohen, J. (2015).** *Critical thinking skills for dummies*. Wiley.
2. **Conn, C., & McLean, R. (2019).** *Bulletproof problem solving: The one skill that changes everything*. Wiley.
3. **Wilbur, J. (2020).** *Critical thinking & problem solving: [5 in 1] The definitive guide to decision-making secrets, logic, systematic problem-solving and better thinking with insider techniques to spot logical failures*. Independently published.
4. **Griffiths, C., Costi, M., & Medlicott, C. (2019).** *The creative thinking handbook: Your step-by-step guide to problem solving in business*. Kogan Page.
5. **Sloan, M. (2019).** *The art of problem solving 101: Improve your critical thinking and decision making skills and learn how to solve problems creatively*.

Lecture Plan 60 Hours

Unit 1: Introduction to Critical Thinking (11 Hours)		
Lecture No.	**Topic**	**Hours**
Lecture 1	Meaning and Importance of Critical Thinking	**1**
Lecture 2	Characteristics of a Critical Thinker	**1**
Lecture 3	Difference Between Critical and Creative Thinking	**1**
Lecture 4	Common Barriers to Critical Thinking	**1**
Lecture 5	Stages of Development in Critical Thinking	**1**
Lecture 6	Group Activity: Identifying Thinking Gaps	**1**
Lecture 7	Reflection Exercise: Evaluating One's Own Thought Patterns	**1**
Lecture 8	Class Discussion: Importance of Thinking in Leadership	**1**
Lecture 9	Quiz & Recap on Unit 1	**1**
Lecture 10	Guest Interaction: Professional Use of Critical Thinking	**1**
Lecture 11	Mini Case Study Analysis – Barriers to Rational Thought	**1**
Unit 2: Components of Critical Thinking (11 Hours)		
Lecture 12	Structure of Arguments – Premise and Conclusion	**1**
Lecture 13	Deductive and Inductive Reasoning	**1**
Lecture 14	Recognizing Assumptions and Biases	**1**
Lecture 15	Logical Fallacies and Misleading Arguments	**1**

Lecture 16	Cognitive Biases in Decision -Making	**1**
Lecture 17	Evaluating the Credibility of Sources	**1**
Lecture 18	Activity: Bias Spotting in Media and Ads	**1**
Lecture 19	Interactive Debate: Argument Strength	**1**
Lecture 20	Practice Test: Logical Analysis	**1**
Lecture 21	Group Work: Argument Mapping	**1**
Lecture 22	Case Study: Corporate Communication Failures Due to Faulty Reasoning	**1**
Unit 3: Problem Solving Techniques (11 Hours		
Lecture 23	Definition and Classification of Problems	**1**
Lecture 24	Steps in Problem -Solving Frameworks	**1**
Lecture 25	Root Cause Analysis (RCA) and Why -Why Technique	**1**
Lecture 26	Fishbone Diagram – Constructing & Analyzing	**1**
Lecture 27	Brainstorming Methods – Rules & Evaluation	**1**
Lecture 28	Mind Mapping for Business Problem Analysis	**1**

Lecture 29	Group Exercise: Solving a Case Using RCA + Mind Mapping	**1**
Lecture 30	Mini Project: Real-Life Problem Identification	**1**
Lecture 31	Review of Tools Through Business Applications	**1**
Lecture 32	Quiz and Peer Review	**1**
Lecture 33	Simulation Activity: From Problem to Action Plan	**1**
Unit 4: Creative Thinking and Innovation (11 Hours)		
Lecture 34	Creative vs. Critical Thinking – Comparative Analysis	**1**
Lecture 35	Techniques: SCAMPER and Their Applications	**1**
Lecture 36	Lateral Thinking – Edward de Bono's Approach	**1**
Lecture 37	Six Thinking Hats – Team-Based Activity	**1**
Lecture 38	Design Thinking: Process Overview	**1**
Lecture 39	Design Thinking Stages 1 & 2: Empathize, Define	**1**
Lecture 40	Design Thinking Stages 3–5: Ideate, Prototype, Test	**1**
Lecture 41	Real-Life Application: Design Thinking in Startups	**1**
Lecture 42	Workshop: Business Idea Brainstorm Using Creative Models	**1**
Lecture 43	Guest Lecture: Innovation Strategy in Practice	**1**
Lecture 44	Group Pitch: Creative Solutions to Market Gaps	**1**
Unit 5: Decision Making in Business Contexts (10 Hours)		
Lecture 45	Decision-Making Models: Rational, Intuitive, Bounded Rationality	**1**
Lecture 46	Group vs. Individual Decision-Making	**1**
Lecture 47	Ethical Decision-Making – Frameworks and Real-World Scenarios	**1**
Lecture 48	Communicating Solutions and Justifying Decisions	**1**
Lecture 49	Case Analysis: Ethical Dilemma in Management	**1**
Lecture 50	Reflection Writing: Personal Decision-Making Experience	**1**
Lecture 51	Business Simulation: Group Decision-Making Activity	**1**
Lecture 52	Panel Discussion: Leadership Decisions in Crisis	**1**
Lecture 53	Decision Tree and Cost-Benefit Analysis	**1**
Lecture 54	Review Exercise: Applying All Models to Business Problem	**1**
Review & Assessment (6 Hours)		
Lecture 55	Comprehensive Recap: All Units Through Interactive Quiz	**1**
Lecture 56	Assignment Presentations & Peer Review	**1**

Lecture 57	Internal Assessment – MCQs + Short Answers	**1**
Lecture 58	Case -Based Test – Application of Tools and Frameworks	**1**
Lecture 59	Viva/Reflection on Learning Journey	**1**

Lecture 60	Final Wrap-Up + Open House Q&A	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 151
Core Compulsory/Elective: Core Compulsory
Course Title: Introduction to Data Analytics
Credits:2 (L-2 T-0 P-0)

Course Objectives:

1. To introduce fundamental data analytics concepts, types of data, and applications in key business areas.
2. To develop competency in data collection, preparation, basic statistics, and visualization techniques.
3. To foster analytical thinking for solving business problems while considering ethical and emerging issues in analytics.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand the basic concepts and importance of data analytics in business.	Remember (B1)
CO 2	Identify different types and sources of data and apply data cleaning techniques.	Understand (B2)
CO 3	Use basic statistical methods for analyzing and interpreting data.	Apply (B3)

CO 4	Create simple data visualizations to communicate insights.	Analyze (B4)
CO 5	Apply analytical thinking to solve business problems using data.	Create (B5)

Course Structure:

Unit 1: Introduction to Data Analytics
Definition, Scope, and Importance of Data Analytics in Business, Types of Data: Structured, Unstructured, Semi-structured, The Data Analytics Process, Applications in Marketing, Finance, HR, and Operations, Overview of Data-Driven Decision Making.
Unit 2: Data Collection and Preparation
Sources of Data: Internal and External, Data Collection Methods: Surveys, Web Scraping, Transactional Data, Data Cleaning: Handling Missing Values, Duplicates, and Outliers, Data Transformation and Normalization, Tools for Data Preparation (Excel, Google Sheets, etc.)
Unit 3: Descriptive Analytics and Statistical Tools
Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive, Measures of Central Tendency and Dispersion, Introduction to Data Visualization, Charts and Graphs: Bar, Line, Pie, Histogram, Scatter, Excel Basics for Analytics: Formulas, Pivot Tables, Conditional Formatting
Unit 4: Data Visualization and Dashboarding
Principles of Effective Data Visualization, Introduction to Data Visualization Tools: Tableau / Power BI / Google Data Studio, Creating Dashboards and Storytelling with Data, Case Examples from Marketing Campaigns, Sales Dashboards, Hands-on Exercises (using sample datasets).
Unit 5: Ethical and Practical Considerations
Data Privacy, Confidentiality, and Governance, Ethical Use of Data and AI Bias, Challenges in Business Data Analytics, Introduction to Big Data and Cloud-based Analytics, Future Trends: AI, Machine Learning, Real-Time Analytics.

Suggested Readings:

1. **Provost, F., & Fawcett, T. (2013).** *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
2. **Winston, W. L. (2019).** *Microsoft Excel data analysis and business modeling* (6th ed.). Microsoft Press.
3. **Maheshwari, A. (2017).** *Data analytics made accessible* (3rd ed.). Amazon Digital Services.
4. **Marr, B. (2017).** *Data strategy: How to profit from a world of big data, analytics and the Internet of Things*. Kogan Page.
5. **EMC Education Services. (2015).** *Data science and big data analytics: Discovering, analyzing, visualizing and presenting data*. Wiley.

Lecture Plan -45 Hours

Unit 1: Introduction to Data Analytics (10 Hours)		
Lecture No.	**Topics**	**Hours**
Lecture 1	Definition and Scope of Data Analytics	**1**
Lecture 2	Importance of Data Analytics in Business	**1**
Lecture 3	Types of Data: Structured, Unstructured, Semi-structured	**1**
Lecture 4	Data Analytics Process Steps	**1**
Lecture 5	Applications in Marketing and Finance	**1**
Lecture 6	Applications in HR and Operations	**1**
Lecture 7	Data-Driven Decision Making: Benefits and Challenges	**1**
Lecture 8	Real-life Examples from Industry	**1**
Lecture 9	Case Discussion: Data-Driven Business Decisions	**1**
Lecture 10	Practical: Overview of Tools and Business Analytics Dashboards	**1**
Unit 2: Data Collection and Preparation (9 Hours)		

Lecture 11	Sources of Data: Internal and External	**1**

Lecture 12	Data Collection Methods: Surveys, Web Scraping, Transactional Data	**1**
Lecture 13	Data Cleaning: Missing Values, Duplicates, Outliers	**1**
Lecture 14	Data Transformation and Normalization	**1**
Lecture 15	Tools for Data Preparation: Excel, Google Sheets	**1**
Lecture 16	Hands-on Practice: Data Cleaning in Excel (Lab Session 1)	**1**
Lecture 17	Data Quality and Preprocessing Best Practices	**1**
Lecture 18	Discussion: Real-world Data Challenges	**1**
Lecture 19	Ethical Considerations in Data Collection	**1**
Unit 3: Descriptive Analytics and Statistical Tools (9 Hours)		
Lecture 20	Introduction to Descriptive, Diagnostic, Predictive, and Prescriptive Analytics	**1**
Lecture 21	Measures of Central Tendency (Mean, Median, Mode)	**1**
Lecture 22	Measures of Dispersion (Range, Variance, Standard Deviation)	**1**
Lecture 23	Charts and Graphs: Bar, Line, Pie, Histogram	**1**
Lecture 24	Scatter Plots and Correlation	**1**
Lecture 25	Excel Basics for Analytics: Formulas and Conditional Formatting	**1**
Lecture 26	Pivot Tables and Data Summary in Excel	**1**
Lecture 27	Lab: Basic Descriptive Analytics in Excel (Lab Session 2)	**1**
Lecture 28	Case Application: Using Descriptive Analytics for Business Insights	**1**
Unit 4: Data Visualization and Dashboarding (10 Hours)		
Lecture 29	Principles of Effective Data Visualization	**1**
Lecture 30	Choosing the Right Chart/Graph for the Message	**1**
Lecture 31	Introduction to Tableau / Power BI / Google Data Studio	**1**

Lecture 32	Creating Dashboards and Real-time Monitoring Tools	**1**
Lecture 33	Data Storytelling Techniques	**1**
Lecture 34	Case Examples: Marketing Campaign Dashboards	**1**
Lecture 35	Sales Dashboards and Business Impact	**1**
Lecture 36	Common Mistakes in Data Visualization	**1**
Lecture 37	Class Activity: Designing a Mini Dashboard	**1**
Lecture 38	Student Presentations: Dashboard Stories (Team-Based)	**1**
Unit 5: Ethical and Practical Considerations (7 Hours)		
Lecture 39	Data Privacy, Confidentiality, and Governance	**1**
Lecture 40	Ethical Use of Data, AI Bias, and Discrimination	**1**
Lecture 41	Business Challenges in Data Analytics	**1**
Lecture 42	Introduction to Big Data Concepts and Cloud Analytics	**1**
Lecture 43	Future Trends: AI, Machine Learning, Real-Time Analytics	**1**
Lecture 44	Discussion: Balancing Innovation and Ethics in Analytics	**1**
Lecture 45	Course Wrap-up: Key Takeaways and Final Discussions	**1**

THIRD SEMESTER

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 201
Core Compulsory/Elective: Core Compulsory
Course Title: Financial Management
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1.To explain the core concepts of time value of money, risk and return, and financial decision-making.
2.To interpret balance sheets, income statements, and cash flow statements to assess a firm's financial health.
3.To learn techniques for budgeting, financial modeling, and long-term strategic financial planning

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy

CO 1	Explain the nature, scope and objective of financial management, along with Time Value of Money, Risk & Return.	Remember (B1)
CO 2	Understand various capital structure theories and factors affecting capital structure decisions in a firm	Understand (B2)
CO 3	Analyze Capital Budgeting Process and Techniques including NPV, IRR and Profitability Index.	Apply (B3)
CO 4	Analyze various theories of dividend and factors affecting dividend policy	Analyze (B4)
CO 5	Estimate working capital along with an overview of cash receivables and inventory management	Create (B5)

Course Structure:

Unit 1: Introduction to Financial Management
Financial management -Introduction: Meaning, nature and Scope, Goals of Financial Management-Profit Maximization vs. Wealth Maximization; Finance functionsinvestment, Financing, Liquidity and dividend decisions. Sources of finance-Long term and short term. Concept of Time Value of Money-present value, future value, annuity, Present Value of a series of payments.
Unit 2: Cost of Capital and Capital Structure
Meaning and significance of cost of capital; cost of equity shares; cost of preference shares; cost of debt, weighted average cost of capital. Form of Capital: Introduction to Capital Structure; theories-NI approach; NOI approach; MM approach; Traditional approach, determinants of capital structure. Operating and Financial Leverage: Measurement of leverages; Financial and operating leverage, combined leverage.
Unit 3: Investment Decision

Meaning, importance, nature of investment decisions. Investment evaluation criteria,
Capital budgeting Techniques-Non-discounted cash flow- Pay back methods; Post Payback period; Accounting rate of return method, Discounted cash flow techniques-Net Present value method; Internal rate of return method; Profitability index method.

Unit 4: Dividend Decision

Theories for relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Approach, Forms of dividend payment and Determinants of Dividend policy.

Unit 5: Working Capital Decision

Concepts of Working Capital, Operating & Cash Cycles, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management.

Suggested Readings

1.Khan, M.Y. Khan and Jain P.K. *Financial Management Text and Problems.* Tata McGraw Hill

- **Kothari, R.** *Financial Management A Contemporary Approach.* Sage Publications India Pvt. Ltd. New Delhi
- **Pandey, I M**. *Financial Management.* Vikas Publications
- **Rustagi, R.P**. *Fundamentals of Financial Management*, Taxmann, New Delhi
- **Sharma, S.K. and Sareen,** *Fundamentals of Financial management*, Sultan Chand & Sons (P) Ltd.

Lecture Plan – Financial Management (60 Lectures)

Unit 1: Introduction to Financial Management		
S.no of Lectures	**Topics**	**Lectures required**
Lecture 1	Introduction: Meaning, Nature, Scope of Financial Management	1
Lecture 2	Goals of Financial Management: Profit Maximization vs. Wealth Maximization	1
Lecture 3	Investment Decisions	1
Lecture 4	Financing Decisions	1
Lecture 5	Liquidity Decisions	1

Lecture 6	Dividend Decisions	1
Lecture 7	Sources of Finance – Long-Term	1
Lecture 8	Sources of Finance – Short-Term	1
Lecture 9	Time Value of Money – Concepts & Present Value	1
Lecture 10	Future Value, Annuities, PV of Series of Payments	1
Unit 2: Cost of Capital and Capital Structure		
Lecture 11	Meaning & Significance of Cost of Capital	1
Lecture 12	Cost of Equity	1
Lecture 13	Cost of Preference Shares	1
Lecture 14	Cost of Debt	1
Lecture 15	Weighted Average Cost of Capital (WACC)	1
Lecture 16	Introduction to Capital Structure	1
Lecture 17	NI Approach	1

Lecture 18	NOI Approach	1
Lecture 19	MM Approach	1
Lecture 20	Traditional Approach	1
Lecture 21	Determinants of Capital Structure	1
Lecture 22	Concept and Measurement of Leverages (Operating, Financial & Combined)	1
Unit 3: Investment Decision (Capital Budgeting)		
Lecture 23	Meaning, Nature & Importance of Investment Decisions	1
Lecture 24	Introduction to Capital Budgeting	1
Lecture 25	Payback Period Method	1
Lecture 26	Post-Payback Period Technique	1
Lecture 27	Accounting Rate of Return (ARR)	1
Lecture 28	Net Present Value (NPV) Method	1
Lecture 29	Internal Rate of Return (IRR) Method	1
Lecture 30	Profitability Index (PI) Method	1
Lecture 31	Comparative Analysis of Techniques	1

Lecture 32	Practical Problems & Examples	1
Lecture 33	Group Discussion and Quiz	1
Unit -4: Dividend Decision		
Lecture 34	Introduction to Dividend Decisions	1
Lecture 35	Walter's Model	1
Lecture 36	Gordon's Model	1
Lecture 37	MM Approach (Dividend Irrelevance)	1
Lecture 38	Comparison of Dividend Theories	1
Lecture 39	Forms of Dividend Payment	1
Lecture 40	Cash & Stock Dividends	1
Lecture 41	Interim & Final Dividends	1
Lecture 42	Determinants of Dividend Policy – Part I	1
Lecture 43	Determinants of Dividend Policy – Part II	1
Lecture 44	Numerical Problems on Dividend Theories	1
Lecture 45	Quiz and Group Discussion	1
	Unit -5: Working Capital Decision	
Lecture 46	Concept of Working Capital	1
Lecture 47	Types: Gross vs. Net Working Capital	1
Lecture 48	Operating Cycle	1
Lecture 49	Cash Conversion Cycle	1
Lecture 50	Sources of Short-Term Finance	1
Lecture 51	Working Capital Estimation – Part I	1
Lecture 52	Working Capital Estimation – Part II	1
Lecture 53	Cash Management – Concepts & Techniques	1
Lecture 54	Receivables Management	1
Lecture 55	Inventory Management – EOQ, Reorder Level, ABC Analysis	1
Lecture 56	Practical Applications & Case Study	1
Lecture 57	Numerical Problems on Working Capital	1
Lecture 58	Unit-Wise Quick Revision (Key Concepts & Formulae)	1
Lecture 59	Practice Questions	1

Lecture 60	Final Revision / Quiz /Presentations	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 202
Core Compulsory/Elective: Core Compulsory
Course Title: Human Resource Management
Credits:4 (L-3 T-1 P-0)

Course Objectives:

1.To understand the fundamental principles and functions of Human Resource Management.

2.To identify effective HR practices for recruitment, selection, training, and development.

3.To evaluate performance appraisal systems and compensation management.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand the concept of HRM and its role in effective business administration.	Remember (B1)
CO 2	Understand the role of recruitment and selection in relation to organization's business and HRM objectives.	Understand (B2)
CO 3	Explain the importance of performance management system in enhancing employee performance	Apply (B3)
CO 4	Design compensation schemes that are cost effective, increase productivity of the workforce, and comply with the legal framework.	Analyze (B4)

CO 5	Recognize emerging horizons of HRM and also enduring international HRM, e- HRM, HRIS.	Create (B5)

Course Structure:

Unit 1: Introduction to HRM
Nature, importance, evolution and scope of HRM, difference between HRM and HRD, competencies of HR manager; Human resource planning—quantitative and qualitative dimensions; Job analysis—Job description and Job specification; HR policies.
Unit 2: Recruitment, Selection & Development
Recruitment, selection, placement, induction, and socialization – an overview; Training and development- concept, importance, methods, role specific and competency-based training.
Unit 3: Performance Appraisal
Performance appraisal—meaning, objectives and methods; Potential appraisal and employee counseling; Job changes-transfers (meaning and reasons), promotion (meaning and basis) and demotion (meaning, causes and guiding principles).
Unit 4: Compensation Management
Job evaluation; Compensation- base and supplementary compensation, methods of wage payment, fringe benefits, incentive plans (individual, group and organization wide)
Unit 5: Employee Maintenance and Emerging Issues in HRM
Employee welfare, safety and health; Grievance redressal; Emerging issues and challenges of HRM- workforce diversity, employee empowerment, downsizing, work-life balance, use of technology in HRM functions, e- HRM, green- HRM, outsourcing HRM, ethics in HRM (surveillance vs. privacy), employee retention.

Suggested Readings:

1. **Monnappa and Saiyadan**, *Personnel Management*, Tata Mcgraw Hill.
2. **Dessler, Garg**, *Human Resource Management*, Pearson education.
3. **C.B. Memoria** *Personal Management* Himalaya
4. **K. Aswathappa** *Human Resource Management* Tata McGraw-Hill
5. **Rao V.S.P.** *Human Resource Management*, Excel books

Lecture Plan – Human Resource Management (60 Lectures)

Unit 1: Introduction to HRM		
S.no of Lectures	**Topics**	**Lectures required**
Lecture 1	Introduction to HRM – Definition, Nature & Objectives	1
Lecture 2	Importance & Functions of HRM	1
Lecture 3	Evolution of HRM – From Personnel to Strategic HRM	1
Lecture 4	Scope of HRM in modern organizations	1
Lecture 5	Differences between HRM & HRD	1
Lecture 6	Competencies of an HR Manager	1
Lecture 7	Human Resource Planning – Introduction & Objectives	1
Lecture 8	Quantitative Dimensions of HR Planning	1
Lecture 9	Qualitative Dimensions of HR Planning	1
Lecture 10	Job Analysis – Meaning & Process	1
Lecture 11	Job Description – Structure and Writing	1
Lecture 12	Job Specification & HR Policies	1
Unit 2: Recruitment, Selection & Development		
Lecture 13	Recruitment – Concepts, Sources & Process	1
Lecture 14	Recruitment Strategies & Employer Branding	1
Lecture 15	Selection – Steps and Tools	1
Lecture 16	Selection Tests & Interviewing Techniques	1
Lecture 17	Placement – Meaning & Process	1

Lecture 18	Induction – Purpose and Methods	1
Lecture 19	Socialization – Organizational Fit	1
Lecture 20	Introduction to Training & Development	1
Lecture 21	Importance & Need for Training	1

Lecture 22	Training Methods – On-the-job & Off-the-job	1
Lecture 23	Role-specific & Competency-based Training	1
Lecture 24	Evaluating Training Effectiveness	1
	Unit -4: Compensation Management	
Lecture 37	Introduction to Compensation Management	1
Lecture 38	Job Evaluation – Methods and Importance	1
Lecture 39	Components of Compensation	1
Lecture 40	Base Pay vs. Supplementary Compensation	1
Lecture 41	Methods of Wage Payment – Time & Piece Rate	1
Lecture 42	Fringe Benefits – Types and Relevance	1
Lecture 43	Individual Incentive Plans	1
Lecture 44	Group Incentive Plans	1
Lecture 45	Organization-wide Incentive Schemes	1
Lecture 46	Case Study on Compensation Strategies	1
	Unit-5: Employee Maintenance and Emerging Issues in HRM	
Lecture 47	Employee Welfare – Facilities & Schemes	1
Lecture 48	Employee Safety – Policies & Practices	1
Lecture 49	Occupational Health and Hygiene	1
Lecture 50	Grievance Redressal Mechanism	1
Lecture 51	Workforce Diversity – Challenges & Management	1
Lecture 52	Employee Empowerment & Engagement	1
Lecture 53	Downsizing – Planning & Impact	1
Lecture 54	Work-Life Balance Programs	1
Lecture 55	Role of Technology in HRM	1
Lecture 56	E-HRM – Digital HR Practices	1
Lecture 57	Green HRM – Sustainable Practices in HR	1
Lecture 58	HR Outsourcing – Benefits and Risks	1
Lecture 59	Ethics in HRM – Surveillance vs. Privacy and Strategies for Employee Retention	1
Lecture 60	Course Review, Discussion, and Final Assessment (Assignments)	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 203
Core Compulsory/Elective: Core Compulsory
Course Title: Marketing Management
Credits:4 (L-3 T-1 P-0)

Course Objectives

1.To learn the fundamental principles of marketing, including the marketing mix (4 Ps), consumer behaviour, market segmentation, targeting, and positioning.

2.To develop the ability to conduct market research, analyse data, and evaluate customer needs and trends to identify business opportunities.

3.To gain skills to design effective marketing strategies that align with company goals and adapt to competitive environments.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the basics of marketing, selling, marketing mix and its core concepts	Remember (B1)
CO 2	Apply necessary skills for effective market segmentation, targeting and positioning	Understand (B2)
CO 3	Analyze various components of product mix, product life cycle and comprehend the new product development process	Apply (B3)

CO 4	Develop the skills among students to enable them to design the promotion-mix strategies.	Analyze (B4)
CO 5	Create the awareness about the current trends in marketing to enable them to take proactive measures while taking marketing decisions	Create (B5)

Course Structure:

Unit 1: Introduction to Marketing
Marketing: Nature and Scope of Marketing, customer needs, wants and demand. Various Marketing Concepts: production, product, selling, marketing and societal marketing, Analyzing marketing environment: micro, macro environment.
Unit 2: Market Segmentation and Marketing Mix
Market segmentation: Need, concept, nature, bases and strategies, mass marketing vs. Segmentation. Marketing mix: 4Ps of products and 7Ps of services, components and factors affecting mix.
Unit 3: Product and Pricing decisions
Product decisions: Product definition, new product development process, and product life cycle, positioning, branding, packaging and labeling decisions. Pricing decisions: importance, objectives, designing strategies, Pricing Techniques
Unit 4: Distribution and Promotion
Distribution: Types of channel, factors affecting decision, Designing and Managing Marketing Channel, Managing Retailing, physical distribution system and its components. Product Promotion: promotion mix-introduction, importance, advantages and disadvantages of various components and factors affecting. Designing and managing Integrated Marketing Communications.

Suggested Readings

1.Kotler, P., Keller, K.L. Koshy, A. and Jha, M., *Marketing Management: A South Asian Perspective*, Pearson Education.

2.Etzel, M., Walker, B., Stanton, W. and Pandit, *A Marketing Management,* Tata McGraw Hill.

3.Ramaswamy, V.S and Namakumari, S. *Marketing Management: Global Perspective Indian Context,* Macmillan Publishers India Ltd.

4.Saxena, Rajan, *Marketing Management, Fourth Edition,* Tata McGraw Hill Education Pvt. Ltd

Lecture Plan – Marketing Management (60 Lectures)

Unit 1: Introduction to Marketing		
S.no of Lectures	**Topics**	**Lectures required**
Lecture 1	Introduction to Marketing: Meaning, Importance & Scope	1
Lecture 2	Understanding Customer Needs, Wants, and Demand	1
Lecture 3	The Production Concept & Product Concept	1
Lecture 4	The Selling Concept vs. Marketing Concept	1
Lecture 5	Societal Marketing Concept	1
Lecture 6	Differences between Traditional and Modern Marketing	1
Lecture 7	Introduction to the Marketing Environment	1
Lecture 8	Micro Environment: Company, Suppliers, Competitors, Intermediaries, Customers	1
Lecture 9	Macro Environment: Demographic, Economic, Technological, Political, Legal, Cultural	1
Lecture 10	Case Study / Activity / Quiz on Marketing Concepts & Environment	1
Unit 2: Market Segmentation & Marketing Mix		
Lecture 11	Introduction to Market Segmentation: Need & Importance	1
Lecture 12	Bases of Segmentation: Geographic & Demographic	1

Lecture 13	Bases of Segmentation: Psychographic & Behavioral	1
Lecture 14	Segmentation Strategies: Undifferentiated, Differentiated, Niche, Micro	1
Lecture 15	Targeting & Positioning (STP Model Overview)	1
Lecture 16	Mass Marketing vs. Segmentation: Pros & Cons	1
Lecture 17	Introduction to Marketing Mix (4Ps)	1
Lecture 18	Extended Marketing Mix (7Ps for Services)	1
Lecture 19	Factors Affecting the Marketing Mix	1
Lecture 20	Case Study / Activity / Quiz	1

Unit 3: Product and Pricing Decisions		
Lecture 21	Definition & Levels of Product	1
Lecture 22	Types of Products: Consumer & Industrial	1
Lecture 23	New Product Development (NPD) Process - Part 1	1
Lecture 24	New Product Development (NPD) Process - Part 2	1
Lecture 25	Product Life Cycle (PLC) and Marketing Strategies at Each Stage	1
Lecture 26	Product Positioning: Strategies and Examples	1
Lecture 27	Branding: Elements, Importance, Brand Equity	1
Lecture 28	Packaging and Labeling: Functions and Trends	1
Lecture 29	Introduction to Pricing: Role & Objectives	1
Lecture 30	Factors Influencing Pricing Decisions	1
Lecture 31	Pricing Strategies: Penetration, Skimming, Competition-based, etc.	1
Lecture 32	Pricing Techniques: Cost-plus, Psychological, Dynamic, Bundle Pricing	1
Unit 4: Distribution and Promotion		
Lecture 33	Introduction to Distribution: Meaning & Importance	1
Lecture 34	Types of Marketing Channels: Direct and Indirect	1
Lecture 35	Factors Influencing Channel Choice	
Lecture 36	Channel Design & Management	1
Lecture 37	Retailing: Types, Trends, and Challenges	1
Lecture 38	Physical Distribution: Components (Transport, Inventory, Warehousing)	1
Lecture 39	Introduction to Promotion Mix	1

Lecture 40	Advertising: Types, Media, Pros & Cons	1
Lecture 41	Sales Promotion & Public Relations	1
Lecture 42	Personal Selling & Direct Marketing	1
Lecture 43	Integrated Marketing Communication (IMC): Strategy & Design	1
Lecture 44	Promotional Planning: Case Study / IMC Project	1
Lecture 45	Quiz and Group Discussion	1
Unit-5: Developments in Marketing		
Lecture 46	Introduction to Modern Marketing Developments	1
Lecture 47	Relationship Marketing – Concepts and Importance	1
Lecture 48	Tools & Strategies in Relationship Marketing	1
Lecture 49	Sustainable Marketing – Meaning and Relevance	1
Lecture 50	Strategies and Challenges in Sustainable Marketing	1
Lecture 51	Rural Marketing – Scope and Characteristics	1
Lecture 52	Strategies and Challenges in Rural Marketing	1
Lecture 53	Social Marketing – Introduction and Principles	1
Lecture 54	Planning and Implementing Social Marketing Campaigns	1
Lecture 55	Digital Marketing – Introduction and Key Concepts	1
Lecture 56	Trends and Strategies in Digital Marketing	1
Lecture 57	Legal Issues in Marketing – The Consumer Protection Act, 1986	1
Lecture 58	Ethical Issues in Marketing	1
Lecture 59	Case studies and Group Discussion	1
Lecture 60	Final Revision / Quiz /Presentations	1

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Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 201
Core Compulsory/Elective: Core Compulsory
Course Title: Internation Business
Credits:4 (L-3 T-1 P-0)

Course Objectives

1. To analyse the political, economic, legal, and cultural factors that influence international business decisions.
2. To identify key trends in globalization and their impact on business strategies.
3. To Understand the role of international trade theories and foreign direct investment (FDI).

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the nature, scope, and growing importance of international business in a globalized world.	Remember (B1)
CO 2	Evaluate classical and modern trade theories, including comparative advantage, product life cycle, and national competitive advantage.	Understand (B2)
CO 3	Assess the structure, purpose, and impact of regional blocs like EU, NAFTA, SAARC, and organizations like WTO, IMF, World Bank, and UNCTAD.	Apply (B3)
CO 4	Familiarize students with the international financial environment, and get them acquainted with the basic features of the foreign exchange market – its characteristics and determinants.	Analyze (B4)

CO 5	Critically examine the concept and form of foreign direct investment, and to create awareness about emerging issues in international business such as outsourcing and ecological issues.	Create (B5)

Course Structure:

Unit 1: -Introduction to International Business
Introduction to International Business Globalization and its growing importance in the world economy; Impact of globalization; International business contrasted with domestic businesses Complexities of international business; Internationalization stages and orientations; Modes of entry into international businesses.
Unit 2: International Trade
Theories of international trade Absolute advantage theory, comparative advantage theory, factory proportion theory and Leontief paradox, product life cycle theory, national competitive advantage theory; Tariff and non-tariff barriers; BOP- Balance of payment account and its components.
Unit 3: Regional Economic Integration and International Economic Organization
Regional Economic Integration Forms of regional integration; Integration efforts amongst countries in Europe, North America and Asia EU, NAFTA and SAARC; Cost and benefits of regional economic integration. International Economic Organizations WTO, UNCTAD, World Bank and IMF
Unit 4: International Financial Environment and Foreign Exchange rate
International Financial Environment: Foreign exchange markets – participants and functioning; spot and forward rate quotations, direct and indirect quote, arbitrage, hedging and speculation; Foreign exchange risk and exposure. Foreign exchange rate: exchange rate determination, types of exchange rate systems - fixed and flexible, currency convertibility, soft peg, crawling peg, free float, managed float.
Unit 5: FDI, Outsourcing & Contemporary Issues in International Business

Foreign direct investment Types of FDI Greenfield investment, brownfield investments, mergers and acquisition, Strategic alliances; Benefits and drawbacks of FDI

Developments and issues in international business Outsourcing and its potential for India; International business and ecological considerations.

Suggested Readings

1. **Bennett, R**. *International Business.* Pearson, New Delhi.
2. **Charles, W., Hill, L.and Jain**, A. K. *International Business.* Tata McGraw Hill, New Delhi.
3. **Daniels, J. D., Radenbaugh, L.H. and Sullivan, D.P**. *International Business.* Pearson Education, New Delhi.
4. **Czinkota, M.R**. **et al.** *International Business.* Fortforth, The Dryden Press. New York.
5. **Menipaz, E., Menipaz A. and Tripathi** *S.S. International Business Theory and Practice.* New Delhi. Sage Publications India Pvt. Ltd**.**

Lecture Plan – International Business (60 Lectures)

Unit 1: Introduction to International Business		
S.no of Lectures	**Topics**	**Hours**
Lecture 1	Meaning and Scope of International Business	1
Lecture 2	Globalization: Concept and Growing Importance	1
Lecture 3	Impact of Globalization on World Economy	1
Lecture 4	International Business vs. Domestic Business	1
Lecture 5	Complexities in International Business	1
Lecture 6	Stages of Internationalization	1
Lecture 7	Orientations in International Business	1
Lecture 8	Modes of Entry into International Business (Exporting, Licensing, JV, FDI)	1
Lecture 9	Quiz and Group Discussion	1

Unit 2: International Trade		
Lecture 10	Introduction to International Trade Theories	1

Lecture 11	Absolute Advantage Theory (Adam Smith)	1
Lecture 12	Comparative Advantage Theory (David Ricardo)	1
Lecture 13	Factor Proportion Theory (Heckscher-Ohlin)	1
Lecture 14	Leontief Paradox	1
Lecture 15	Product Life Cycle Theory (Vernon)	1
Lecture 16	National Competitive Advantage (Porter's Diamond Model)	1
Lecture 17	Tariff Barriers: Types and Impacts	1
Lecture 18	Non-Tariff Barriers: Quotas, Subsidies, etc.	1
Lecture 19	Balance of Payments (BOP): Meaning and Structure	1
Lecture 20	BOP Components: Current & Capital Account	1
Lecture 21	BOP Disequilibrium: Causes and Corrections	1
Lecture 22	Case studies and Group Discussion	1
Unit 3: Regional Economic Integration and International Economic Organization		
Lecture 23	Meaning & Objectives of Regional Economic Integration	1
Lecture 24	Forms of Integration: FTA, Customs Union, Common Market, Economic Union	1
Lecture 25	Regional Integration in Europe – European Union (EU)	1
Lecture 26	Integration in North America – NAFTA/USMCA	1
Lecture 27	Integration in Asia – SAARC and ASEAN	1
Lecture 28	Costs and Benefits of Regional Integration	1
Lecture 29	Introduction to International Economic Organizations	1

Lecture 30	World Trade Organization (WTO): Role and Structure	1
Lecture 31	WTO Agreements: TRIPS, TRIMS, GATS	1
Lecture 32	United Nations Conference on Trade and Development (UNCTAD)	1
Lecture 33	World Bank: Structure, Objectives, and Functions	1
Lecture 34	International Monetary Fund (IMF): Objectives, Functions	1
Lecture 35	Comparison of WTO, IMF, World Bank – Roles in Global Economy	1

	Unit -4: International Financial Environment and Foreign Exchange rate	
Lecture 36	Introduction to International Financial Environment	1
Lecture 37	Foreign Exchange Markets – Overview & Participants	1
Lecture 38	Spot and Forward Rates – Concepts and Quotations	1
Lecture 39	Direct and Indirect Quotes – Meaning and Examples	1
Lecture 40	Arbitrage in Foreign Exchange Markets	1
Lecture 41	Hedging in Foreign Exchange (Tools and Strategies)	1
Lecture 42	Speculation in Foreign Exchange	1
Lecture 43	Foreign Exchange Risk – Types of Risk (Transaction, Translation, Economic)	1
Lecture 44	Exposure Management Strategies	1
Lecture 45	Exchange Rate Determination – Demand & Supply Forces	1
Lecture 46	Types of Exchange Rate Systems: Fixed vs. Flexible Currency Convertibility – Concepts and Implications	1
Lecture 47	Hybrid Exchange Rate Systems: Soft Peg, Crawling Peg, Managed Float, Free Float	1
	Unit 5: FDI, Outsourcing & Contemporary Issues in International Business	
Lecture 48	Meaning and Importance of Foreign Direct Investment (FDI)	1
Lecture 49	Types of FDI: Greenfield, Brownfield	1

Lecture 50	Mergers, Acquisitions, and Strategic Alliances	1
Lecture 51	Advantages of FDI to Host and Home Countries	1
Lecture 52	Disadvantages / Challenges of FDI	1
Lecture 53	Trends in FDI (Global and Indian Context)	1
Lecture 54	Outsourcing: Concept and Process	1
Lecture 55	Benefits of Outsourcing for India	1
Lecture 56	Risks and Challenges in Outsourcing	1
Lecture 57	Ecological and Environmental Concerns in International Business	1
Lecture 58	Ethical Issues and Sustainable Practices in IB	1
Lecture 59	Case Study and Group Discussion	1
Lecture 60	Revision, Case Study Discussion, Class Test or Quiz	1

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Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 201
Core Compulsory/Elective: Core Compulsory
Course Title: Sustainable Business
Credits:2 (L-2 T-0 P-0)

Course Objectives:

1. To familiarize students with approaches to sustainable business
2. To familiarize students with sustainable finance practices and products
3. To explore global environmental and social challenges impacting business today

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the concepts and characteristics of sustainable businesses	Remember (B1)

CO 2	Design and critique sustainable marketing strategies and product innovations	Understand (B2)
CO 3	Understand and assess sustainable finance practices, including sustainable investment approaches and the pillars of sustainable finance	Apply (B3)
CO 4	Identify and manage Environmental, Social, and Governance (ESG) risks	Analyze (B4)
CO 5	Understand the concept of sustainability in the context of business strategy.	Create (B5)

Course Structure:

Unit 1: Foundation to Sustainable Business

Sustainable Company – Meaning and Features, Measures of sustainability - Life-CycleAnalysis, GHG inventories, measuring social impacts and benefits, Market opportunities for sustainability, Opportunities for Entrepreneurship, integrating sustainability issues within the core Business Strategy, how environmental sustainability is relevant to business.

Unit 2: Sustainable Marketing

Sustainable Product Design, Ways to develop sustainable products, Motivations for sustainable consumer behavior, Building a Sustainability Brand, Sustainability as a Competitive Differentiator, Marketing Challenges: Pricing, Greenwashing, P R Challenges, Sustainable marketing communications strategies.

Unit 3: Sustainable Finance

Sustainable Finance – Meaning and features, Ways of incorporating Sustainability into Organizations and the Financial System, Sustainable investment - meaning and approaches, Key Challenges for Sustainable Finance, The five pillars of sustainable finance concept.

Unit 4: ESG Risk Management, and Impact Reporting

Introduction to Environmental, Social and Governance (ESG) Risk Management, elements of a sound impact report and it is importance for the integrity of the market, Sustainable Finance Products

Unit 5: Sustainable Strategy and Innovation

Introduction to Sustainability & Strategy, The Business Case for Sustainability, Strategic Frameworks, Innovation for Sustainability

Suggested Readings

1.**Steffen, W., Richardson, K., Rockström, J., et al**. **(2015).** *Planetary boundaries: Guiding human development on a changing planet. Science, 347(6223), 736–746.*

2.**Raworth, K. (2012).** *A safe and just space for humanity: Can we live within the doughnut? Oxfam Discussion Papers.* Oxford: Oxfam.

3.**Schoneveld, G. (2020**) *Sustainable business models for inclusive growth: Towards a conceptual foundation of inclusive business,* Journal of Cleaner Production Volume 277, 20 December 2020, 124062

4.**Geissdoerfer M et al., (2020***), Circular business models: A review*, Journal of Cleaner Production Volume 277, 20 December 2020, 123741

5.**Sarasvathy, S. D. (2001**). *Causation and Effectuation: Toward A Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency.* The Academy of Management Review 26(2).

Lecture Plan –Sustainable Business (30 Lectures)

Unit 1: Foundation to Sustainable Business		
S.no of Lectures	**Topics**	**Lectures required**
Lecture 1	Sustainable Company: Meaning & Features	1
Lecture 2	Life-Cycle Analysis (LCA)	1
Lecture 3	GHG Inventories & Measuring Social Impacts	1
Lecture 4	Market Opportunities for Sustainability	1
Lecture 5	Opportunities for Green Entrepreneurship	1
Lecture 6	Integrating Sustainability into Business Strategy	1
Lecture 7	Relevance of Environmental Sustainability to Business	1
Unit 2: Sustainable Marketing		
Lecture 8	Introduction to Sustainable Marketing & Product Design	1
Lecture 9	Ways to Develop Sustainable Products	1
Lecture 10	Motivations Behind Sustainable Consumer Behavior	1
Lecture 11	Building a Sustainability Brand	1
Lecture 12	Sustainability as a Competitive Differentiator	1
Lecture 13	Marketing Challenges: Pricing, PR & Greenwashing	1
Unit 3: Sustainable Finance		
Lecture 14	Introduction to Sustainable Finance – Meaning and Features	1
Lecture 15	Incorporating Sustainability into Organizations & Financial Systems	1
Lecture 16	Sustainable Investment: Meaning and Major Approaches	1

Lecture 17	Key Challenges for Sustainable Finance	1
Lecture 18	Five Pillars of Sustainable Finance	1
Lecture 19	Case Discussion: ESG Funds, Green Bonds, and Impact Investing	1
	Unit 4: ESG Risk Management & Impact Reporting	
Lecture 20	Introduction to ESG Risk Management	1
Lecture 21	Key Components of ESG Risk Analysis	1
Lecture 22	Impact Reporting: Concepts & Importance	1
Lecture 23	Sustainable Finance Products: Green Bonds & More	1
Lesson 24	Quiz and Group discussion	
	Unit 5: **Sustainable strategy and innovation**	1
Lecture 25	Introduction to Sustainable Strategy	1
Lesson 26	The Business Case for Sustainability	1
Lesson 27	Strategic Frameworks for Sustainable Business	1
Lesson 28	Innovation for Sustainability & Circular Economy	1
Lesson 29	Case studies and Group discussion	1
Lesson 30	Revision and Presentations	1

FOURTH SEMESTER

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 251
Core Compulsory/Elective: Core Compulsory
Course Title: Business Analytics
Credits: 4 (L-3 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)
CO 4	Critically evaluate analytical models and business scenarios to select the 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

1. **Albright, S. C., & Winston, W. L. (2017).** *Business analytics: Data analysis & decision making* (6th ed.). Cengage Learning.
2. **Provost, F., & Fawcett, T. (2013).** *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
3. **Davenport, T. H., & Harris, J. G. (2007).** *Competing on analytics: The new science of winning*. Harvard Business Press.
4. **Wheelan, C. (2013).** *Naked statistics: Stripping the dread from the data*. W. W. Norton & Company.
5. **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 60 hours

S. No of Lectures	Topics	Lectures Required
Unit 1: Introduction to Business Analytics		
Lecture 1	Introduction to Business Analytics: Descriptive, Predictive, Prescriptive	**1**
Lecture 2	Data Types and Sources: Structured, Unstructured, Semi-structured	**1**
Lecture 3	Business Analytics in Different Industries	**1**
Lecture 4	Data-Driven Decision Making & Business Intelligence	**1**
Lecture 5	Process of Business Analytics: Overview	**1**
Lecture 6	Problem Definition in Analytics	**1**
Lecture 7	Data Preparation in Analytics	**1**
Lecture 8	Modeling, Evaluation, and Deployment Phases	**1**
Lecture 9	Practical Session 1: MS Excel for Data Handling	**1**
Lecture 10	Summary and Real-world Examples	**1**

Unit 2: Data Preparation & Visualization		
Lecture 11	Data Cleaning and Handling Missing Values	**1**
Lecture 12	Data Transformation Techniques	**1**
Lecture 13	Data Integration: Combining Data Sources	**1**
Lecture 14	Exploratory Data Analysis (EDA) Concepts	**1**
Lecture 15	Visualization Best Practices	**1**
Lecture 16	Visualization Tools: Power BI / Tableau Introduction	**1**
Lecture 17	Hands-on: Creating Dashboards	**1**
Lecture 18	Practical Session 2: Power BI/Tableau	**1**
Lecture 19	MS Excel Tools for Visualization	**1**
Lecture 20	Mini Case: EDA for Business Problem	**1**
Unit 3: Statistical Tools for Business Analytics		
Lecture 21	Descriptive Statistics: Measures of Central Tendency and Dispersion	**1**
Lecture 22	Probability Distributions: Normal, Binomial, Poisson	**1**
Lecture 23	Hypothesis Testing: t-test, chi-square test	**1**
Lecture 24	Correlation and Covariance	**1**
Lecture 25	Regression Analysis: Basics	**1**
Lecture 26	Regression Analysis: Interpretation	**1**
Lecture 27	Statistical Software (Intro to R/Python)	**1**
Lecture 28	Practical Session 3: Using R/Python for Summary Statistics	**1**
Unit 4: Predictive Analytics		
Lecture 29	Predictive Modeling Concepts	**1**
Lecture 30	Linear Regression for Prediction	**1**
Lecture 31	Logistic Regression and its Applications	**1**

Lecture 32	Time Series Forecasting: Trends and Seasonality	**1**
Lecture 33	Decision Trees: Concepts	**1**
Lecture 34	Random Forests: Conceptual Understanding	**1**
Lecture 35	Model Evaluation Techniques: Confusion Matrix, ROC Curve	**1**
Lecture 36	Mini Case: Model Selection & Evaluation	**1**
Unit 5: Applications of Business Analytics		
Lecture 37	Marketing Analytics: Segmentation, Targeting, Campaigns	**1**
Lecture 38	Financial Analytics: Ratio Analysis, Forecasting	**1**
Lecture 39	HR Analytics: Attrition and Hiring Trends	**1**
Lecture 40	Supply Chain Analytics: Inventory, Demand Forecasting	**1**
Lecture 41	Case Study 1: Analytics in E-Commerce	**1**
Lecture 42	Case Study 2: Financial Analytics for Banks	**1**
Lecture 43	Case Study 3: HR Dashboards	**1**
Lecture 44	Guest Lecture/Industry Session on Analytics Applications	**1**
Lecture 45	Capstone: Cross-functional Analytics Project Discussion	**1**
Review & Integration Sessions		
Lecture 46	Review: Units 1–2	**1**
Lecture 47	Review: Units 3–4	**1**
Lecture 48	Review: Unit 5 and Case Learnings	**1**
Lecture 49	Wrap-up Discussion & Future Trends in Business Analytics	**1**
Lecture 50	Final Project Briefing / Course Closure	**1**
Lecture 51–60	[Buffer for Extra Case Work / Hands-on / Slow Progress Topics / Institutional Flexibility]	**10**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 252
Core Compulsory/Elective: Core Compulsory
Course Title: Business Law
Credits: 4 (L-3 T-1 P-0)

Course Objectives

1. To provide a comprehensive understanding of the legal framework and its relevance to business operations.
2. To familiarize students with the laws relating to contracts, companies, and intellectual property.

3. To develop an understanding of legal rights and obligations in business transactions.

Course Outcome

Course Outcomes	Description	Bloom's Taxonomy
CO1	Describe the legal environment of business and basic legal terminologies.	Remember (B1)
CO2	Explain the essential elements of various business laws such as contract law and company law.	Understand (B2)
CO3	Apply legal principles in analyzing business problems and proposing lawful solutions.	Apply (B3)
CO4	Evaluate legal risks in business scenarios and develop compliance strategies.	Analyze (B4)
CO5	Develop legally sound business agreements and strategies.	Create (B5)

Course Structure:

Unit 1: Introduction to Business Law
Nature and scope of business law; Sources of Indian law; Indian Constitution and business; Judicial system in India; Legal environment of business; Role of law in business; Introduction to various business legislations.
Unit 2: The Indian Contract Act, 1872
Essential elements of a valid contract; Types of contracts; Offer and acceptance; Consideration; Capacity of parties; Free consent; Legality of object; Performance and discharge of contracts; Breach of contract and remedies.
Unit 3: The Sale of Goods Act, 1930 & The Consumer Protection Act, 2019
Contract of sale; Conditions and warranties; Transfer of ownership; Rights of an unpaid seller; Consumer rights; Redressal forums under the Consumer Protection Act; E-commerce and consumer protection.
Unit 4: The Companies Act, 2013

Types of companies; incorporation of a company; Memorandum and Articles of Association; Company meetings; Directors and their legal position; Right and duties of directors; Corporate social Responsibility (CSR); Winding up of a company
Unit 5: Emerging Areas in Business Law
Intellectual Property Rights (IPR) – Patents, Trademarks, Copyrights; Cyber Law – IT Act 2000; Competition Act, 2002; Environment Protection Act, 1986; Legal aspects of Startups and Entrepreneurship.
Suggested Readings 1. **Bose, D. Chandra. (2023).** *Business law* (2nd ed.). PHI Learning. 2. **Kuchhal, M. C., & Kuchhal, Vivek. (2024).** *Business law* (9th ed.). Vikas Publishing House. 3. **Avtar Singh, revised by Varun Malik. (2024).** *Business law* (Revised ed.). Eastern Book Company. 4. **Tulsian, P. C. (2025).** *Business law* (Latest ed.). 5. **Kuchhal, M. C. (2013).** *Business laws (GBTU edition)*. Vikas Publishing.

Lecture Plan 45 Hours

Unit 1: Introduction to Business Law (8 Lectures)		
S.No.	**Topics**	**Lectures Required**
Lecture 1	Nature, Scope, and Importance of Business Law	1
Lecture 2	Sources of Indian Law	1
Lecture 3	Indian Constitution and Its Impact on Business	1
Lecture 4	Judicial System and Legal Environment in India	1
Lecture 5	Classification of Business Laws	1

Lecture 6	Role of Law in Business Decision Making	1
Lecture 7	Overview of Business Legislations	1
Lecture 8	Class Test / Assignment on Unit 1	1
Unit 2: The Indian Contract Act, 1872 (10 Lectures)		
Lecture 9	Essentials of a Valid Contract	1
Lecture 10	Offer and Acceptance	1
Lecture 11	Consideration and Capacity to Contract	1
Lecture 12	Free Consent and Legality of Object	1
Lecture 13	Performance of Contracts	1
Lecture 14	Discharge and Remedies for Breach	1
Lecture 15	Quasi Contracts and Contingent Contracts	1
Lecture 16	Practical Examples and Case Laws	1
Lecture 17	Workshop on Drafting Simple Contracts	1
Lecture 18	Class Test / Assignment on Unit 2	1
Unit 3: Sale of Goods Act & Consumer Protection Act (8 Lectures)		
Lecture 19	Contract of Sale and Types of Goods	1
Lecture 20	Conditions, Warranties, and Transfer of Property	1
Lecture 21	Rights of Unpaid Seller	1
Lecture 22	Introduction to Consumer Protection Act, 2019	1
Lecture 23	Consumer Rights and Responsibilities	1
Lecture 24	Consumer Dispute Redressal Mechanism	1

Lecture 25	Case Studies on Consumer Protection	1
Lecture 26	Assignment / Test on Unit 3	1
Unit 4: The Companies Act, 2013 (10 Lectures)		
Lecture 27	Types of Companies and Incorporation Process	1
Lecture 28	MOA and AOA: Legal Importance	1
Lecture 29	Company Meetings and Resolutions	1
Lecture 30	Role, Powers, and Duties of Directors	1
Lecture 31	Legal Status of a Company	1
Lecture 32	CSR under Companies Act	1
Lecture 33	Winding up and Liquidation	1
Lecture 34	Practical Case Studies	1
Lecture 35	Group Presentation on Company Law	1
Lecture 36	Class Test on Unit 4	1
Unit 5: Emerging Areas in Business Law (9 Lectures)		
Lecture 37	Introduction to IPR – Patents, Trademarks, Copyrights	1
Lecture 38	Cyber Law and the IT Act, 2000	1
Lecture 39	Data Privacy and Cyber Crimes	1
Lecture 40	Competition Act, 2002 – Key Provisions	1
Lecture 41	Environment Protection Act, 1986	1
Lecture 42	Legal Aspects of Startups and Entrepreneurship	1
Lecture 43	Contractual Issues in Digital Businesses	1
Lecture 44	Recent Legal Developments in Business Law	1

Lecture 45	Final Review / Viva / Comprehensive Test	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 253
Core Compulsory/Elective: Core Compulsory
Course Title: Quantitative Techniques
Credits: 4 (L-3 T-1 P-0)

Course Objectives

1. To introduce the fundamental principles of statistics and their applications in managerial decision-making.
2. To develop competency in organizing, summarizing, and interpreting business data.
3. To enable students to apply statistical techniques such as correlation, regression, and time series analysis.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Define key statistical concepts and classify different types of data.	Remember (B1)
CO 2	Calculate and interpret measures of central tendency and dispersion.	Understand (B2)
CO 3	Analyze relationships between variables using correlation and regression techniques.	Apply (B3)
CO 4	Examine and interpret trends using time series analysis and index numbers.	Analyze (B4)
CO 5	Solve probability problems and apply binomial, Poisson, and normal distributions in decision-making.	Create (B5)

Course Structure

Unit 1: Statistical Data and Presentation

Statistics: Types of Data, Classification & Tabulation of Data, Frequency Distribution, Census and Sample Investigation, Diagrammatical and Graphical Presentation of Data.

Unit 2: Measures of Central Tendency and Dispersion

Measures of Central Tendency (Mean, Median & Mode) Measures of Dispersion (Range, Mean Deviation & Standard Deviation).

Unit 3: Correlation and Regression Analysis

Correlation: significance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson coefficient of correlation, Spearman's coefficient of Rank correlation. Regression: Introduction, Regression Lines and Regression Equations & Regression Coefficients.

Unit 4: Time Series Analysis and Index Numbers

Analysis of Time Series, Index Numbers, Interpolation and Extrapolation.

Unit 5: Probability and Probability Distributions

Probability: Definitions of Probability, Additive and Multiplicative Rules of probability, Bay's Theorem (Simple numerical) Probability Distributions: Binomial, Poisson and Normal.

Suggested Readings

1. Levin R. I.& Rubin D. S. *Statistics for Management*. Delhi: Pearson.

2. Pillai & Bagavathi. *Statistics, Theory and Practice,* S Chand Publishing

3. SP Gupta. *Statistical Methods*, Sultan Chand and Sons

4. SC Gupta. *Fundamentals of Statistics*, Himalaya Publishing House

5. Sharma, Gupta, *The Practice of Business Statistics*, Khanna Publishing House.

Lecture Plan – Quantitative Techniques (45 Lectures)

Unit 1: Statistical Data and Presentation (10 Lectures)

S.No	Topics	Lectures Required
Lecture 1	Introduction to statistics – scope and relevance in business	1
Lecture 2	Types of data – primary vs secondary, qualitative vs quantitative	1
Lecture 3	Classification and tabulation of data	1
Lecture 4	Frequency distribution – construction and uses	1
Lecture 5	Census vs sample investigation – merits and limitations	1
Lecture 6	Diagrammatic representation – bar charts, pie charts, line diagrams	1
Lecture 7	Graphical representation – histogram, frequency polygon, ogives	1
Lecture 8	Practical examples of tabulation and graphical methods	1
Lecture 9	Case discussion on real-world data presentation	1
Lecture 10	Class test / assignment on data organization and presentation	1
Unit 2: Measures of Central Tendency and Dispersion (8 Lectures)		
Lecture 11	Arithmetic mean, weighted mean, geometric mean	1
Lecture 12	Median – grouped and ungrouped data	1
Lecture 13	Mode – graphical and empirical methods	1
Lecture 14	Range and interquartile range	1
Lecture 15	Mean deviation and standard deviation	1
Lecture 16	Variance and coefficient of variation	1

Lecture 17	Use in comparing consistency and variability	1
Lecture 18	Business application and practice session using case-based data	1
Unit 3: Correlation and Regression Analysis (10 Lectures)		
Lecture 19	Meaning and significance of correlation	1
Lecture 20	Types of correlation – positive, negative, linear, non-linear	1
Lecture 21	Scatter diagram method	1
Lecture 22	Karl Pearson's coefficient of correlation – calculation and interpretation	1
Lecture 23	Spearman's rank correlation	1
Lecture 24	Introduction to regression – concepts of dependent and independent variables	1
Lecture 25	Regression lines – construction and interpretation	1
Lecture 26	Regression equations and regression coefficients	1
Lecture 27	Business application of regression analysis	1
Lecture 28	Hands-on practice / assignment on real-life datasets	1
Unit 4: Time Series Analysis and Index Numbers (8 Lectures)		
Lecture 29	Components of time series – trend, seasonal, cyclical, irregular	1
Lecture 30	Methods of measuring trend – moving average, least squares	1
Lecture 31	Measuring seasonal variation – ratio to moving average method	1
Lecture 32	Construction and uses of index numbers	1

Lecture 33	Methods of index numbers – Laspeyres, Paasche, Fisher	1
Lecture 34	Cost of living and price index	1
Lecture 35	Interpolation and extrapolation – concept and methods	1
Lecture 36	Assignment / quiz on forecasting and index number analysis	1
Unit 5: Probability and Probability Distributions (9 Lectures)		
Lecture 37	Importance of probability in managerial decisions	1
Lecture 38	Definitions – classical, empirical, axiomatic	1
Lecture 39	Addition and multiplication rules of probability	1
Lecture 40	Conditional probability and Bayes' Theorem (simple problems)	1
Lecture 41	Introduction to discrete and continuous probability distributions	1
Lecture 42	Binomial distribution – characteristics and examples	1
Lecture 43	Poisson distribution – features and business applications	1
Lecture 44	Normal distribution – properties, Z-scores, standard normal curve	1
Lecture 45	Problem-solving session on business applications of probability	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 251
Core Compulsory/Elective: Core Compulsory
Course Title: Production and Operations Management
Credits: 4 (L-3 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 analyze 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 1. **Heizer, J., Render, B., & Munson, C. (2020).** *Operations management* (13th ed.). Pearson. 2. **Stevenson, W. J. (2021**). *Operations management* (14th ed.). McGraw-Hill Education. 3. **Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2020).** *Operations and supply chain management* (15th ed.). McGraw-Hill Education. 4. **Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019**). *Operations management: Processes and supply chains* (12th ed.). Pearson. 5. **Schroeder, R. G., Goldstein, S. M., & Rungtusanatham, M. (2019).** *Operations management: Contemporary concepts and cases* (6th ed.). McGraw-Hill Education.

Lecture Plan- Production and Business Methods (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 5-6	Productivity: Meaning, types, and measurement	2
Lecture 7	Operations strategy: Competitive priorities	1
Lecture 8	Decision-making in operations	1
Lecture 9	Case Study/Industry Example	1
Lecture 10	Unit 1 Recap + Quiz/Activity	1
Unit 2: Product and Process Design		
Lecture 11	Product design and development stages	1
Lecture 12	Concept of Product Life Cycle (PLC)	1
Lecture 13	Design for manufacturability and sustainability	1
Lecture 14	Process design: types of processes (job, batch, flow, etc.)	1
Lecture 15	Capacity planning: concepts and strategies	1
Lecture 16	Facility location: factors and methods	1
Lecture 17	Layout planning: types and design	1
Lecture 18	Case Study: Process/Plant layout example	1
Lecture 19	Unit 2 Recap + Quiz/Activity	1
Lecture 20	Product design and development stages	1
Unit 3: Production Planning and Control (PPC)		

Lecture 21	Introduction to PPC and its importance	1
Lecture 22	Introduction to PPC and its importance	1
Lecture 23	Aggregate planning: concept and strategies	1
Lecture 24	Master Production Schedule (MPS)	1
Lecture 25-27	Material Requirements Planning (MRP)	3
Lecture 28	Enterprise Resource Planning (ERP)	1
Unit 4: Inventory and Quality Management		
Lecture 29	Basics of inventory: types and functions	1
Lecture 30	Inventory control models: EOQ, ABC	1
Lecture 31	JIT and Kanban systems, Introduction to supply chain management (SCM)	1
Lecture 32	Total Quality Management (TQM): principles and tools	1
Lecture 33	Six Sigma and ISO certifications	1
Lecture 34-35	Statistical Quality Control: Control charts, Case Study: Inventory/Quality problem	2
Lecture 36	Statistical Quality Control: Control charts	1
Lecture 37	Recap + Quiz/Activity	1
Unit 5: Emerging Trends and Contemporary Issues		
Lecture 38	Lean manufacturing: principles and tools	1
Lecture 39	Kaizen, 5S, and waste elimination	1
Lecture 40	Green operations and sustainability	1
Lecture 41	Industry 4.0 in operations: IoT, AI, Automation	1
Lecture 42	Digital transformation in manufacturing and services	1

Lecture 43	Digital transformation in manufacturing and services	1
Lecture 44	Case Study: Smart Factory/Modern Ops	1
Lecture 45	Recap + Pre-Final Discussion	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 251
Core Compulsory/Elective: Core Compulsory
Course Title: Foundation of R
Credits: 2 (L-2 T-0 P-0)

Course Objectives

1. To introduce the fundamental principles of R programming and its applications in data analysis.
2. To develop competency in data manipulation, visualization, and statistical analysis using R.
3. To enable students to apply R packages for data exploration, modeling, and reporting.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Describe the basic concepts and syntax of the R programming language and its integrated development environment.	Remember (B1)
CO 2	Demonstrate the ability to create and manipulate fundamental data structures in R.	Understand (B2)

CO 3	Apply R functions and packages to clean, transform, and visualize data.	Apply (B3)
CO 4	Analyze data using descriptive statistics and basic statistical tests in R.	Analyze (B4)
CO 5	Design and implement basic R scripts for data analysis and reporting.	Create (B5)

Course Structure:

Unit 1: Introduction to R and Data Structure
Introduction to R: History, features, and installation, data types: numeric, character, logical, and factor, data structures; vectors, matrices, lists and data frames, data input/output: reading data from files and databases; data manipulation in R
Unit 2: Data Manipulation in R
Data Cleaning, handling missing values and outliers, data transformation, data aggression, merging, and reshaping, data sub setting and filtering, string manipulation; data visualization in R
Unit 3: Statistical Analysis in R
Creating basic plots: scatter plots, line charts, bar plots, histograms, box plots, customizing plots: titles, labels, colors, and legends, introduction to ggplot2 package, creating interactive plots; statistical analysis in R
Unit 4: Statistical Analysis in R
Descriptive statistics: measures of central tendency and dispersion, probability distributions: Binomial, Poisson, and Normal, hypothesis testing: T-tests, chi-square tests, ANOVA, regression analysis: linear regression and multiple regression; R packages and advanced topics
Unit 5: R Packages and Advanced Topics
Introduction to popular R packages for data analysis and machine learning, writing functions and creating custom packages, data mining techniques in R, report generation and reproducible research.

Suggested Readings

1. **Kabacoff, R. (2015).** *R in action: Data analysis and graphics with R* (2nd ed.). Manning Publications.
2. **Lantz, B. (2020).** *Machine learning with R* (4th ed.). Packt Publishing.
3. **Carroll, J. (2021).** *Beyond spreadsheets with R: Data wrangling, visualization, and modeling*. CRC Press.
4. **Grolemund, G. (2014).** *Hands-on programming with R: Write your own functions and simulations*. O'Reilly Media.
5. **Wickham, H., & Grolemund, G. (2017).** *R for data science: Import, tidy, transform, visualize, and model data*. O'Reilly Media.

Lecture Plan-Foundation of R- 45 hours

Unit 1: Introduction to R and Data Structures (10 Lectures)		
S.No.	Topics	**Lectures Required**
Lecture 1	Introduction to R – History, Features, and Scope	**1**
Lecture 2	Installation of R and RStudio	**1**
Lecture 3	Data Types – Numeric, Character, Logical, Factor	**1**
Lecture 4	Vectors – Creating, Accessing, and Manipulating	**1**
Lecture 5	Matrices – Creating, Accessing, and Manipulating	**1**
Lecture 6	Lists – Creating, Accessing, and Manipulating	**1**
Lecture 7	Data Frames – Creating, Accessing, and Manipulating	**1**
Lecture 8	Reading Data from CSV Files	**1**
Lecture 9	Reading Data from Other File Formats (e.g., Excel, Text)	**1**
Lecture 10	Class test / assignment on data types and data structures in R	**1**
Unit 2: Data Manipulation in R (8 Lectures)		
Lecture 11	Data Cleaning – Handling Missing Values (NA)	**1**

Lecture 12	Data Cleaning – Identifying and Handling Outliers	**1**
Lecture 13	Data Transformation – Data Aggregation	**1**
Lecture 14	Data Transformation – Merging and Joining Data Frames	**1**
Lecture 15	Data Reshaping – Pivoting and Unpivoting Data	**1**
Lecture 16	Data Subsetting – Filtering Rows Based on Conditions	**1**
Lecture 17	Data Subsetting – Selecting Columns	**1**
Lecture 18	String Manipulation – Basic String Functions and Regular Expressions	**1**
Unit 3: Data Visualization in R (10 Lectures)		
Lecture 19	Introduction to Data Visualization Principles	**1**
Lecture 20	Creating Scatter Plots – Basic and Advanced	**1**
Lecture 21	Creating Line Charts – Time Series Data	**1**
Lecture 22	Creating Bar Plots – Comparing Categories	**1**
Lecture 23	Creating Histograms – Distribution of Data	**1**
Lecture 24	Creating Box Plots – Understanding Data Spread	**1**
Lecture 25	Customizing Plots – Titles, Labels, Colors	**1**
Lecture 26	Adding Legends and Annotations to Plots	**1**
Lecture 27	Introduction to ggplot2 – Grammar of Graphics	**1**
Lecture 28	Creating Interactive Plots using Packages like plotly	1
Unit 4: Statistical Analysis in R (8 Lectures)		
Lecture 29	Descriptive Statistics – Measures of Central Tendency (Mean, Median, Mode)	**1**
Lecture 30	Descriptive Statistics – Measures of Dispersion (SD, Variance, Range)	**1**
Lecture 31	Probability Distributions – Binomial Distribution	**1**
Lecture 32	Probability Distributions – Poisson Distribution	**1**

Lecture 33	Probability Distributions – Normal Distribution	**1**
Lecture 34	Hypothesis Testing – T-tests (One Sample, Two Sample)	**1**
Lecture 35	Hypothesis Testing – Chi-Square Tests	**1**
Lecture 36	Regression Analysis – Simple Linear Regression	**1**
Unit 5: R Packages and Advanced Topics (9 Lectures)		
Lecture 37	Introduction to Popular R Packages (e.g., dplyr, tidyr, caret)	**1**
Lecture 38	Writing Functions in R – Basic Syntax	**1**
Lecture 39	Creating Custom R Packages	**1**
Lecture 40	Introduction to Data Mining Techniques	**1**
Lecture 41	Association Rule Mining	**1**
Lecture 42	Clustering Techniques	**1**
Lecture 43	Decision Trees	**1**
Lecture 44	Report Generation with R Markdown	**1**
Lecture 45	Reproducible Research – Best Practices	**1**

FIFTH SEMESTER

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 301
Core Compulsory/Elective: Core Compulsory
Course Title: Corporate Governance

Credits: 4 (L-3 T-1 P-0)

Course Objectives:

1. To develop a conceptual understanding of the frameworks, principles, and importance of corporate governance in organizations.
2. To critically analyze corporate failures, global governance codes, and the effectiveness of Indian regulatory frameworks.
3. To enable students to evaluate ethical, legal, and strategic dimensions of governance practices in corporate scenarios

Course Structure

Course Outcomes	Description	Bloom's Taxonomy
CO1	Recall the basic concepts, theories, and models of corporate governance.	Understand (B2)
CO2	Understand the significance of board structure, committees, CSR, and legal duties.	Analyze (B4)
CO3	Apply global codes and Indian legal frameworks in governance case evaluations.	Apply (B3)
CO4	Analyze corporate scams and failures to assess governance gaps.	Analyze (B4)
CO5	Develop governance strategies considering stakeholder interests and ethical norms.	Evaluate (B5)

Course Structure

Unit 1: Conceptual Framework of Corporate Governance
Meaning, significance, and objectives of corporate governance, Principles of good governance, Theories of corporate governance: Agency Theory, Stewardship Theory, Stakeholder Theory, Resource Dependency Theory, Managerial Hegemony Theory; Models of Corporate Governance Art of Governance in Kautilya's Arthashastra.
Unit 2: Recent Issues and Challenges in Corporate Governance

Structure and Role of the Board of Directors, Board committees and their functions, Insider Trading and Whistle Blowing, Shareholder Activism and Institutional Investors, Class Action Suits, CSR and Corporate Governance, Gandhian Trusteeship Concept in Governance

Unit 3: Global Corporate Failures and International Codes

Case studies of failures: BCCI (UK), Maxwell (UK), Enron (USA), WorldCom (USA), Vivendi (France),
Lehman Brothers; Governance frameworks and reforms: Cadbury Report (1992) Sarbanes-Oxley Act (2002);OECD Principles of Corporate Governance

Unit 4: Corporate Governance Regulatory Framework in India

Committees: Kumar Mangalam Birla Committee (1999); NR Narayana Murthy Committee (2005); Uday Kotak Committee (2017) Companies Act, 2013 – relevant provisions; SEBI (LODR) Regulations, 2015

UNIT-5: Corporate Failures and Scams in India

Case studies: Satyam, Kingfisher Airlines, PNB Scam, IL&FS Group, ICICI Bank, Yes Bank; Governance problems in Indian firms; Lessons from failures and preventive mechanisms

Suggested Readings:

1. **Gramm, J. (2018).** *Dear chairman: Boardroom battles and the rise of shareholder activism*. Harriman House.
2. **Balachandran, V. (2023).** *Corporate governance and business ethics*. Vijay Nicole Imprints.
3. **AlHares, A., & Abumustafa, N. I. (2021).** *Corporate governance: Theoretical essentials and international practices*. Virtus Interpress.
4. **Goel, S. (2024).** *Corporate governance: Theory and practice*. Wiley India.
5. **Tricker, B. (2019).** *Corporate governance: Principles, policies, and practices* (4th ed.). Oxford University Press.

Lecture Plan-60 Hours

Lecture No.	Topics to be Covered	Hours
Unit I: Conceptual Framework of Corporate Governance (12 Hours)		
Lecture 1	Corporate Governance: Meaning, Significance, and Scope	**1**
Lecture 2	Principles and Objectives of Corporate Governance	**1**

Lecture 3	Agency Theory and Stewardship Theory	**1**
Lecture 4	Stakeholder and Resource Dependency Theories	**1**
Lecture 5	Managerial Hegemony Theory and Implications	**1**
Lecture 6	Models of Corporate Governance (Anglo-American, German, Japanese)	**1**
Lecture 7	Governance as per Kautilya's Arthashastra	**1**
Lecture 8	Interrelation between Management and Governance	**1**
Lecture 9	Discussion: Governance Design in Indian Companies	**1**
Lecture 10	Case Study Analysis – Corporate Governance Framework	**1**
Lecture 11	Interactive Activity: Governance Models Around the World	**1**
Lecture 12	Recap and MCQ Quiz	**1**
Unit II: Recent Issues and Challenges in Governance (12 Hours)		
Lecture 13	Board Structure and Role of Directors	**1**

Lecture 14	Board Committees – Roles and Examples	**1**
Lecture 15	Insider Trading – Concept, Law, and Impact	**1**
Lecture 16	Whistle Blowing – Procedures and Protections	**1**
Lecture 17	Shareholder Activism and Class Action Suits	**1**
Lecture 18	Institutional Investors' Role in Governance	**1**
Lecture 19	CSR in Governance + Concept of Gandhian Trusteeship	**1**
Lecture 20	Practical Session 1: Board Simulation	**1**
Lecture 21	Group Discussion: Insider Trading and Whistleblower Policies	**1**
Lecture 22	Assignment Discussion on Shareholder Roles	**1**
Lecture 23	Governance Dilemma Case Exercise	**1**
Lecture 24	Summary + Q&A	**1**

Unit III: Global Corporate Failures and International Codes (10 Hours)		
Lecture 25	Case Study: BCCI and Maxwell (UK)	**1**
Lecture 26	Case Study: Enron and WorldCom (USA)	**1**
Lecture 27	Case Study: Vivendi (France) and Lehman Brothers	**1**
Lecture 28	The Cadbury Report 1992	**1**
Lecture 29	The Sarbanes-Oxley Act 2002	**1**
Lecture 30	OECD Principles of Corporate Governance	**1**
Lecture 31	Comparative Analysis of Global Codes	**1**
Lecture 32	Role-Play Activity: Governance Failures	**1**
Lecture 33	Ethical Dilemma in Governance – Reflection Session	**1**
Lecture 34	Summary + Assignment	**1**
Unit IV: Indian Regulatory Framework (13 Hours)		
Lecture 35	Kumar Mangalam Birla Committee Recommendations	**1**
Lecture 36	Narayana Murthy Committee Insights	**1**
Lecture 37	Uday Kotak Committee Recommendations	**1**
Lecture 38	Companies Act 2013 – Key Provisions for Governance	**1**
Lecture 39	SEBI (LODR) Regulations 2015 – Structure and Application	**1**
Lecture 40	Disclosure and Compliance Mechanisms	**1**
Lecture 41	Internal vs. External Governance Mechanisms	**1**
Lecture 42	Practical Session 2: Drafting Governance Policies	**1**
Lecture 43	Group Presentation: Analyzing Indian Companies' Board Governance	**1**
Lecture 44	Legal Drafting Activity: CSR Policy Format	**1**
Lecture 45	Comparative Legal Governance: India vs. USA	**1**
Lecture 46	Workshop: SEBI LODR Simulation	**1**

Lecture 47	Discussion: Role of Regulators in Preventing Scams	**1**
Unit V: Corporate Failures and Scams in India (13 Hours)		
Lecture 48	Case Study: Satyam Scandal	**1**
Lecture 49	Case Study: Kingfisher Airlines Governance Issues	**1**
Lecture 50	Case Study: PNB Scam	**1**
Lecture 51	Case Study: IL&FS Crisis	**1**
Lecture 52	Yes Bank and ICICI Governance Problems	**1**
Lecture 53	Common Trends in Governance Failures	**1**
Lecture 54	Preventive Mechanisms and Policy Recommendations	**1**
Lecture 55	Debate: Can Scams Be Prevented by Stronger Governance?	**1**
Lecture 56	Project Presentations: Investigative Reports on Indian Corporate Scams	**1**
Lecture 57	Guest Lecture: Whistleblower and Insider Insights	**1**
Lecture 58	Practical Session 3: Analyzing Annual Reports for Red Flags	**1**
Lecture 59	Final Case Analysis: Scams and the Role of Directors	**1**
Lecture 60	Final Reflection and Summary	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 302
Core Compulsory/Elective: Core Compulsory
Course Title: Organization Behaviour
Credits: 4 (L-3 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	Description	Blooms Taxonomy
CO 1	Comprehending the nature, functioning and design of organizations as social collectives.	Remember (B1)
CO 2	Evaluate the reciprocal relationship between the organizational characteristics and managerial behaviour.	Understand (B2)
CO 3	Develop practical insights and problemsolving capabilities for effectively managing the organizational processes.	Analyze (B3)
CO 4	Analysing the behavior of individuals and groups in organizations.	Apply (B4)
CO 5	Developing conceptual understanding of change and its implementation.	Create (B5)

Course Structure:

Unit 1: Introduction to OB

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 2: Individual Dimensions

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 3: Transactional Analysis and Group Dynamics

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

Unit 4: Motivation Theories and Application, Organizational Conflict, Power and Politics

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 5: Change Management and Employee Wellbeing

Change process and resistance, OD, Organization Culture- layers and characteristics. Stress- Nature and causes and major effects, Stress Management and Well Being

Suggested Readings

1. Luthans, F. (2015). *Organizational Behaviour: An Evidence Based Approach* (13th ed.). McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C. Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2nd ed.). Cengage Learning India Pvt. Ltd.
3. Pareek, U. and Khanna, S. (2016). *Understanding Organizational Behaviour* (4th ed.). New Delhi: Oxford University Press.
4. Robbins, S. P., & Judge, T.A. &; Vohra, N. (2015). *Organizational Behaviour* (16th ed.). New Delhi: Pearson Education.
5. Singh, K. (2015). *Organizational Behaviour: Text and Cases* (3rd ed.). New Delhi: Vikas Publication.

Lecture Plan- 45 hour-Organizational Behaviour

Lecture Number	Topics to be Covered	Lectures Required (Hours)
Unit I: Introduction to OB (5 Lectures)		
Lecture 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	3
Lecture 4–5	Major Challenges before OB in current context	2
Unit II: Foundations of Individual Behaviour (10 Lectures)		
Lecture 6–7	Perception – Concept, Process, Factors affecting perception, Perceptual shortcuts and Applications	2
Lecture 8–10	Job-related Attitude and Behaviour, Cognitive Dissonance Theory, Attitude Change	3
Lecture 11–12	Learning – Theories & Applications, Reinforcement	2
Lecture 13–14	Values – Concept, Types, Hofstede's Framework	2
Lecture 15–17	Personality – Concept, Theories, Determinants, Major Personality Attributes	3
Unit III: Group Behaviour and Teams (7 Lectures)		
Lecture 18–21	Group Behaviour and Dynamics, Teams	4
Lecture 22–24	Transactional Analysis, Life Positions, Strokes, Games, Script Analysis, Johari Window	3
Unit IV: Motivation, Power and Leadership (12 Lectures)		
Lecture 25–26	Motivation – Basic Concepts	2
Lecture 27–29	Theories of Motivation	3
Lecture 30–32	Application of Motivation, Designing Motivating Workplace, Motivation and Performance	3
Lecture 33–34	Conflict in Organizations	2
Lecture 35–36	Power and Politics	2
Lecture 37–39	Leadership Approaches	3

Unit V: Organizational Development and Contemporary Issues (11 Lectures)		
Lecture 40–41	Change Process and Resistance, OD	2
Lecture 42–43	Organizational Culture and Climate	2
Lecture 44–45	Stress and Wellbeing	3

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 303
Core Compulsory/Elective: Core Compulsory
Course Title: Statistical Methods for Managerial Decisions
Credits: 4 (L-3 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 datadriven decision-making.

Course Outcome:

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 decisionmaking 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 DecisionMaking, 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

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 curves.

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:

1. **Rivera, R. (2020).** Principles of Managerial Statistics and Data Science. Wiley.
2. **McGraw-Hill. (1970).** Statistical Analysis for Managerial Decisions. McGraw-Hill.
3. **Taghaboni-Dutta, F. (2025).** Statistics for Management Decision Making. University of Illinois Urbana-Champaign.
4. **ICMA. (2024).** Statistics for Public Administration: Practical Uses for Better Decision Making (2nd ed.). ICMA Press.
5. **ProfileTree. (2025).** A Practical Guide to Statistics for Management. ProfileTree Publishing.

Lecture Plan-45 hours

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

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 301
Core Compulsory/Elective: Core Compulsory
Course Title: Supply Chain Analytics
Credits: 4 (L-3 T-1 P-0)

Course Objectives:

1. To introduce students to the basic concepts of supply chain management and the role of analytics in improving business decisions.
2. To help students understand how businesses collect, interpret, and apply data to solve supply chain problems.
3. To familiarize students with simple tools and techniques for analyzing supply chain data, including Excel and visualization platforms.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy

CO 1	Recall the fundamental concepts of supply chains and how data influences business decisions.	Remember (B1)
CO 2	Comprehend key challenges and issues faced within supply chain management.	Understand (B2)
CO 3	Identify and apply simple analytical methods to solve supply chainrelated business problems.	Apply (B3)
CO 4	xamine data sets to identify meaningful trends, patterns, and derive customer insights.	Analyze (B4)
CO 5	Develop and present clear, data-driven insights through visual tools like charts, dashboards, and reports.	Create (B5)

Course Structure:

Unit 1: Introduction to Supply Chain Analytics
Basics of Supply Chain Management; Role of Analytics in Business Decision-Making; Types of Analytics: Descriptive, Predictive, Prescriptive; Simple Frameworks for Supply Chain Analysis; Ethical considerations in business data handling.
Unit 2: Understanding Supply Chain Data and Metrics
Basic Supply Chain KPIs (e.g., Lead Time, Fill Rate, Inventory Turnover); Customer Metrics: Satisfaction, Loyalty, Retention; Introduction to Data Sources: Primary, Secondary, Big Data overview; Web and Social Media Metrics in Business.
Unit 3: Analytical Techniques for Business Decisions
Exploratory Data Analysis (EDA) using Excel; Hypothesis Testing Basics; Simple Regression for Business Forecasting; Market Segmentation and Positioning using Data; Introduction to Customer Lifetime Value (CLV).
Unit 4: Applications of Analytics in Supply Chain
Customer Segmentation with Excel; Predictive Analysis Basics (Logistic Regression Concept); Introduction to A/B Testing in Marketing and Supply Chains; Market Basket Analysis Simplified; Case Study: Analytics in E-commerce and Retail.
Unit 5: Tools and Visualization for Business Insights

Introduction to Excel, Google Sheets, and Google Data Studio; Basics of Data Cleaning and Preprocessing; Visualizing Business Data: Charts, Graphs, Dashboards; Data Storytelling for Managers; Preparing and Presenting Supply Chain Reports.
Suggested Readings: 1. **Chopra, S., & Meindl, P. (2019).** Supply Chain Management: Strategy, Planning, and Operation (7th ed.). Pearson. 2. **Chae, B. (2021).** Supply Chain Analytics: Using Data to Optimally Manage Supply Chains. Springer. 3. **Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007).** Designing and Managing the Supply Chain. McGraw-Hill.

Lecture Plan-45 Hour

Unit 1: Introduction to Supply Chain Analytics		
S.no. of lectures	Topics	**Lectures required**
Lecture 1	Introduction to Supply Chain Management	**1**
Lecture 2	Role of Analytics in Business Decision-Making	**1**
Lecture 3	Types of Analytics: Descriptive Analytics	**1**
Lecture 4	Types of Analytics: Predictive Analytics	**1**
Lecture 5	Types of Analytics: Prescriptive Analytics	**1**
Lecture 6	Supply Chain Analytics Frameworks	**1**
Lecture 7	Ethical Considerations in Supply Chain Analytics	**1**
Lecture 8	Case Study Session	**1**
Unit 2: Understanding Supply Chain Data and Metrics		
Lecture 9	Key Performance Indicators (KPIs) in Supply Chain	**1**
Lecture 10	Customer Metrics: Satisfaction, Loyalty, and Retention	**1**

Lecture 11	Customer Lifetime Value (CLV)	**1**
Lecture 12	Market Share and Business Impact Metrics	**1**
Lecture 13	Web and Social Media Metrics	**1**
Lecture 14	Primary Data Sources	**1**
Lecture 15	Secondary Data Sources	**1**
Lecture 16	Big Data in Business Context	**1**
Unit 3: Analytical Techniques for Business Decisions		
Lecture 17	Introduction to Exploratory Data Analysis (EDA)	**1**
Lecture 18	EDA Hands-on Session with Excel	**1**
Lecture 19	Basics of Hypothesis Testing	**1**
Lecture 20	T-test and Chi-square Test	**1**
Lecture 21	Simple Regression Analysis	**1**
Lecture 22	Demand Forecasting Introduction	**1**
Lecture 23	Segmentation in Business	**1**
Lecture 24	Targeting and Positioning using Data	**1**
Lecture 25	Perceptual Mapping Tools and Techniques	**1**
Lecture 26	Case Study Discussion	**1**
Unit 4: Applications of Analytics in Supply Chain		
Lecture 27	Customer Segmentation with Cluster Analysis (Concept)	**1**
Lecture 28	Cluster Analysis Hands-On (Excel)	**1**
Lecture 29	Introduction to Predictive Modelling	**1**
Lecture 30	Customer Churn Prediction Basics	**1**
Lecture 31	Market Basket Analysis: Theory	**1**
Lecture 32	Market Basket Analysis Hands-On (Excel/Tool)	**1**

Lecture 33	A/B Testing: Concept and Design	**1**
Lecture 34	A/B Testing Practical Exercise	**1**
Lecture 35	Case Study	**1**
Unit 5: Tools and Visualization for Business Insights		
Lecture 36	Introduction to Excel, Google Sheets & Data Studio	**1**
Lecture 37	Google Analytics Basics	**1**
Lecture 38	Data Cleaning and Preprocessing	**1**
Lecture 39	Visualization Techniques	**1**
Lecture 40	Dashboard Design Principles	**1**
Lecture 41	Storytelling with Data: Introduction	**1**
Lecture 42	Why Storytelling Matters in Business	**1**
Lecture 43	Tools for Data Storytelling	**1**
Lecture 44	Presenting Reports and Insights	**1**
Lecture 45	Case Study: Netflix or Zomato's Recommendation Systems	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 302
Core Compulsory/Elective: Core Compulsory
Course Title: E-Commerce
Credits: 4(L-3 T-1 P-0)

Course Objectives:

1. To provide foundational knowledge of E-Commerce concepts, models, and business practices.
2. To impart technical know-how related to website development, security, and payment systems in E-Commerce.
3. To make students aware of legal, ethical, and regulatory aspects of online business.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the fundamental principles, history, and types of E-Commerce and differentiate between various models and transaction types.	Remember
CO 2	Analyze the technological components of E-Commerce platforms and apply basic web development skills (HTML/CSS) for creating web pages.	Understand
CO 3	Examine the applications of E-Commerce in different industries and assess the use of strategies like affiliate marketing, remarketing, and customer analytics.	Analyzing
CO 4	Evaluate the security risks, legal frameworks, and compliance requirements for online businesses, including the IT Act 2000 and payment mechanisms.	Apply
CO 5	Design an entrepreneurial E-Business plan incorporating technological, operational, legal, and strategic elements for launching a digital business.	Creating

Course Structure:

Unit I: Foundations of E-Commerce
Introduction to E-Commerce: Definition, nature, history, and evolution. Characteristics, advantages, and disadvantages. E-Commerce business models: B2B, B2C, C2C, C2B, G2C. Key forces driving E-Commerce growth. E-Business vs E-Commerce.
Unit II: Technology Infrastructure for E-Commerce
Understanding Internet, Intranet, Extranet, WWW. Web hosting and domain registration. Website development: hardware, software, outsourcing vs in-house. Introduction to HTML, DHTML, CSS, tags, lists, tables, forms, frames. Basics of mobile application development.
Unit III: Payment Systems and Security
E-Payment systems: Credit/debit cards, smart cards, e-wallets, UPI. Payment gateways, online banking, fund transfers. Cyber security: Need, dimensions, and threats (hacking, phishing, sniffing). Encryption, SSL, digital signatures, firewalls. Service providers: PayPal, Paytm, Razorpay.
Unit IV: Legal, Ethical and Regulatory Framework

IT Act 2000: Definitions, digital signatures, cyber laws, offenses. Intellectual Property Rights: copyrights, trademarks, patents. Dispute resolution and online consumer protection. Ethical issues: privacy, fraud, data protection. Cybercrime and legal obligations for E-Businesses.

Unit V: E-Commerce Applications and Strategy

Industry-wise applications: Banking, insurance, education, healthcare, retail, travel. Online services: Auctions, online learning, streaming, portals. Digital branding, remarketing, affiliate marketing. Analytics in E-Business: tools and benefits. E-Business entrepreneurship: Planning, funding, operations, taxation, future trends.

Suggested Readings

1. **Kenneth C. Laudon & Carol Guercio Traver** – *E-Commerce* (Pearson)
2. **P.T. Joseph** – *E-Commerce: An Indian Perspective* (PHI Learning)
3. **David Whiteley** – *E-Commerce: Strategy, Technology and Applications*
4. **Bharat Bhaskar** – *Electronic Commerce* (McGraw Hill)
5. **K.K. Bajaj & Debjani Nag** – *E-Commerce* (McGraw Hill)
6. **Sushila Madan** – *E-Commerce* (Taxmann)

Lecture Plan- Ecommerce-60 hours

Sl. No.	Topics	Lectures Required
Unit I: Foundations of E-Commerce		
Lecture 1	Introduction, history, and evolution of E-Commerce	1
Lecture 2& 3	Characteristics, scope, and impact of E-Commerce	2
Lecture 4	Benefits and limitations of E-Commerce	1
Lecture 5 & 6:	Types of E-Commerce (B2B, B2C, etc.)	2

Lecture 7 & 8:	Key forces behind E-Commerce growth	2
Lecture 9 & 10	Business models in E-Commerce	2
Lecture 11 & 12	Case study discussion (Amazon, Flipkart)	2
Unit II: Technology Infrastructure for E-Commerce		
Lecture 13 & 14	Internet, WWW, intranet, extranet – concepts and features	2
Lecture 15 & 16	Web hosting, domain registration	2
Lecture 17 & 18	E-Commerce website architecture (hardware/software)	2
Lecture 19:	Website development process (outsourcing vs. in-house)	1
Lecture 20, 21 & 22	HTML/DHTML: structure, formatting, forms, links, tables	**3**
Lecture 23 & 24	CSS and mobile app basics	**2**
Unit III: Payment Systems and Security		
Lecture 25 & 26	E-payment systems: cards, wallets, UPI, EFT	2
Lecture 27 & 28	Payment gateways and service providers (PayPal, Paytm)	2
Lecture 29 & 30	Cyber threats and attack methods (hacking, sniffing, phishing)	2
Lecture 31 & 32	Security measures: encryption, SSL, firewalls	2
Lecture 33 & 34	Legal and technical aspects of digital signatures	2
Lecture 35 & 36	Group activity: Role play on secure transaction	2
Unit IV: Legal, Ethical and Regulatory Framework		
Lecture 37 & 38	Overview of IT Act 2000 and its relevance	2
Lecture 39 & 40	Digital records, governance, penalties, and cyber laws	2

Lecture 41 & 42	Intellectual Property Rights (IPR), trademarks, copyrights	2
Lecture 43 & 44	Cybercrime: types and business responsibilities	2
Lecture 45 & 46	Online consumer protection and dispute resolution	2
Lecture 47 & 48	Case study: Real-world cyber law violations	2
Unit V: E-Commerce Applications and Strategy		
Lecture 49, 50 & 51	Industry-specific applications: retail, education, banking, travel	3
Lecture 52 & 53	E-Marketing, digital branding, SEO, social media usage	2
Lecture 54 & 55	Affiliate marketing and remarketing	1
Lecture 55 & 56	Customer analytics, satisfaction, loyalty, personalization	2
Lecture 57& 58	Planning and launching E-Business ventures	2
Lecture 59 & 60	Group presentation: Business plan pitching	2

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 301
Core Compulsory/Elective: Core Compulsory
Course Title: Project and Viva-Voce
Credits: 2 (L-2 T-0 P-0)

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 V of the BBA program is intended to assess students' overall understanding of the fundamental concepts, theories, and applications across the core subjects studied. 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.

SIXTH SEMESTER

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 351
Core Compulsory/Elective: Core Compulsory
Course Title: Entrepreneurship Development and Startup
Credits: 4**(L-3 T-1 P-0)**

Course Objectives

1. To introduce students to the fundamental concepts of entrepreneurship, innovation, and startup ecosystems.
2. To develop entrepreneurial thinking, creativity, and business planning abilities through experiential learning and real-world case analysis.
3. To equip students with the knowledge and skills to identify opportunities, manage small enterprises, and understand startup processes, policies, and institutional support.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the nature and scope of entrepreneurship, including key theories, types, and entrepreneurial ecosystems.	Remember (B1)
CO 2	Understand the entrepreneurial mindset to identify and evaluate innovative business opportunities using design thinking and feasibility studies.	Understand (B2)
CO 3	Apply tools like design thinking and feasibility analysis in developing business ideas.	Apply (B3)
CO 4	Evaluate entrepreneurial opportunities, risk, and resource availability for startup ventures.	Analyze (B4)
CO 5	Develop and present a viable business plan integrating innovation and startup strategies.	Create (B5)

Course Structure:

Unit 1: Foundations of Entrepreneurship and Theoretical Perspectives
Nature, importance, and scope of entrepreneurship. Types and traits of entrepreneurs: Innovator, Imitator, Drone, Fabian. Entrepreneurs as leaders, problem-solvers, and change agents. Theories of entrepreneurship: Schumpeter's Innovation Theory, McClelland's Achievement Motivation Theory, Knight's Risk-Bearing Theory, Kirzner's Alertness Theory, Transaction Cost Theory Indian entrepreneurial ecosystem and startup culture: Startup India, Atal Innovation Mission (AIM), and sectoral opportunities.
Unit 2: Entrepreneurial Mindset and Development

Introduction to the entrepreneurial mindset and its role in entrepreneurial success. Key dimensions of an entrepreneurial mindset: risk-taking, resilience, creativity, self-efficacy. Cultivating entrepreneurial thinking through real-world examples. Ethical considerations for entrepreneurs. Meaning, objectives, and achievements of Entrepreneurial Development Programs (EDPs). Role of government, institutions and incubators (DIC, SIDBI, NSIC, KVIC, EDII) in supporting entrepreneurs.

Unit 3: Business Opportunity Identification and Innovation through Design Thinking

Methods for identifying and evaluating business opportunities. Techniques for generating business ideas: brainstorming, mind mapping, SCAMPER. Innovation in entrepreneurship: types (product, process, business model).

Introduction to design thinking: empathy, define, ideate, prototype, test. Tools for opportunity evaluation: feasibility analysis and viability testing. Introduction to social entrepreneurship and sustainable innovation, Opportunities in social entrepreneurship. Conducting feasibility and viability analyses for new ventures.

Unit 4: Unit 4: Startup Formation, Project Planning, and Management

Steps in starting a small enterprise, Legal forms of business: proprietorship, partnership, LLP, private limited company. Evaluating financial, technical, social, legal, and managerial feasibility. Startup lifecycle: ideation to execution. Startup India registration process, DPIIT recognition, IPR basics. Introduction to project management: scope, timeline, budgeting, risk. Significance and structure of project reports. Components of project report: technical, financial, market, operational. Preparing reports for common businesses: retail stores, beauty parlors, food outlets, and service-based startups.

Unit 5: Business Plan Development and Startup Appraisal

Understanding the meaning, features, and format of business plans. Conducting SWOT analysis, , competitive analysis, and market positioning for proposed ventures. Revenue model, funding sources (bootstrapping, angel, VC), and startup valuation basics.

Writing and presenting a business plan. Appraising and evaluating project proposals using qualitative and quantitative criteria. Presenting business plans to stakeholders/investors. Methods for evaluating startup proposals using qualitative and quantitative parameters.Pitch deck creation and mock pitching sessions (practical component).

Suggested Readings

1. **Barringer, B. R., & Ireland, R. D. (2020).** *Entrepreneurship: Successfully Launching New Ventures* (6th ed.). Pearson.
2. **Guillebeau, C. (2012).** *The $100 Startup: Reinvent the Way You Make a Living, Do What You Love, and Create a New Future*. Crown Business.
3. **Hoffman, R., & Casnocha, B. (2012).** *The Start-Up of You: Adapt to the Future, Invest in Yourself, and Transform Your Career*. Crown Business.
4. **Ries, E. (2011).** *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Publishing Group.
5. **Kawasaki, G. (2004).** *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. Portfolio Hardcover.
6. **Hill, N. (1937).** *Think and Grow Rich*. The Ralston Society

Lecture Plan- Entrepreneurship Development-45 Hours

Unit I: Foundations of Entrepreneurship and Theoretical Perspectives (9 Hours)		
Lecture No.	**Topics to be Covered**	Hours
Lecture 1	Nature, importance, and scope of entrepreneurship	1
Lecture 2	Types and traits of entrepreneurs: Innovator, Imitator, Drone, Fabian	1
Lecture 3	Entrepreneurs as leaders, problem-solvers, and change agents	1
Lecture 4	Theories of entrepreneurship: Schumpeter's Innovation Theory	1
Lecture 5	McClelland's Achievement Motivation Theory, Knight's Risk-Bearing Theory	1
Lecture 6	Kirzner's Alertness Theory, Transaction Cost Theory	1
Lecture 7	Indian entrepreneurial ecosystem and startup culture	1
Lecture 8	Startup India and Atal Innovation Mission (AIM)	1
Lecture 9	Sectoral opportunities in Indian startup ecosystem	1
Unit II: Entrepreneurial Mindset and Development (9 Hours)		
Lecture 10	Introduction to entrepreneurial mindset and its role in success	**1**

Lecture 11	Risk-taking, resilience, creativity, and self-efficacy	**1**
Lecture 12	Cultivating entrepreneurial thinking: real-world examples	**1**
Lecture 13	Ethical considerations for entrepreneurs	**1**
Lecture 14	Entrepreneurial Development Programs (EDPs): meaning, objectives, achievements	**1**
Lecture 15	Role of Government in promoting entrepreneurship	**1**
Lecture 16	Institutional support: DIC, SIDBI, NSIC	**1**
Lecture 17	Institutional support: KVIC, EDII	**1**
Lecture 18	Incubators and their role in supporting entrepreneurs	**1**
Unit III: Business Opportunity Identification and Innovation through Design Thinking (9 Hours)		
Lecture 19	Methods for identifying and evaluating business opportunities	**1**
Lecture 20	Techniques for generating business ideas: brainstorming, mind mapping, SCAMPER	**1**
Lecture 21	Innovation in entrepreneurship: product, process, business model	**1**
Lecture 22	Introduction to design thinking: empathy, define, ideate	**1**
Lecture 23	Design thinking continued: prototype, test	**1**
Lecture 24	Tools for opportunity evaluation: feasibility and viability analysis	**1**
Lecture 25	Introduction to social entrepreneurship	**1**
Lecture 26	Sustainable innovation and opportunities in social ventures	**1**
Lecture 27	Conducting feasibility and viability analyses for new ventures	**1**
Unit IV: Startup Formation, Project Planning, and Management (9 Hours)		
Lecture 28	Steps in starting a small enterprise	**1**
Lecture 29	Legal forms of business: proprietorship, partnership, LLP, Pvt Ltd	**1**
Lecture 30	Evaluating financial, technical, legal, and managerial feasibility	**1**
Lecture 31	Startup lifecycle: ideation to execution	**1**

Lecture 32	Startup India registration, DPIIT recognition	**1**
Lecture 33	Basics of Intellectual Property Rights (IPR)	**1**
Lecture 34	Introduction to project management: scope, timeline, budgeting, risk	**1**
Lecture 35	Structure of project report: components (technical, financial, market)	**1**
Lecture 36	Project reports for businesses: retail, beauty, food, services	**1**
Unit V: Business Plan Development and Startup Appraisal (9 Hours)		
Lecture 37	Meaning, features, and format of a business plan	1
Lecture 38	SWOT, competitive analysis, market positioning	1
Lecture 39	Revenue model and funding sources: bootstrapping, angel, VC	1
Lecture 40	Basics of startup valuation	1
Lecture 41	Writing and presenting a business plan	1
Lecture 42	Appraising proposals using qualitative and quantitative criteria	1
Lecture 43	Presenting business plans to investors/stakeholders	1
Lecture 44	Pitch deck creation and evaluation techniques	1
Lecture 45	Mock pitching session (practical component)	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 352
Core Compulsory/Elective: Core Compulsory
Course Title: Industrial Relations Credits:
4(L-3 T-1 P-0)

Course Objectives:

1. To provide students with a foundational understanding of industrial relations, including its history, legal framework, and contemporary relevance in the Indian context.
2. To equip learners with practical knowledge of dispute resolution mechanisms, grievance handling, and the role of various institutions and stakeholders in industrial harmony.
3. To critically analyze labour laws, social security systems, trade unions, collective bargaining, and emerging trends in global and national labour standards

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand the historical, legal, and conceptual frameworks of industrial relations in India.	Remember (B1)
CO 2	Analyze the roles of trade unions, employee associations, and management in shaping IR.	Understand (B2)
CO 3	Apply key provisions of labour laws and dispute resolution procedures in real-world contexts.	Apply (B3)

CO 4	Evaluate wage systems, social security, and worker welfare frameworks for compliance and effectiveness.	Analyze (B4)
CO 5	Create practical strategies for fostering labour-management cooperation and workplace harmony.	Create (B5)

Course Structure:

Unit 1: Foundations of Industrial Relations and Trade Unions
Introduction to Industrial Relations (IR): definitions, scope, and significance, Historical evolution and theories/models of IR in India, Environmental factors: economic, political, and social, Contemporary issues in Indian IR, Legal framework: **Trade Unions Act, 1926**; Objectives, types, rights, and challenges of Trade Unions (TUs); Managerial & employer associations; Women in TUs and the paradigm shift in IR policies; Landmark case laws and judgment.
Unit II: Collective Bargaining, Tripartism & Legal Aspects of Employment
Concept, nature, and legal framework of collective bargaining; Bargaining levels and negotiating skills; Tripartism and bipartism: types, levels, and linkages; Role of government and state in IR reform; Government interventions and future roles; Contract of employment and relevant acts: Industrial Employment Standing Orders Act, 1946, Shops and Establishment Act, Contract Labour Act, 1970 and Contract Labour Code, Inter-State Migrant Workmen Act, 1979, Voluntary Retirement Scheme (VRS)
Unit 3: Wage Systems, Social Security and Working Conditions
Wage theories and wage systems in India; The Payment of Wages Act, 1936, Minimum Wages Act, 1948, Bonus Act, 1965; Profit sharing, stock options, pay structures, and national wage policy; Contemporary wage issues at the firm and national level; Factories Act, Workers' Compensation, ESI Act; Occupational health and workplace safety; Social security: medical care, welfare funds, social security reforms; ILO conventions on social security and structural adjustment.
Unit 4: Dispute Resolution, Employee Participation, and Labour Governance
Industrial Dispute Act, 1947: framework, authorities, and procedures; Prohibition of strikes and lockouts; unfair labour practices; National Labour Commission recommendations and guiding frameworks; Labour administration machinery and roles; Employee participation: direct vs. indirect models; Quality circles, suggestion schemes, shop-floor level cooperation; Constitutional/legal framework for labour participation; Balancing collective bargaining with participative models
Unit V: Grievance Handling, HR-IR Integration & Global Labour Standards

Nature, causes, and management of employee grievances; Principles and procedures of grievance handling; Discipline management: punishment types, case laws, rights vs. interests; HRM and IR in India: philosophical and integrative approaches; HRM-IR-HRD integration for organizational harmony; ILO and India: conventions, impact, and compliance; International best practices: OECD guidelines and lessons from global unions; Future roadmaps for Indian IR in the global context

Suggested Readings

1. **Gupta, C. B., Kapoor, N. D., & Tripathi, P. C. (2020).** *Industrial relations and labour laws* (6th revised ed.). Sultan Chand & Sons.
2. **Srivastava, S. C. (2023).** *Industrial relations and labour Dynamics of industrial relations*. Vikas Publishing House. (12th ed.).
3. **Mamoria, C. B., & Gankar, S. V. (2019).** Himalaya Publishing House.
4. **Tripathi, P. C. (2013).** *Personnel management and industrial relations* Sultan Chand & Sons. (21st revised ed.)
5. **Kumar, Saroj, & Zafar, Huma. (2023).** *Industrial relations and labour laws*. Thakur Publication Pvt. Ltd.

Lecture Plan – Industrial Relations-60 hours

Lecture No.	Topics to be Covered	Hours
Unit I: Foundations of Industrial Relations and Trade Unions (12 Hours)		
Lecture 1	Introduction to Industrial Relations: Meaning, Scope, and Significance	**1**
Lecture 2	Theories and Models of IR	**1**
Lecture 3	History of IR in India	**1**
Lecture 4	Economic, Political, and Social Environment of IR	**1**
Lecture 5	Trade Unions: Definition, Objectives, and Legal Framework	**1**
Lecture 6	Trade Union Act, 1926 – Provisions and Landmark Judgments	**1**
Lecture 7	Types and Rights of TUs; Problems and Challenges	**1**

Lecture 8	Women in Trade Unions; Managerial and Employer Associations	**1**
Lecture 9	Paradigm Shift in IR Policies	**1**
Lecture 10	Case Study on IR Evolution and TUs	**1**
Lecture 11	Contemporary IR Issues in India	**1**
Lecture 12	Role of IR in Workforce Development	**1**
Unit II: Collective Bargaining, Tripartism & Employment Law (12 Hours)		

Lecture 13	Concept and Nature of Collective Bargaining	**1**
Lecture 14	Legal Framework and Negotiation Techniques	**1**
Lecture 15	Levels of Bargaining and Agreements	**1**
Lecture 16	Tripartism and Social Dialogue	**1**
Lecture 17	Role of Government and State in IR Reform	**1**
Lecture 18	Contract of Employment: Overview and Legal Basis	**1**
Lecture 19	Standing Orders Act, Shops & Establishment Act	**1**
Lecture 20	Inter-State Migrant Workmen Act, 1979 and Contract Labour Act, 1970	**1**
Lecture 21	Contract Labour Code and VRS	**1**
Lecture 22	Guest Talk: Collective Bargaining Practices (Practical Session 1)	**1**
Lecture 23	Case Study: Tripartite Agreements	**1**
Lecture 24	Mock Bargaining Exercise (Practical Session 2)	**1**
Unit III: Wage Systems, Social Security & Workplace Conditions (12 Hours)		
Lecture 25	Wage Theories and Wage System in India	**1**

Lecture 26	The Payment of Wages Act, Minimum Wages Act, Bonus Act	**1**
Lecture 27	Profit Sharing, Stock Options, and Pay Structures	**1**
Lecture 28	National Wage Policy and Company-Level Practices	**1**
Lecture 29	Factories Act and Worker Compensation	**1**
Lecture 30	ESI Act and Occupational Health	**1**
Lecture 31	Safety and Medical Care	**1**
Lecture 32	Social Security: Reforms, Funds, and ILO Conventions	**1**
Lecture 33	Contemporary Issues in Wage and Welfare	**1**

Lecture 34	Social Security under Structural Adjustment	**1**
Lecture 35	Workshop: Designing Wage Structures	**1**
Lecture 36	Guest Lecture: Social Security in the Indian Context	**1**
Unit IV: Dispute Resolution, Participation & Governance (12 Hours)		
Lecture 37	Industrial Disputes Act, 1947 – Authorities, Powers, and Duties	**1**
Lecture 38	Prohibition of Strikes and Lockouts; Unfair Labour Practices	**1**
Lecture 39	Labour Boards, Courts, and Tribunals	**1**
Lecture 40	National Commission Recommendations & Labour Admin Machinery	**1**
Lecture 41	Labour Participation: Direct vs. Indirect Participation	**1**
Lecture 42	Legal and Constitutional Framework of Labour Participation	**1**
Lecture 43	Suggestion Schemes, Quality Circles, Shop-Floor Cooperation	**1**
Lecture 44	Participation vs. Collective Bargaining	**1**

Lecture 45	Workshop: Dispute Handling and Negotiation	**1**
Lecture 46	Role Play: Labour-Management Cooperation	**1**
Lecture 47	Industry Visit Debrief: IR Practices in the Field	**1**
Lecture 48	Debate: Government vs. Private Sector in Labour Governance	**1**
Unit V: Grievance, HRM-IR Linkages & Global Labour Standards (12 Hours)		
Lecture 49	Grievance: Meaning, Nature, and Causes	**1**
Lecture 50	Grievance Procedure and Disciplinary Approaches	**1**
Lecture 51	Rights vs. Interest Issues; Types of Punishments	**1**
Lecture 52	HRM Philosophy and Approaches in IR	**1**
Lecture 53	HRM-IR-HRD Integration	**1**
Lecture 54	ILO and India: History and Conventions	**1**
Lecture 55	OECD Guidelines and Lessons from Global Unions	**1**
Lecture 56	Labour Relations in Foreign Countries	**1**
Lecture 57	Future of Indian IR in Global Economy	**1**
Lecture 58	Case Study: IR Failures and Grievance Mismanagement	**1**
Lecture 59	Presentation: Best Practices in Grievance Handling	**1**
Lecture 60	Wrap-up: Review and Q&A	**1**

School of Management

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Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 353
Core Compulsory/Elective: Core Compulsory
Course Title: Leadership
Credits: 4 (L-3 T-1 P-0)

Course Objectives:

1. To impart an in-depth understanding of leadership concepts, theories, and styles relevant to dynamic organizational contexts.
2. To inculcate analytical and reflective thinking on leadership behavior, personality traits, and contemporary challenges in leadership.
3. To encourage the development of personal leadership skills and strategic thinking for organizational success and social impact.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the key concepts, significance, and foundational traits associated with leadership and differentiate between a leader and a manager.	Remember (B1)
CO 2	Analyse various classical and contemporary leadership theories and apply them to real-world organizational contexts.	Understand (B2)
CO 3	Evaluate different leadership styles and emerging leadership concepts such as emotional intelligence, servant leadership, and trust.	Apply (B3)
CO 4	Assess the role of personality traits and corporate culture in influencing leadership effectiveness and productivity.	Analyze (B4)

CO 5	Critically examine the challenges and contributions of women in leadership, leadership succession, mentoring, and the development of leadership in the digital age.	Create (B5)

Course Structure:

Unit 1: Fundamentals of Leadership
Definition and meaning of leadership, Importance of leadership in organizations, Leadership vs. Management: Roles and differences, Traits, behaviours, vision, inspiration, and momentum, Essential qualities of an effective leader, international framework for analysing leadership.
Unit II: Leadership Theories and Models
Trait Theory, Great Man Theory; Behavioral Theories: Michigan and Ohio State Studies, Leadership Grid; Role Theory and Contingency Models; Vroom & Jago's Model, Hersey-Blanchard Situational Model; House's Path-Goal Theory and Normative Decision Model; Five Factor Model of Personality and Leadership
Unit III: Leadership Styles and Development
Types of Leaders; Leadership Styles: Transactional, Transformational, Inspirational, Servant, and Traditional; Emerging Leadership Issues: Emotional Intelligence, Trust, Gender and Leadership; Leadership Development: Ingredients, process, and evaluation; Leadership Succession: Developing a pool, choosing successors, emotional aspects; Followership: Types and characteristics
Unit IV: Leadership, Personality & Organizational Culture
Concept and determinants of personality; Self-evaluation, Locus of Control, Self-monitoring, Selfesteem, Self-efficacy; Levels of Leadership and traits of productive organizations; Leadership strategies for productivity improvement; Foundations of a productivity-focused corporate culture; Leader's actions that foster teamwork and collaboration
Unit V: Women in Leadership & Contemporary Leadership Roles
Women in leadership: Traits, Barriers, Global vs Indian Scenario; Contemporary Leadership Roles: Mentoring, E-leadership, and Self-leadership; Leadership commitment and managerial culture; Case studies of iconic business leaders; Current issues and ethical challenges in leadership

Suggested Readings:

1. **Brown, B. (2018).** *Dare to lead: Brave work. Tough conversations. Whole hearts.* Random House.
2. **Covey, S. R. (1989).** *The 7 habits of highly effective people: Powerful lessons in personal change.* Free Press.
3. **Goleman, D., Boyatzis, R., & McKee, A. (2013).** *Primal leadership: Unleashing the power of emotional intelligence.* Harvard Business Review Press.
4. **Maxwell, J. C. (2007).** *The 21 irrefutable laws of leadership: Follow them and people will follow you.* Thomas Nelson.
5. **Scott, K. M. (2017).** *Radical candor: Be a kick-ass boss without losing your humanity.* St. Martin's Press.
6. **Sinek, S. (2009).** *Start with why: How great leaders inspire everyone to take action.* Portfolio.

Lecture Plan-Leadership-45 hours

Unit 1: Fundamentals of Leadership – 9 Hours		
S. No. of Lectures	Topics	Lectures Required
Lecture 1	Introduction to Leadership – Definitions, Meaning, and Significance	1
Lecture 2	Leadership vs Management	1
Lecture 3	Traits and Behaviors of Effective Leaders	1
Lecture 4	International Frameworks for Leadership	1
Lecture 5	Vision and Momentum in Leadership	1
Lecture 6	Leadership Inspiration and Motivation	1
Lecture 7	Leader as Change Agent	1
Lecture 8	Case Study: Leadership Failures and Success	1
Lecture 9	Personality Types and Leadership Styles	1
Unit 2: Leadership Theories and Models – 10 Hours		
Lecture 10	Great Man Theory and Trait Theory	1
Lecture 11	Behavioral Theories – Ohio & Michigan Studies	1

Lecture 12	Leadership Grid & Role Theory	1
Lecture 13	Contingency Theory – Hersey-Blanchard Model	1
Lecture 14	Vroom-Jago Model	1
Lecture 15	House's Path-Goal Theory	1
Lecture 16	Five Factor Model of Personality	1
Lecture 17	Normative Decision-Making Theory	1
Lecture 18	Application of Leadership Theories – Case Examples	1
Lecture 19	Contemporary Challenges in Applying Theories	1

Unit 3: Leadership Styles and Development – 9 Hours		
Lecture 20	Traditional, Transactional and Transformational Leadership	1
Lecture 21	Inspirational and Servant Leadership	1
Lecture 22	Emotional Intelligence and Trust in Leadership	1
Lecture 23	Gender and Leadership	1
Lecture 24	Leadership Development – Concepts and Processes	1
Lecture 25	Developing a Leadership Pipeline	1
Lecture 26	Evaluating Leadership Programs	1
Lecture 27	Followership and its Importance	1
Lecture 28	Leader-Follower Collaboration	1
Unit 4: Leadership, Personality & Organizational Culture – 9 Hours		
Lecture 29	Personality Traits and their Impact on Leadership	1
Lecture 30	Self-Monitoring, Self-Esteem, and Self-Efficacy	1
Lecture 31	Locus of Control and Self-Evaluation	1
Lecture 32	Corporate Culture and its Elements	1
Lecture 33	Leadership Commitment and Productivity	1

Lecture 34	Teamwork and Organizational Alignment	1
Lecture 35	Managerial Culture and Organizational Norms	1
Lecture 36	Case Studies on Organizational Leadership	1
Lecture 37	Culture-Leadership Fit	1

Unit 5: Women in Leadership & Contemporary Leadership Roles – 8 Hours		
Lecture 38	Women in Leadership – Traits and Barriers	1
Lecture 39	Leadership: Global vs Indian Scenario	1
Lecture 40	Mentoring and Coaching	1
Lecture 41	E-Leadership and Digital Influence	1
Lecture 42	Self-Leadership and Motivation	1
Lecture 43	Ethical Issues in Leadership	1
Lecture 44	Leadership in Startups and Small Firms	1
Lecture 45	Summary and Capstone Case Discussion	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 351
Core Compulsory/Elective: Core Compulsory
Course Title: Digital Marketing
Credits: 4 (L-3 T-1 P-0)

Course Objectives

1. To explain the core concepts, evolution, and relevance of digital marketing in modern business environments.
2. To examine various tools, channels, and strategies used in digital marketing to enhance consumer engagement and business performance.
3. To enable students to interpret digital metrics and design optimized campaigns using practical digital marketing techniques and technologies.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand and apply the concepts of functions, matrices, and linear programming to formulate and solve business problems.	Remember (B1)

CO 2	Examine financial mathematics concepts like interest rates, annuities, and perform time value of money calculations.	Understand (B2)
CO 3	Compute and interpret measures of central tendency, dispersion, and analyze time-series data and index numbers.	Apply (B3)
CO 4	Apply basic probability and decision theory to quantify risk and make informed decisions under uncertainty.	Analyze (B4)
CO 5	Develop and use interpolation, correlation, regression and trend analysis techniques for business forecasting.	Create (B5)

Course Structure

Unit I: Introduction to Digital Marketing

Definition, features, and history of digital marketing. Traditional vs digital marketing. Approaches to digital marketing. Digital consumer behavior and 5A framework. Ozone O3 concept. Channels of digital marketing: intent-based (SEO, SEM), brand-based (display ads), community-based (social media), content, affiliate, email, mobile. Introduction to SEM and customer search insights.

Unit II: Search Engine Marketing and Optimization

Search Engine Marketing: SEM fundamentals, PPC process, ad formats, campaign architecture, ad rotation, bid strategies, Google Ads.
SEO: On-page optimization (site structure, content, keyword research, sitemaps, headings, image optimization), technical SEO (compatibility, structured markup), off-page optimization (link building, social sharing), black/white hat techniques. Introduction to SERPs and ranking factors.

Unit III: Social media and Display Marketing

Social media marketing channels: Facebook, LinkedIn, YouTube. Facebook for business, audience targeting, campaign creation, Facebook Ads Manager, hashtags, insights, avatars.
Display advertising: process overview, ad copy and media planning, display formats, targeting. Benefits and challenges of social and display ads.
Content marketing: strategy development, types, step-by-step process. (1 Practical Session – Social Media Campaign Setup)

Unit IV: Email Marketing and Analytics

Email marketing: types of emails, design best practices, personalization and automation. Analytics: Digital marketing metrics and KPIs, conversion tracking, attribution models. ROI calculations, media budgeting. Tools for analytics interpretation.
(1 Practical Session – Email Campaign using tools like Mailchimp or similar)

Unit V: Strategy, Trends, and Governance

Digital marketing for startups, MSMEs, and rural enterprises. Emerging technologies in digital marketing. Pitfalls and good practices. Leadership, management, and governance in digital marketing. Ethics, trust, and regulatory concerns. Future trends and evolving customer behavior.

Suggested Readings

1. **Chaffey, D., & Ellis-Chadwick, F. (2022).** *Digital marketing: Strategy, implementation, and practice* (8th ed.). Pearson.
2. **Deiss, R., & Henneberry, R. (2020).** *Digital marketing for dummies*. Wiley.
3. Kingsnorth, S. (2022). *Digital marketing strategy: An integrated approach to online marketing* (3rd ed.). Kogan Page.
4. **Pulizzi, J. (2013).** *Epic content marketing: How to tell a different story, break through the clutter, and win more customers by marketing less*. McGraw-Hill Education.
5. **Star, D. (2019).** *Digital marketing 2020: A complete guide to SEO, social media marketing, email marketing, and online advertising*. Independently Published.

Lecture Plan- 45 hours

Unit I: Introduction to Digital Marketing (8 Lectures)		
Lecture No.	**Topic**	**Hours**
Lecture 1	Meaning, Definition, and Evolution of Digital Marketing	1
Lecture 2	Traditional vs. Digital Marketing – Key Differences and Synergies	1
Lecture 3	Concept and Approaches to Digital Marketing	1
Lecture 4	Scope, Advantages, and Disadvantages of Digital Marketing	1
Lecture 5	Overview of Digital Marketing Channels (SEO, SEM, Display, Social Media, Email, Content, Mobile)	1
Lecture 6	Traits of Online Consumers & Online Search Behaviour	1
Lecture 7	5As Framework and Ozone O3 Concept of Customer Value Journey	1
Lecture 8	Introduction to SEM – Working of Search Engines & SERP Positioning	1
Unit II: Search Engine Marketing and Optimization (10 Lectures)		
Lecture 9	Introduction to SEO – Process Overview and Goal Setting	1
Lecture 10	On-Page SEO – Keyword Research & SEO Strategy	1
Lecture 11	On-Page SEO – Site Structure, Content Optimization, Headings, Meta Tags	1
Lecture 12	On-Page SEO – Image Optimization, Alt Text, Technical Aspects	1
Lecture 13	Technical SEO – Mobile Compatibility, Structured Data, Sitemaps	1
Lecture 14	Off-Page SEO – Link Formats, Link Building Techniques	1
Lecture 15	Off-Page SEO – Content Marketing and Social Sharing	1
Lecture 16	SEO Ethics – Black Hat vs White Hat Techniques	1
Lecture 17	Introduction to Search Advertising – PPC Process and Benefits	1
Lecture 18	Google Ads – Campaign Setup, Targeting, Bidding & Ad Copywriting	1

Unit III: Social Media and Display Marketing (9 Lectures)		
Lecture 19	Overview of Social Media Marketing – Strategy and Channels	1
Lecture 20	Facebook Marketing – Ad Formats, Facebook for Business, Insight Tools	1
Lecture 21	Facebook Ads – Campaign Creation, Audience Selection & Budgeting	1
Lecture 22	YouTube Marketing – Concepts, Video Ads, Channel Strategy	1
Lecture 23	LinkedIn Marketing – Profile Optimization and B2B Strategies	1
Lecture 24	Instagram and Twitter Marketing – Best Practices and Trends	1
Lecture 25	Overview of Display Advertising – Definition and Customer Journey	1
Lecture 26	Display Ads – Objectives, Formats, Media Buying & Budgeting	1
Lecture 27	Practical Session 1 – Creating and Managing Facebook and Google Ad Campaigns	1
Unit IV: Content and Email Marketing (7 Lectures)		
Lecture 28	Content Marketing – Concepts, Importance, Strategy Development	1
Lecture 29	Creating Effective Digital Content – Formats, Tone, and Channels	1
Lecture 30	Email Marketing – Types of Emails and Design Best Practices	1
Lecture 31	Email Campaigns – Tools, Personalization, and List Management	1
Lecture 32	Email Metrics – Open Rates, CTR, Bounce Rates, and Optimization	1
Lecture 33	Integrating Content and Email Marketing for Funnel Conversion	1
Lecture 34	Practical Session 2 – Designing Email Campaigns & Creating Blog/Content Plan	1
Unit V: Analytics, Governance, and Future of Digital Marketing (8 Lectures)		
Lecture 35	Digital Marketing Metrics – Traffic, Conversions, CPC, CPM, CPA	1
Lecture 36	Key Performance Indicators (KPIs) and ROI Calculation	1
Lecture 37	Attribution Models – Types and Application	1
Lecture 38	Pitfalls and Ethical Issues in Digital Marketing	1

Lecture 39	Managing Digital Marketing Teams – Structure, Roles, Tools	1
Lecture 40	Governance of Digital Marketing – Data Privacy, Compliance	1
Lecture 41	Digital Marketing for Startups, MSMEs, and Rural Enterprises	1
Lecture 42	Emerging Trends – AI, Chatbots, AR/VR, Influencer Marketing	1

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Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 352
Core Compulsory/Elective: Core Compulsory
Course Title: Fundamentals of Investment
Credits: 4 (L-3 T-1 P-0)

Course Objectives

1. To provide a foundational understanding of the investment environment and the functioning of financial markets.
2. To equip students with the skills to analyze various investment instruments, including equity, debt, and mutual funds.
3. To develop competencies in evaluating risk and return, portfolio management, and making informed investment decisions.

Course Structure

Course Outcomes	Description	Blooms Taxonomy
CO 1	Recall the fundamental concepts of investment and the structure of financial markets.	Remember (B1)
CO 2	Explain the features and valuation methods of financial instruments such as stocks and bonds.	Understand (B2)

CO 3	Apply techniques to assess investment risk, return, and portfolio diversification.	Apply (B3)
CO 4	Analyze investment alternatives and assess market movements using security analysis tools.	Analyze (B4)
CO 5	Design a basic investment portfolio considering investor goals and constraints.	Create (B5)

Course Structure:

Unit I: Investment Environment and Financial Markets
Meaning, nature, and scope of investment, Objectives of investment: income, growth, and safety, Types of investors and their behavior, Investment avenues: real vs. financial assets, Overview of the Indian financial system, Structure of capital and money markets, Role and functioning of stock exchanges (NSE, BSE), Regulatory framework: SEBI and investor protection, Role of depositories, brokers, and intermediaries, Trading mechanism: dematerialization and settlement cycles, Global financial markets: overview and comparison, Case discussion on primary vs. secondary markets.
Unit II: Investment Instruments and Valuation
Classification of financial instruments: equity, debt, hybrid, and derivatives,Features, advantages, and limitations of: Equity shares, Debentures/bonds, Preference shares, Mutual funds and Exchange-Traded Funds (ETFs), Government securities Concepts of yield, maturity, and return, Valuation of bonds: present value, YTM, Valuation of equity: DDM, PE ratio, EPS, NAV computation for mutual funds, Real estate and gold as investment instruments, Investment in alternative assets (REITs, crypto - brief overview), Calculation of returns and risk for different asset classes.
Unit III: Risk, Return, and Investment Analysis
Concept and types of risk: systematic and unsystematic, Measurement of risk and return, Expected return and standard deviation, Risk-return trade-off and investment decision-making, Risk-adjusted performance measures: Sharpe, Treynor, Jensen's alpha, Beta and its significance in portfolio planning, Capital Asset Pricing Model (CAPM) – assumptions and applications, Concept of diversification and portfolio risk, Efficient frontier and optimal portfolio selection, Utility theory and investor indifference curves, Real-life examples of portfolio performance evaluation.
Unit IV: Email Marketing and Analytics

Purpose and importance of security analysis Fundamental analysis: Economic, industry, and company analysis (EIC framework), Use of financial ratios and statements, Technical analysis: Assumptions and tools, Trend analysis, chart patterns, moving averages, Indicators: RSI, MACD, Bollinger Bands, Candlestick and bar charts, Dow Theory and Elliott Wave Theory (basic introduction), Technical vs. fundamental analysis – comparative approach, Limitations and behavioral biases in analysis, Practical illustrations of security screening and selection.

Unit V: Portfolio Management and Investment Strategies

Introduction to portfolio management process, Objectives and constraints in portfolio construction, Risk profiling and goal-based investing, Asset allocation: strategic vs. tactical, Active vs passive portfolio strategies, Equity vs. debt portfolio planning, Sector rotation and theme-based investing, Portfolio performance evaluation: alpha, beta, tracking error, Portfolio revision and rebalancing, Behavioural finance and investor psychology, Overview of current market trends in India, Capstone discussion: constructing a basic diversified portfolio.

Suggested Readings

1. **Bhalla, V. K. (2014).** *Fundamentals of investment management*. S. Chand Publishing.
2. **Graham, B., & Zweig, J. (2006).** *The intelligent investor: The definitive book on value investing*. HarperBusiness.
3. **Fisher, P. A. (1958).** *Common stocks and uncommon profits*. Harper & Brothers.
4. **Bogle, J. C. (2017).** *The little book of common-sense investing*. Wiley.
5. **Jordan, B. D., & Miller, T. W. (2024).** *Fundamentals of investments* (10th ed.). McGraw Hill Education.

Lecture Plan- Fundamentals of Investment 60 hours

Lecture No.	Topics to be Covered	Hours
Unit I: Investment Environment and Financial Markets		
Lecture 1	Meaning, Nature and Scope of Investment	**1**
Lecture 2	Types of Investors and Investment Objectives	**1**
Lecture 3	Investment vs. Speculation vs. Gambling	**1**
Lecture 4	Indian Financial System Overview	**1**
Lecture 5	Primary and Secondary Markets	**1**
Lecture 6	Stock Exchanges in India – NSE, BSE	**1**
Lecture 7	Role of SEBI and Regulatory Framework	**1**

Lecture 8	Process of Investing in Equity and Debt Instruments	**1**
Lecture 9	Demat and Trading Accounts	**1**
Lecture 10	Investor Protection Measures	**1**
Lecture 11	Global Financial Markets Overview	**1**
Lecture 12	Review and Case Discussion on Financial Markets	**1**
Unit II: Investment Instruments and Valuation		
Lecture 13	Introduction to Financial Instruments	**1**
Lecture 14	Equity Shares – Features and Returns	**1**
Lecture 15	Bonds – Features and Yield Concepts	**1**
Lecture 16	Preference Shares and Hybrid Instruments	**1**
Lecture 17	Mutual Funds – Types and NAV Calculation	**1**
Lecture 18	Exchange-Traded Funds (ETFs)	**1**
Lecture 19	Real Estate and Alternative Investments	**1**
Lecture 20	Valuation of Bonds (Present Value, YTM)	**1**
Lecture 21	Equity Valuation – Dividend Discount Model	**1**
Lecture 22	P/E Ratio and Other Multiples	**1**

Lecture 23	Mutual Fund Return Calculation	**1**
Lecture 24	Review of Valuation Methods	**1**
Unit III: Risk, Return, and Investment Analysis (12 Hours)		
Lecture 25	Concept of Risk and Return	**1**
Lecture 26	Types of Risk – Systematic and Unsystematic	**1**
Lecture 27	Calculation of Expected Return	**1**
Lecture 28	Standard Deviation and Variance	**1**
Lecture 29	Risk-Return Tradeoff	**1**
Lecture 30	Risk Adjusted Returns – Sharpe & Treynor Ratio	**1**
Lecture 31	Diversification and Portfolio Risk	**1**

Lecture 32	Beta and CAPM	**1**
Lecture 33	Efficient Frontier and Optimal Portfolio	**1**
Lecture 34	Utility Theory and Investor Preferences	**1**
Lecture 35	Application of Risk Metrics in Decision-Making	**1**
Lecture 36	Review and Class Discussion	**1**
Unit IV: Fundamental and Technical Analysis (12 Hours)		
Lecture 37	Introduction to Security Analysis	**1**
Lecture 38	Fundamental Analysis – EIC Framework	**1**
Lecture 39	Economic Indicators & Their Impact	**1**
Lecture 40	Company Analysis – Financial Ratios	**1**
Lecture 41	Technical Analysis – Assumptions & Tools	**1**
Lecture 42	Candlestick Patterns and Charting	**1**
Lecture 43	Moving Averages and Momentum Indicators	**1**
Lecture 44	Dow Theory and Elliot Wave Theory	**1**
Lecture 45	Comparative Use of Fundamental and Technical Analysis	**1**
Lecture 46	Security Screening Techniques	**1**
Lecture 47	Limitations of Security Analysis	**1**
Lecture 48	Case Study on Stock Selection	**1**
Unit V: Portfolio Management and Investment Strategies (12 Hours)		
Lecture 49	Portfolio Management Process	**1**
Lecture 50	Objectives and Constraints in Portfolio Construction	**1**
Lecture 51	Active vs Passive Strategies	**1**
Lecture 52	Asset Allocation Strategies	**1**
Lecture 53	Sector Rotation and Thematic Investing	**1**
Lecture 54	Equity vs Debt Portfolio Management	**1**
Lecture 55	Performance Evaluation – Alpha, Beta	**1**

Lecture 56	Risk Metrics for Portfolio Review	**1**
Lecture 57	Portfolio Rebalancing Techniques	**1**
Lecture 58	Behavioral Aspects of Investing	**1**
Lecture 59	Current Trends in Portfolio Management	**1**
Lecture 60	Review, Q&A, and Course Wrap-Up	**1**

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Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 351
Core Compulsory/Elective: Core Compulsory
Course Title: Project and Viva Voce
Credits: 2 (L-2 T-0 P-0)

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 VI of the BBA program is intended to assess students' overall understanding of the fundamental concepts, theories, and applications across the core subjects studied.. 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.

SEVENTH SEMESTER

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Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 401
Core Compulsory/Elective: Core Compulsory
Course Title: Brand Management
Credits: 4 (L-3 T-1 P-0)

Course Objective:

1. Explore the evolution, functions, and significance of brands in the modern market.
2. Develop the ability to formulate strategic branding decisions including positioning, equity, extensions, and portfolio management.
3. Introduce contemporary branding practices in the digital era, including storytelling, ethical branding, and global brand management.

Course Outcomes

Course Outcomes	Description	Blooms Taxonomy
CO 1	**Understand core branding concepts** such as brand identity, equity, personality, and positioning.	Remember (B1)
CO 2	**Develop effective brand strategies, including creation, repositioning, and extension of brands.**	Understand (B2)

CO 3	**Analyze and measure brand equity using strategic tools and interpret brand performance.**	Apply (B3)
CO 4	**Design brand elements and marketing programs to build strong brand associations and customer loyalty.**	Analyze (B4)
CO 5	**Evaluate the impact of digital transformation and storytelling in brand building.**	Create (B5)

Course Structure:

Unit 1: Introduction to Brand Management
Concept, definition, and evolution of brands, Brand vs. Product. Functions of a brand for the consumer, Brand identity and personality, Strategic Brand Management process. Challenges and opportunities in branding. Role of IMC and digital media in brand growth
Unit 2: Brand Positioning and Equity Development
Positioning strategies: Points of Parity vs. Points of Difference. Brand identity prism, brand value, brand mantras, Internal branding and brand resonance model. Steps in building strong brands
Unit 3: Designing Brand Elements and Marketing Programs
Criteria and tactics for choosing brand elements (name, logo, slogan, characters, etc.). Packaging and awareness-building techniques, Product, Pricing, and Channel Strategies. Leveraging secondary brand associations (celebrity endorsements, co-branding, etc.)
Unit 4: Managing Brand Equity and Brand Portfolio
Brand equity measurement tools ;Reinforcement and revitalization strategies. Brand extension strategies: benefits and pitfalls, Global branding and brand audits. Country branding and legal/ethical considerations
Unit 5: Emerging Trends and Contemporary Issues
Brand storytelling and digital branding Managing brands in a dynamic environment Sustainability, ethical branding, and purpose-led branding, Recent case studies on strong brand strategies
Suggested Readings 1. **Keller, K.L., Swaminathan V., Parameswaran A.M.G., & Jacob I.C.** – *Strategic Brand Management* 2. **Aaker, D.** – *Brand Leadership* 3. **Beverland, M.** – *Brand Management: Co-creating Meaningful Brands* 4. **Chernev, A.** – *Strategic Brand Management* 5. **Kapferer, J.** – *The New Strategic Brand Management*

Lecture Plan-60 Hours

Sl. No.	Topics	Lectures Required
Unit 1: Introduction to Brand Management		
Lecture 1	Introduction to Branding and Brand Management	1
Lecture 2	Evolution of Brands – Historical Overview	1
Lecture 3:	Brand vs Product – Key Differences	1
Lecture 4:	Functions and Roles of Brands (Consumers & Firms)	1
Lecture 5:	Concept of Brand Identity & Brand Personality	1
Lecture 6	Strategic Brand Management Process: Overview	1
Lecture 7:	Branding Challenges in Competitive Markets	1
Lecture 8:	Opportunities in Branding (Domestic & Global)	1
Lecture 9:	Integrated Marketing Communication (IMC) and Branding	1
Lecture 10	Digital Media and Branding Trends	1
Lecture 11:	Case Study: Evolution of Iconic Brands	1
Lecture 12:	Tutorial/Activity: Identify & Present Local Brand Evolution	1
Unit 2: Brand Positioning and Equity Development		

Lecture 13:	Concept of Brand Positioning – Meaning & Importance	1
Lecture 14:	Positioning Strategy: POPs and PODs	1
Lecture 15:	Brand Identity Prism & Dimensions of Identity	1
Lecture 16:	Internal Branding & Brand Mantras	1
Lecture 17:	Customer-Based Brand Equity (CBBE) Model	1
Lecture 18:	Brand Building Blocks: Salience, Imagery, Performance	1
Lecture 19:	Brand Building Blocks: Judgments, Feelings, Resonance	1
Lecture 20:	Steps in Building Strong Brands	1
Lecture 21:	Brand Value – Meaning and Sources	1
Lecture 22:	Tutorial/Activity: Evaluate Positioning of Competing Brands	1
Lecture 23:	Case Study: Brand Repositioning (e.g., Old Spice, Dove)	1
Lecture 24:	Group Discussion: Brand Identity vs Image	1
Unit 3: Designing Brand Elements and Marketing Programs		
Lecture 25:	Choosing Brand Elements: Criteria & Strategies	1
Lecture 26:	Brand Name, Logo, Tagline – Role & Development	1
Lecture 27:	Packaging, Slogans, Characters – Branding Tools	1
Lecture 28:	Creating Awareness and Brand Associations	1
Lecture 29:	Marketing Programs: Product Strategy	1
Lecture 30:	Marketing Programs: Pricing and Channel Strategy	1
Lecture 31:	Leveraging Secondary Brand Associations – Concepts	1
Lecture 32:	Co-Branding, Licensing, Celebrity Endorsements	1

Lecture 33:	Events and Sponsorship in Brand Equity	1
Lecture 34	Tutorial: Designing a Brand Kit (Name, Logo, Tagline)	1
Lecture 35:	Group Activity: Develop Marketing Mix for a New Brand	1
Lecture 36:	Case Study: Use of Celebrity Endorsements (Nike, Pepsi)	1
Lecture 37:	Practical: Create a mock social media brand campaign	1
Lecture 38:	Recap Quiz & Feedback Session	1
Unit 4: Managing Brand Equity and Portfolio		
Lecture 39:	Measuring Brand Equity – Tools and Techniques	1
Lecture 40:	Interpreting Brand Performance Metrics	1
Lecture 41:	Brand Extension: Types, Pros, and Cons	1
Lecture 42:	Understanding Consumer Response to Extensions	1
Lecture 43:	Brand Repositioning and Revitalization	1
Lecture 44:	Strategic Alliances and Brand Portfolios	1
Lecture 45:	Global Branding: Challenges and Opportunities	1
Lecture 46:	Country Branding and Cultural Dimensions	1
Lecture 47:	Tutorial: Create a Brand Extension Strategy	1
Lecture 48:	Case Study: Brand Portfolio – Unilever, Nestlé	1
Lecture 49:	Group Discussion: Local vs Global Branding	1
Lecture 50:	Practical: Conduct a Brand Audit Exercise	1
Lecture 51:	Roleplay: Brand Revitalization Pitch	1
Lecture 52:	Quiz & Concept Check for Units 3 & 4	1

Unit 5: Emerging Trends and Contemporary Issues		
Lecture 53:	Storytelling in Branding – Power of Narrative	1
Lecture 54:	Managing Brands in the Digital Era (AI, Influencers)	1
Lecture 55:	Sustainability and Purpose-Driven Branding	1
Lecture 56:	Legal and Ethical Aspects in Branding	1
Lecture 57:	Case Discussion: Brand Crisis & Recovery (e.g., Maggi, Johnson's)	1
Lecture 58:	Panel/Group Discussion: Future of Branding	1
Lecture 59:	59 Final Project Presentation / Brand Story Project	1
Lecture 60:	60 Course Wrap-Up & Feedback	1

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Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 401
Core Compulsory/Elective: Core Compulsory
Course Title: Customer Relationship Management
Credits: 4 (L-3 T-1 P-0)

Course Objectives:

1. To develop an in-depth understanding of the evolution, scope, and importance of customer relationship management (CRM) in modern business environments.
2. To enable students to analyze customer behavior and design CRM strategies using appropriate technologies and tools for customer acquisition, retention, and loyalty.
3. To build analytical and decision-making skills for implementing CRM systems and measuring their effectiveness using data-driven approaches.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Describe the fundamentals and types of CRM and relationship marketing.	Remember (B1)
CO 2	Explain customer segmentation, lifetime value, and customer behavior analysis.	Understand (B2)
CO 3	Apply CRM strategies for customer acquisition, engagement, and retention.	Apply (B3)
CO 4	Analyze CRM data and use insights for informed decisionmaking.	Analyze (B4)
CO 5	Design CRM performance metrics and evaluate CRM systems using advanced technologies.	Create (B5)

Course Structure:

Unit I: Introduction to CRM and Relationship Marketing
Definition, scope, and evolution of CRM, Benefits of CRM and factors driving its adoption, CRM frameworks and CRM process cycle, Relationship marketing: meaning, characteristics, and role in CRM, Organizational development through CRM, Types of CRM: Strategic, Operational, Analytical, Collaborative
Unit II: Customer Understanding and Differentiation
Customer value, expectations, satisfaction, and experience management, Customer-centric culture and behavior, Customer lifecycle: acquisition, retention, loyalty, Customer Lifetime Value (CLV) and profitability analysis, Customer segmentation and portfolio management, Measuring satisfaction and loyalty
Unit III: CRM Strategy and Implementation

Customer value, expectations, satisfaction, and experience management, Customer-centric culture and behavior, Customer lifecycle: acquisition, retention, loyalty, Customer Lifetime Value (CLV) and profitability analysis, Customer segmentation and portfolio management, Measuring satisfaction and loyalty

Unit IV: CRM Technologies and Data Management

CRM software and platforms: Salesforce, HubSpot, etc., Data acquisition, customer databases, and data mining, Use of analytics: predictive modeling, segmentation, campaign management, Turning data into actionable insights, Customer data privacy, regulatory compliance, and ethical practices

Unit V: CRM Evaluation and Future Trends

CRM performance measurement: KPIs and metrics, ROI, Balanced Scorecard in CRM evaluation, Ethical and global data governance challenges, Emerging CRM technologies: AI, ML, IoT,Future directions and implementation challenges

Suggested Readings

1. **Buttle, F., & Maklan, S. (2023).** *Customer relationship management: Concepts and technologies* (4th ed.). Routledge.
2. **Kumar, V., & Reinartz, W. (2018).** *Customer relationship management: Concept, strategy, and tools* (3rd ed.). Springer.
3. **Shainesh, G., & Sheth, J. N. (2006).** *Customer relationship management: A strategic perspective*. Macmillan India.
4. **Mukerjee, K. (2007).** *Customer relationship management: A strategic approach to marketing*. PHI Learning.
5. **Rai, A. K. (2012).** *Customer relationship management: Concepts and cases* (2nd ed.). Prentice Hall India.

Lecture Plan-60 Hours

Lecture No.	Topics to be Covered	Hours
Unit I: Introduction to CRM and Relationship Marketing (12 Hours)		
Lecture 1	Introduction to CRM: Definition, Scope, Evolution	**1**
Lecture 2	Benefits of CRM and Organizational Value	**1**
Lecture 3	CRM Frameworks and Processes	**1**

Lecture 4	Introduction to Relationship Marketing	**1**
Lecture 5	CRM vs. Relationship Marketing	**1**
Lecture 6	CRM Types: Strategic, Operational, Analytical, Collaborative	**1**
Lecture 7	CRM Success Factors	**1**
Lecture 8	Customer Profitability and Value Creation	**1**
Lecture 9	Case Study Discussion: CRM in Retail	**1**
Lecture 10	Industry Applications of CRM	**1**
Lecture 11	Group Discussion: CRM Evolution and Benefits	**1**
Lecture 12	Practical: Introduction to CRM Tools	**1**
Unit II: Customer Understanding and Differentiation (12 Hours)		
Lecture 13	Understanding Customer Needs and Satisfaction	**1**
Lecture 14	Customer-Centric Approach	**1**
Lecture 15	Customer Lifecycle: Acquisition, Retention, Loyalty	**1**
Lecture 16	Customer Lifetime Value (CLV) and Profitability Analysis	**1**
Lecture 17	Segmenting Customers	**1**
Lecture 18	Customer Portfolio Management	**1**
Lecture 19	Tools to Measure Satisfaction and Loyalty	**1**
Lecture 20	CRM and Customer Experience Design	**1**
Lecture 21	Industry Examples: Telecom/Banking	**1**
Lecture 22	Case Study: Customer Retention Strategy	**1**
Lecture 23	Workshop: CLV Calculation	**1**
Lecture 24	Quiz/Group Activity: Customer Segmentation Game	**1**
Unit III: CRM Strategy and Implementation (12 Hours)		
Lecture 25	CRM Strategy Formulation	**1**

Lecture 26	Aligning CRM with Business Objectives	**1**
Lecture 27	Customer Lifecycle Management Techniques	**1**
Lecture 28	Loyalty Program Design and Implementation	**1**
Lecture 29	CRM and Marketing Automation	**1**
Lecture 30	CRM Integration with Sales and Service	**1**
Lecture 31	Digital CRM and Social Media Strategies	**1**
Lecture 32	Case Study: CRM Failures and Success Stories	**1**
Lecture 33	Workshop: Building a CRM Strategy (Group)	**1**
Lecture 34	Practical: Sales Funnel and CRM Tool	**1**
Lecture 35	Role Play: Handling Customer Service Scenarios	**1**
Lecture 36	Guest Lecture: CRM Professional Insights	**1**
Unit IV CRM Technologies and Data Management (12 Hours)		
Lecture 37	CRM Technology Landscape and Platforms Overview	**1**
Lecture 38	Data Acquisition and Database Design for CRM	**1**
Lecture 39	Data Mining Techniques for CRM	**1**
Lecture 40	CRM Analytics: Predictive and Descriptive Analytics	**1**
Lecture 41	CRM Campaign Management with Analytics Tools	**1**
Lecture 42	Data Privacy and Ethics	**1**
Lecture 43	Regulatory Compliance and Global Data Laws	**1**
Lecture 44	CRM Dashboarding and KPIs	**1**
Lecture 45	Practical Session: CRM Dashboard using Excel/Tableau	**1**
Lecture 46	Case Study: CRM Analytics in Hospitality Sector	**1**
Lecture 47	CRM and Personalization	**1**
Lecture 48	Lab Session: Segment-based Campaign Design	**1**
Unit V: CRM Evaluation and Future Trends (12 Hours)		

Lecture 49	CRM Metrics and KPIs	**1**
Lecture 50	ROI Evaluation and Balanced Scorecard	**1**
Lecture 51	Ethical Issues in CRM Practices	**1**
Lecture 52	Global CRM and Cultural Considerations	**1**
Lecture 53	AI and Machine Learning in CRM	**1**
Lecture 54	CRM and Internet of Things (IoT)	**1**
Lecture 55	Case Study: Emerging CRM Tools and Automation Trends	**1**
Lecture 56	Workshop: Designing a CRM Performance Measurement Plan	**1**
Lecture 57	Group Presentations: CRM Trends & Future Directions	**1**
Lecture 58	Class Discussion: Ethics vs. Analytics in CRM	**1**
Lecture 59	Course Recap and Takeaways	**1**
Lecture 60	Final Q&A and Course Closure	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 402
Core Compulsory/Elective: Core Compulsory
Course Title: Marketing of Services
Credits: 4 (L-3 T-1 P-0)

Course Objectives:

1. Provide a foundational understanding of the concepts, characteristics, and classification of services.
2. Highlight the growing importance of the service sector in the Indian and global economy.
3. Develop the ability to apply traditional and modern marketing strategies to servicebased businesses.

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	**Describe** the fundamental concepts nature, and characteristics of services and explain their significance in the global and Indian economies.	Remember (B1)
CO 2	**Analyze** the marketing environment for service firms using strategic tools such as SWOT, PESTEL, and identify servicespecific success factors.	Understand (B2)
CO 3	**Apply** segmentation targeting, and positioning techniques to real-world service brands, and design effective customer relationship strategies.	Apply (B3)
CO 4	**Design** comprehensive services marketing mix (7Ps) tailored to different service sectors and customer expectations. *(Application)*	Analyze (B4)
CO 5	**Evaluate** service quality using established models like SERVQUAL and GAP and propose service recovery strategies for improved customer satisfaction.	Create (B5)

Course Structure:

Unit I: Introduction to Services Marketing
Nature & Characteristics of Services – The 4 I's, Classification of Services, The Role of Services in the Economy (Global & Indian Context), Challenges vs Goods Marketing, Evolution & Trends in the Services Sector.
Unit II: Strategic Foundations for Service Firms

Mission, Objectives, and Strategic Intent for Service Organizations, SWOT & PESTEL Analysis in Services. Understanding Service Resources & Capabilities, Strategic Service Vision – Aligning with Customer Expectations.
Unit III: Segmentation, Targeting & Positioning in Services (10 Lectures)
Segmentation Approaches in Services, Targeting: Value Creation vs Value Capture. Positioning through Service Differentiation. Brand Promise vs Service Performance
Unit IV: Designing the Services Marketing Mix (12 Lectures)
The 7Ps in Service Context – Focus on People, Process, Physical Evidence. Service Product Design & Innovation. Pricing Strategies for Intangibles. Place/Distribution Challenges. Promotion – Emotional Branding and Relationship Marketing.
Unit V: Service Quality, Technology, and Sectoral Strategies (14 Lectures)
The Service Triangle & Service Encounter Management, HR's Strategic Role in Service Excellence. Service Quality – SERVQUAL, GAP Model, Recovery from Service Failures. Strategic Innovation in Organized Retail, Healthcare, E-Services (E-Learning, BPO, KPO)
Suggested Readings 1. **Valarie A. Zeithaml et al**. – *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw-Hill. 2. **Lovelock, Wirtz –** *Services Marketing: People, Technology & Strategy*, Pearson. 3. **Ravi Shanker** – *Services Marketing*, Excel Books. 4. **S.M. Jha** – *Services Marketing*, Himalaya Publishing. 5. **R. Srinivasan** – *Strategic Management: Indian Context*, PHI.

Lecture Plan-60 Hours

Sl. No.	Topics	Lectures Required
Unit I: Introduction to Services Marketing		
Lecture 1	Course Introduction & Overview	1

Lecture 2	Definition & Nature of Services	1
Lecture 3:	Characteristics – The 4 I's	1
Lecture 4:	Classification of Services	1
Lecture 5:	Growth of Service Sector (India & Global)	1
Lecture 6	Differences Between Goods & Services	1
Lecture 7:	Importance of Services Marketing	1
Lecture 8:	Role of Services in the Economy – Part I	1
Lecture 9:	Role of Services in the Economy – Part II	1
Lecture 10	Emerging Trends in Service Sector	1
Lecture 11:	Case Discussion: Swiggy, Zomato	1
Lecture 12:	Review & Quiz	1
Unit II: Strategic Foundations for Service Firms		
Lecture 13:	Strategy in Services – Concepts	1
Lecture 14:	Mission, Vision, Strategic Intent	1
Lecture 15:	SWOT Analysis for Services	1
Lecture 16:	PESTEL Analysis – Framework	1
Lecture 17:	Key Success Factors (KSFs)	1
Lecture 18:	Internal Capabilities and Core Competencies	1
Lecture 19:	External Factors – Competition & Trends	1
Lecture 20:	Strategic Alignment in Service Vision	1
Lecture 21:	Case Study: Airbnb or MakeMyTrip	1
Lecture 22:	Tool Integration: SWOT + PESTEL	1
Lecture 23:	Mock Strategic Audit of a Service Brand	1

Lecture 24:	Recap & Quiz	1
Unit III: Segmentation, Targeting & Positioning in Services		
Lecture 25:	Service Segmentation Models	1
Lecture 26:	Customer Profiling in Services	1
Lecture 27:	Targeting Techniques & STP Framework	1
Lecture 28:	Positioning Tools & Strategies	1
Lecture 29:	Case: Uber vs Ola STP	1
Lecture 30:	Relationship Marketing in Services	1
Lecture 31:	Brand Equity in Service Industry	1
Lecture 32:	Customer Experience as Differentiator	1
Lecture 33:	Group Activity: STP for EdTech	1
Lecture 34:	Quiz & Feedback	1
Unit IV: Designing the Services Marketing Mix		
Lecture 35:	7Ps Overview in Services	1
Lecture 36:	Product in Service Context	1
Lecture 37:	Pricing Strategies in Services	1
Lecture 38:	Place/Distribution Challenges	1
Lecture 39:	Promotion Strategies in Services	1
Lecture 40:	Physical Evidence in Services	1
Lecture 41:	People as a Differentiator	1
Lecture 42:	Process Design in Services	1
Lecture 43:	Case Study: Starbucks Service Design	1
Lecture 44:	Service Innovation Techniques	1
Lecture 45:	Group Presentations: 7Ps of Indian Brands	1
Lecture 46:	Quiz & Group Recap	1

Unit V: Service Quality, Technology, and Sectoral Strategies		
Lecture 47:	Introduction to Service Triangle	1
Lecture 48:	Service Encounters & Moment of Truth	1
Lecture 49:	Role of HR in Service Quality	1
Lecture 50:	Internal Marketing Concepts	1
Lecture 51:	SERVQUAL Model	1
Lecture 52:	GAP Model in Service Quality	1
Lecture 53:	Handling Complaints – Strategies	1
Lecture 54:	Service Recovery Techniques	1
Lecture 55:	E-Services: EdTech, FinTech	1
Lecture 56:	Retail Services Strategy	1
Lecture 57:	Case Study: Apollo Hospitals / Practo	1
Lecture 58:	Group Project: Design a Service Strategy	1
Lecture 59:	Final Review & Clarification	1
Lecture 60:	Final Quiz + Feedback	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 403
Core Compulsory/Elective: Core Compulsory
Course Title: Product Design and Development Credits: 4 (L-3 T-1 P-0)

Course Objectives:

1. To develop a fundamental understanding of the principles and processes of product design and innovation in business.
2. To equip students with practical insights into design for manufacturing, human-centered design, and product development methodologies.
3. To enhance the ability to apply modern tools and techniques in product conceptualization, design execution, and lifecycle management.

Course Outcome

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand the scope, principles, and evolution of product design.	Remember (B1)
CO 2	Analyze ergonomics, aesthetics, and engineering considerations in design and development.	Understand (B2)
CO 3	Apply concepts of DFMA, value engineering, and sustainability to optimize product design.	Apply (B3)

CO 4	Evaluate product strategies, lifecycle, and market readiness using business and design criteria.	Analyze (B4)
CO 5	Develop and present innovative product concepts using prototyping, CAD tools, and case studies.	Create (B5)

Course Structure:

Unit I: Fundamentals of Product Design
Definition, scope, and role of product design in business strategy, Morphology of design: stages and processes, Essential factors: functionality, aesthetics, usability, sustainability, Evolution, trends, and innovation in product design, Value addition and the production-consumption cycle
Unit II: Design Practice, Strategy, and Industry Context
Product strategy: differentiation, cost leadership, time-to-market, Benchmarking and analysis of existing products, Ergonomics, compliance, and emotional design, Technology's impact on aesthetics and design process, Design considerations in different industry sectors
Unit III: Design for Manufacture, Assembly, and Sustainability
Principles of DFMA (Design for Manufacture and Assembly), Design cost analysis and cost driver modelling, Design for environment (DFE), eco-design, and life cycle assessment, Circular economy and environmental impact mitigation, Case studies: DFMA, sustainable design.
Unit IV: Human-Centric Design and Value Engineering
Ergonomics and anthropometry, Man-machine interface, controls, workplace design, Value engineering: principles, creativity, job plan, tests, Cost reduction and functionality enhancement, Human-centered innovation approaches
Unit V: Tools, Technologies, and Product Development
CAD, 3D/4D printing, rapid prototyping, reverse engineering, Quality Function Deployment (QFD) and digital visualization, Product development lifecycle: ideation to commercialization, Product branding, launch strategies, and intellectual property, Industry projects, case studies, technical documentation
Suggested Readings

1. **Ulrich, K. T., & Eppinger, S. D. (2020).** *Product Design and Development* (7th ed.). McGraw-Hill.
2. **Otto, K., & Wood, K. (2001).** *Product* *esign: Techniques in Reverse* *neering and New Product Development*. Prentice Hall.
3. **Roozenburg, N. F. M., & Eekels, J. (1995).** *Product Design: Fundamentals and Methods*. Wiley.
4. **Norman, D. A. (2013).** *The Design of* *eryday Things* (Revised and Expan tion). Basic Books.
5. **Cross, N. (2008).** *Engineering Design Methods: Strategies for Product Design* (4th ed.). Wiley.

Lecture Plan- 60 Hours

Lecture No.	Topics to be Covered	Hours
Unit I: Fundamentals of Product Design (12 Hours)		
Lecture 1	Introduction to Product Design: Definition and Scope	**1**
Lecture 2	Evolution and Innovation in Product Design	**1**
Lecture 3	Morphology of Design: Stages and Processes	**1**
Lecture 4	Functional, Aesthetic, Usability & Sustainability Considerations	**1**
Lecture 5	Role of Product Design in Competitiveness and Business Strategy	**1**
Lecture 6	Production-Consumption Cycle and Value Addition	**1**
Lecture 7	Types of Product Design Across Industries	**1**
Lecture 8	Group Discussion: Case on Iconic Product Evolution	**1**
Lecture 9	Practical: Mapping the Design Lifecycle	**1**
Lecture 10	Key Stakeholders in Product Design Process	**1**
Lecture 11	Quiz/Review	**1**
Lecture 12	Workshop: Design Journaling & Sketching	**1**
Unit II: Design Practice, Strategy, and Industry Context (12 Hours)		
Lecture 13	Product Strategy: Differentiation, Time-to-Market	**1**
Lecture 14	Product Benchmarking and Reverse Engineering	**1**
Lecture 15	Design for Safety, Compliance, and Ergonomics	**1**
Lecture 16	Emotional Design and User Perception	**1**
Lecture 17	Aesthetic Judgment and Branding in Design	**1**
Lecture 18	Design Case Study: Tech or Fashion Industry	**1**
Lecture 19	Trends in Industrial Product Design	**1**
Lecture 20	Impact of Technology on Design Innovation	**1**
Lecture 21	Digital Visualization Techniques	**1**

Lecture 22	Workshop: Competitive Analysis and Product Mapping	**1**
Lecture 23	Role of Research in Design Decisions	**1**
Lecture 24	Industry Guest Lecture (Optional)	**1**
Unit III: DFMA and Sustainability (12 Hours)		
Lecture 25	DFMA Principles and Integration in Design	**1**
Lecture 26	Cost Analysis and Design Cost Drivers	**1**
Lecture 27	Environmental Considerations in Product Design	**1**
Lecture 28	Design for Environment (DFE) and Eco-Design	**1**
Lecture 29	Sustainability, Circular Economy & LCA Concepts	**1**
Lecture 30	Case Studies: Eco-Friendly Products	**1**
Lecture 31	Sustainable Packaging and Materials	**1**
Lecture 32	Lab: Life Cycle Analysis on a Sample Product	**1**
Lecture 33	Government Guidelines & Industry Standards	**1**
Lecture 34	DFMA Software Tools Overview	**1**
Lecture 35	Practical Session: Sketching Sustainable Redesign	**1**
Lecture 36	Summary Discussion & Quiz	**1**
Unit IV: Human Factors and Value Engineering (12 Hours)		
Lecture 37	Human Factors Engineering: Ergonomics, Anthropometry	**1**
Lecture 38	Designing for Controls, Displays, Interfaces	**1**
Lecture 39	Workplace Layout & Man-Machine Interaction	**1**
Lecture 40	Value Engineering: Concepts and Job Plan	**1**
Lecture 41	Creativity in Problem Solving	**1**
Lecture 42	Value Analysis Tests	**1**
Lecture 43	Cost Reduction through VE	**1**
Lecture 44	Mini Project: Design Evaluation Using VE Framework	**1**
Lecture 45	Brainstorming Value-Enhanced Redesign Ideas	**1**

Lecture 46	Review: VE Applications and Case Insights	**1**
Lecture 47	Design Thinking vs VE: Comparative Analysis	**1**
Lecture 48	Roleplay: Presenting a Value Improvement Proposal	**1**
Unit V: Tools, Technologies & Product Development (12 Hours)		
Lecture 49	Introduction to CAD, Rapid Prototyping, 3D & 4D Printing	**1**
Lecture 50	QFD (Quality Function Deployment)	**1**
Lecture 51	Digital Twins and Reverse Engineering	**1**
Lecture 52	Product Development Stages: Ideation to Commercialization	**1**
Lecture 53	Product Lifecycle Management (PLM)	**1**
Lecture 54	Launch Strategies and Positioning	**1**
Lecture 55	IP Rights and Design Protection	**1**
Lecture 56	Mini Project: Prototype Walkthrough	**1**
Lecture 57	Case Study: Successful vs Failed Products	**1**
Lecture 58	Documentation & Tech Drawings	**1**
Lecture 59	Final Design Pitch Presentation	**1**
Lecture 60	Wrap-up + Career Opportunities in Design	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 401
Core Compulsory/Elective: Core Compulsory
Course Title: Project Dissertation Credits:
6 (L-3 T-1 P-0)

Course Objectives:

1. To provide students with hands-on experience in conducting independent research relevant to business and management.
2. To develop the ability to critically analyze, synthesize, and evaluate information from multiple sources.
3. To enhance academic writing, project planning, and professional presentation skills.

Course Outcomes:

Course Outcome	Description	Bloom's Taxonomy
CO1	Identify a relevant research problem and define clear research objectives.	Remember (B1)

CO2	Review and synthesize existing literature to develop theoretical grounding.	Understand (B2)
CO3	Apply appropriate research methodology and data analysis tools.	Apply (B3)
CO4	Critically interpret results and provide actionable recommendations.	Analyze (B4)
CO5	Produce and defend a well-structured, original dissertation report.	Create (B5)

The Project Dissertation is a capstone component of the academic program, offering students the opportunity to apply theoretical knowledge and analytical skills to real-world business problems through independent research. Students are expected to identify a research problem, conduct a comprehensive literature review, formulate objectives and hypotheses, collect and analyze data using appropriate tools, and present findings in a structured academic format.

The project encourages critical thinking, academic writing, and professional communication, culminating in a formal dissertation and viva voce.

EIGTH SEMESTER

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAC 451
Core Compulsory/Elective: Core Compulsory
Course Title: Strategic Management Credits:
4 (L-3 T-1 P-0)

Course Objective:

1. To develop an understanding of strategic management principles and the strategic decision-making process.
2. To evaluate the internal and external business environments using appropriate tools and frameworks.
3. To enable students to formulate, implement, and control organizational strategies in dynamic business environments.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy

CO 1	Explain the foundational concepts, nature, and process of strategic management.	Remember (B1)
CO 2	Understand and interpret mission, vision, external environment, and internal capabilities to formulate strategic goals.	Understand (B2)
CO 3	Analyze firm-level strategies including integration, diversification, and global strategies using appropriate frameworks.	Apply (B3)
CO 4	Evaluate organizational structure, change management, and leadership required for effective strategy implementation.	Analyze (B4)
CO 5	Formulate strategic alternatives and assess their effectiveness using tools like BCG matrix, GE matrix, and Balanced Scorecard.	Create (B5)

Course Structure:

Unit I: Fundamentals of Strategic Management
Meaning, nature and scope of strategic management, Difference between strategic thinking, management and planning, Levels of strategy: corporate, business, functional, Strategic management process: formulation, implementation and evaluation, Concepts of strategy, policy, tactics, Evolution of strategic thought and strategic design, Role of organizational culture, structure, systems, and strategic control
Unit II: Vision, Mission, Goals and Environmental Analysis
Vision, mission, objectives, goals: definition, formulation and alignment, Ethics in strategic management, Internal environment: resources, competencies, value chain analysis, External environment: socio-political, economic, global, technological factors, Environmental scanning and appraisal tools: SWOT, ETOP, Porter's Five Forces
Unit III: Corporate and Competitive Strategies
Strategic options: cost leadership, differentiation, focus, corporate strategies: diversification, mergers and acquisitions, alliances, Vertical and horizontal integration, Strategic scope and direction: related/unrelated diversification, Franchising, joint ventures, networks, Competitive strategies in global contexts
Unit IV: Strategy Implementation and Organizational Change
Strategic implementation: challenges and behavioral issues, Role of structure, leadership, and organizational culture, managing change: planned vs. unplanned, Innovation, learning organizations, creativity in implementation, Global integration vs. local responsiveness

Unit V: Evaluation, Control and Contemporary Issues
Strategic evaluation and control: types and process, Tools: Balanced Scorecard, strategic scorecards, benchmarking, Strategic performance management and feedback loops, Corporate governance and ethics, Emerging trends: e-commerce, AI, digital transformation, sustainability

Suggested Readings

1. **Wheelen, T. L., & Hunger, J. D. (2023).** *Strategic management and business policy (16th ed.). Pearson.*
2. **Kazmi, A. (2022).** *Strategic management and business policy* (5th ed.). McGraw Hill Education.
3. **Pearce, J. A., & Robinson, R. B. (2022).** *Strategic management: Formulation, implementation, and control* (15th ed.). McGraw Hill.
4. **Hill, C. W. L., & Jones, G. R. (2023).** *Strategic management: An integrated approach* (14th ed.). Cengage Learning
5. **Gupta, C. B. (2023).** *Strategic Management* (5th ed.). McGraw Hill Education.

Lecture Plan- Strategic Management-45 hours

Lecture No.	Topics to be Covered	Hours
Unit I: Fundamentals of Strategic Management (12 Hours)		
Lecture 1	Introduction to Strategic Management – Meaning, Nature, Scope	1
Lecture 2	Strategic Thinking vs. Strategic Management vs. Planning	1
Lecture 3	Levels of Strategy – Corporate, Business, Functional	1
Lecture 4	Strategy, Policy, Tactics – Distinctions	1
Lecture 5	Strategic Management Process Overview	1
Lecture 6	Evolution of Strategic Thought	1
Lecture 7	Strategic Design of Structures and Processes	1
Lecture 8	The Role of Culture in Strategic Management	1
Lecture 9	Strategic Control Mechanisms	1
Lecture 10–12	Case Study Discussion + Strategy Design Frameworks	3
Unit II: Vision, Mission, Goals and Environmental Analysis (12 Hours)		

Lecture 13	Mission, Vision, Objectives, and Goals – Formulation	1
Lecture 14	Ethics in Strategic Management	1
Lecture 15	Alignment of Personal and Organizational Goals	1
Lecture 16	Internal Environment – Resource-Based View	1
Lecture 17	Value Chain Analysis	1
Lecture 18	External Environment – PESTLE, Socio-Political Factors	1
Lecture 19	Porter's Five Forces – Industry Analysis	1
Lecture 20	SWOT and ETOP Analysis	1
Lecture 21–22	Application-Based Exercise – SWOT/ETOP	2
Lecture 23–24	Mini-Case Discussion on Environmental Scanning	2
Unit III: Corporate and Competitive Strategies (12 Hours)		
Lecture 25	Cost Leadership, Differentiation, Focus Strategies	1
Lecture 26	Corporate Strategies – Diversification, M&A	1
Lecture 27	Related vs. Unrelated Diversification	1
Lecture 28	Vertical and Horizontal Integration	1
Lecture 29	Alliances, Joint Ventures, Franchising, Networks	1
Lecture 30	Global Strategy – Integration vs. Differentiation	1
Lecture 31–33	Strategic Analysis – BCG, GE Matrix (Lab/Exercise)	3
Lecture 34–36	Case Study: Competitive Strategy in Practice	3
Unit IV: Strategy Implementation and Organizational Change (12 Hours)		
Lecture 37	Strategy Implementation – Behavioral and Structural Issues	1
Lecture 38	Role of Organizational Structure and Leadership	1
Lecture 39	Role of Culture in Implementation	1
Lecture 40	Change Management – Planned vs. Unplanned	1
Lecture 41	Managing Strategic Change – Models	1
Lecture 42	Learning Organizations and Strategic Innovation	1
Lecture 43–45	Workshop: Organizational Change Simulation	3

Lecture 46–48	Case Studies on Strategic Implementation	3
Unit V: Evaluation, Control and Contemporary Issues (12 Hours)		
Lecture 49	Strategic Evaluation and Control – Concepts	1
Lecture 50	Types of Strategic Controls – Input, Output, Feedback	1
Lecture 51	Balanced Scorecard and Performance Measures	1
Lecture 52	Benchmarking and Strategic KPIs	1
Lecture 53	Corporate Governance in Strategy	1
Lecture 54	Digital Strategy and AI	1
Lecture 55	Sustainability and Green Strategy	1
Lecture 56	Strategy in the Age of E-commerce	1
Lecture 57–58	Workshop: Strategy Simulation / Case Discussion	2
Lecture 59	Summary and Recap	1
Lecture 60	Course Wrap-Up and Q&A	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 451
Core Compulsory/Elective: Core Compulsory
Course Title: Creativity and Innovation
Credits: 4 (L-3 T-1 P-0)

Course Objective:

1. To introduce students to the key concepts of creativity and innovation.
2. To help students understand the interrelationship between creativity, innovation, and entrepreneurship.
3. To equip students with tools and techniques for creative problem solving.

Course Outcome:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Explain the fundamental principles and importance of creativity and innovation.	Remember
CO 2	Apply various creative thinking techniques such as brainstorming, SCAMPER, and mind mapping.	Understand
CO 3	Analyze the stages of the creative process and factors that influence creativity.	Apply
CO 4	Develop innovative ideas and solutions for products, services, or systems.	Analyze
CO 5	Evaluate how leadership, organizational culture, and financial support systems impact innovation.	Create

Course Structure:

Unit I: Foundations of Creativity and Innovation
Definitions and distinctions: Creativity vs. Innovation vs. Invention, Interrelationship with entrepreneurship. Characteristics of creative individuals, Motivation, environment, and the psychology of creativity. Barriers to creativity and strategies to overcome them
Unit II: Creative Problem Solving & Techniques
Models of creative problem-solving, Divergent vs. convergent thinking. Creativity techniques: Brainstorming, SCAMPER, Mind Mapping, Attribute Listing, Forced Analogy. Applying these tools in real-time problems
Unit III: The Creative Process & Creative Intelligence
Phases of creativity: Preparation, Incubation, Illumination, Verification, Creative intelligence and its components. Designing creative environments and workspaces. Developing a creative mindset and breaking mental blocks, Cognitive flexibility and lateral thinking

Unit IV: Innovation Management
Types of innovation: Incremental, Radical, Disruptive, Product, Process, Service, Open vs. Closed Innovation. Theories: Resource-based, Transaction Cost, Knowledge-based. New Product Development (NPD) process, Innovation drivers: Technology, market shifts, customer feedback, Myths and realities of innovation
Unit V: Organizational, Financial & Strategic Innovation Support
Systemic view of innovation: Micro and Macro levels, Role of leadership and organizational culture, Innovation in emerging economies, Financial support: Venture capital, angel investors, crowd funding Role of government and non-government agencies. Innovation frameworks and audits
Suggested Readings 1. **Kuratko, Donald F. & Hodgetts, R.M. –** *Entrepreneurship: Theory, Process and Practice* 2. **O'Sullivan, David** – *Applying Innovation* 3. **P.N. Rastogi –** *Managing Creativity for Corporate Excellence* 4. **Krishnamacharyulu, C.S.G. & Lalitha, R.** – *Innovation Management* 5. **Brian Clegg & Paul Birch –** *Creativity*

Lecture Plan-60 Hours

Sl. No.	Topics	Lectures Required
Unit I: Foundations of Creativity and Innovation		
Lecture 1	Introduction to Creativity and Innovation	1
Lecture 2	Differences: Creativity, Innovation, and Invention	1
Lecture 3:	Creativity and Entrepreneurship	1
Lecture 4:	Characteristics of Creative Individuals	1
Lecture 5:	Motivation and Creativity	1
Lecture 6	Creative Environment: Physical and Psychological Factors	1

Lecture 7:	Types of Creativity: Artistic, Technical, Entrepreneurial	1
Lecture 8:	Barriers to Creativity and How to Overcome Them	1
Lecture 9:	Encouraging Creativity in Individuals and Teams	1
Lecture 10	Group Discussion: Famous Creative Thinkers	1
Lecture 11:	Activity: Self-Assessment of Creativity	1
Lecture 12:	Tutorial/Review: Quiz + Class Reflection	1
Unit II: Creative Problem Solving & Techniques		
Lecture 13:	Structuring Ill-defined Problems	1
Lecture 14:	Creative Problem Solving Models (CPS)	1
Lecture 15:	Divergent and Convergent Thinking	1
Lecture 16:	Technique: Brainstorming – Rules and Practice	1
Lecture 17:	Technique: SCAMPER	1
Lecture 18:	Technique: Mind Mapping	1
Lecture 19:	Technique: Forced Analogy and Attribute Listing	1
Lecture 20:	Case Study: Solving Business Problems Creatively	1
Lecture 21:	Creativity Challenge: Team Ideation Activity	1
Lecture 22:	Activity: Apply SCAMPER to a Daily Object	1

Lecture 23:	Tutorial: Build a Personal Creativity Toolkit	1
Lecture 24:	Group Presentation: Solving a Real-World Problem Creatively	1
Unit III: The Creative Process & Creative Intelligence		
Lecture 25:	Stages of Creative Process: Preparation to Implementation	1
Lecture 26:	The Role of Incubation and Illumination	1
Lecture 27:	Understanding Creative Intelligence	1
Lecture 28:	Traits That Enhance Creative Intelligence	1

Lecture 29:	Blocks to Creativity – Internal and External	1
Lecture 30:	Techniques for Unlocking Creativity	1
Lecture 31:	Designing Creative Environments	1
Lecture 32:	Lateral Thinking and Metaphorical Thinking	1
Lecture 33:	Case Discussion: How Apple/FedEx Innovated Creatively	1
Lecture 34	Activity: Reverse Thinking Exercise	1
Lecture 35:	Quiz + Recap Session	1
Lecture 36:	Group Discussion: Creativity in the Workplace	1
Unit IV: Innovation Management		
Lecture 37	Types of Innovation: Incremental vs. Radical vs. Disruptive	**1**
Lecture 38	Open Innovation vs. Closed Innovation	1
Lecture 39:	Product Innovation: Core Concepts	1
Lecture 40:	Process and Service Innovation	1
Lecture 41:	New Product Development Process	1
Lecture 42:	Drivers of Innovation (Tech, Market, Feedback)	1
Lecture 43:	Strategic Innovation Frameworks	1
Lecture 44:	Theories Supporting Innovation: Resource-Based, TCE, Knowledge-Based	1
Lecture 45:	Case Study: Disruptive Innovation (e.g., Uber, Airbnb)	1
Lecture 46:	Group Activity: Design a New Product	1
Lecture 47:	Tutorial: Create an Innovation Canvas	1
Lecture 48:	Review: Myths About Innovation and Truths Behind Them	1
Unit V: Organizational, Financial & Strategic Innovation Support		
Lecture 49:	Micro and Macro Perspectives of Innovation	1
Lecture 50:	Innovation Systems in Emerging Economies	1

Lecture 51:	Organizational Culture and Innovation	1
Lecture 52:	Leadership and Innovation	1
Lecture 53:	Government & NGO Support for Innovation	1
Lecture 54:	Financial Support: VCs, Angels, Crowdfunding	1
Lecture 55:	Managing Innovation Risk	1
Lecture 56:	Innovation Audits and Metrics	1
Lecture 57:	Group Discussion: Innovation Ecosystems in India	1
Lecture 58:	Final Presentations: Student Innovation Projects	1
Lecture 59:	Course Recap + Q&A Session	1
Lecture 60:	Comprehensive Test / Assessment	1

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020

2025-2029

Course Code: BAG 452
Core Compulsory/Elective: Core Compulsory
Course Title: Neuro Marketing
Credits: 4 (L-3 T-1 P-0)

Course Objectives

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.

Course Outcomes

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

1. **Zurawicki, L. (2010).** *Neuromarketing: Exploring the brain of the consumer.* Springer. (7th edition)
2. **Lindstrom, M. (2008).** *Buyology: Truth and lies about why we buy.* Crown Business.
3. **Pradeep, A. K. (2010).** *The buying brain: Secrets for selling to the subconscious mind.* Wiley.
4. **Genco, S. J., Pohlmann, A., & Steidl, P. (2013).** *Neuromarketing for dummies.* Wiley.
5. **Zaltman, G. (2003).** *How customers think: Essential insights into the mind of the market.* Harvard Business School Press.
6. **Cerf, M., & Garcia-Garcia, M. (2017).** *Consumer neuroscience.* MIT Press. **(Case Studies)**

Lecture Plan- 45 Hours

LECTURE.No	Topics	Lectures Required
Unit 1: Introduction to Neuromarketing		
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 DecisionMaking.	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: Neuroscience of Consumer Behaviour		
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: Neuromarketing Tools and Techniques		
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: Neuromarketing Strategies and Applications		
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: Future Trends and Innovations in Neuromarketing		
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 – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAG 453
Core Compulsory/Elective: Core Compulsory
Course Title: AI for Business Credits:
4 (L-3 T-1 P-0)

Course Objectives:

1. To provide foundational knowledge of Artificial Intelligence and its role in modern business operations.
2. To familiarize students with data-driven decision-making through AI tools and applications across functional domains.
3. To analyze the ethical, social, and strategic implications of AI adoption and future trends in business

Course Outcomes:

Course Outcomes	Description	Blooms Taxonomy
CO 1	Understand the basic concepts, history, and scope of AI in business contexts.	Remember (B1)
CO 2	Identify and interpret AI applications across marketing, HR, finance, and operations.	Understand (B2)
CO 3	Apply data foundations and analytics concepts to real-world AI scenarios.	Apply (B3)
CO 4	Analyze case studies and evaluate the effectiveness of AI strategies in business implementation	Analyze (B4)
CO 5	Propose responsible AI solutions considering ethical and regulatory frameworks.	Create (B5)

Course Structure:

Unit I: Introduction to Artificial Intelligence in Business
Definition and scope of AI in business, Evolution and history of AI, Key technologies: Machine Learning, Deep Learning, NLP, Computer Vision, Differences between AI and traditional analytics, Overview of AI across business functions (Marketing, Finance, Operations, HR)
Unit II: Data Foundations and AI-Driven Analytics
Data types: structured, semi-structured, unstructured, Big Data and data warehousing concepts, Data collection, cleaning, and preparation techniques, Introduction to predictive analytics and data mining, Supervised, unsupervised, and reinforcement learning, Business case applications of analytics
Unit III: AI Applications Across Business Functions
AI in Marketing: customer segmentation, personalization, chatbots, AI in Customer Service: sentiment analysis, virtual assistants, AI in Supply Chain: forecasting, logistics optimization, AI in Finance: credit scoring, fraud detection, robo-advisors, AI in HR: resume screening, employee engagement
Unit IV: AI Strategy and Implementation
Building an AI strategy aligned with business goals, AI project portfolio management, Organizational structures and roles in AI adoption, Change management and digital transformation, Business transformation case studies using AI
Unit V: Responsible AI and Future Trends
AI governance and ethical frameworks: bias, transparency, explainability, Legal and regulatory aspects of AI (GDPR, data privacy), Social impact: job automation, inclusivity, digital divide, Emerging trends: Generative AI (ChatGPT), AI in IoT, robotics, Preparing businesses for an AI-first future
Suggested Readings 1. **Kuratko, Donald F. & Hodgetts, R.M. –** *Entrepreneurship: Theory, Process and Practice* 2. **O'Sullivan, David** – *Applying Innovation* 3. **P.N. Rastogi –** *Managing Creativity for Corporate Excellence* 4. **Krishnamacharyulu, C.S.G. & Lalitha, R.** – *Innovation Management* 5. **Brian Clegg & Paul Birch –** *Creativity*

Lecture No.	Topics to be Covered	Hours
Unit I: Introduction to AI in Business (12 Hours)		
Lecture 1	Introduction to AI: Definition, Scope, and Importance in Business	**1**
Lecture 2	Evolution and History of AI	**1**
Lecture 3	Key Technologies: Machine Learning and Deep Learning	**1**
Lecture 4	Neural Networks and Natural Language Processing	**1**
Lecture 5	Computer Vision and AI vs Traditional BI	**1**
Lecture 6	AI in Marketing and Sales	**1**
Lecture 7	AI in Finance	**1**
Lecture 8	AI in Operations and Supply Chain	**1**
Lecture 9	AI in Human Resources	**1**
Lecture 10	Overview of Cross-functional AI Applications	**1**
Lecture 11	Case Study: AI Implementation in Retail	**1**
Lecture 12	Practical Session 1: Explore AI use cases	**1**
Unit II: Data Foundations & Analytics (12 Hours)		
Lecture 13	Introduction to Big Data & Warehousing	**1**
Lecture 14	Data Types and Structures	**1**
Lecture 15	Data Collection and Cleaning Methods	**1**
Lecture 16	Data Transformation Techniques	**1**
Lecture 17	Introduction to Predictive Analytics	**1**
Lecture 18	Supervised vs Unsupervised Learning	**1**
Lecture 19	Reinforcement Learning Concepts	**1**
Lecture 20	Data Mining Techniques and Business Use Cases	**1**
Lecture 21	Hands-on: Building simple predictive models (Excel / basic tool)	**1**
Lecture 22	Practical Session 2: Dataset Cleaning and Classification	**1**

Lecture 23	Interpreting Results from Analytical Models	**1**
Lecture 24	Evaluating Model Accuracy and Performance	**1**
Unit III: AI Applications Across Business Domains (12 Hours)		
Lecture 25	AI in Marketing – Chatbots, Personalization, Lead Scoring	**1**
Lecture 26	AI in Customer Service – Virtual Agents and CX Automation	**1**
Lecture 27	AI in Supply Chain Management – Forecasting, Routing	**1**
Lecture 28	AI in Finance – Fraud Detection, Algorithmic Trading	**1**
Lecture 29	AI in HR – Talent Acquisition and Engagement	**1**
Lecture 30	Integrated Use Cases Across Functions	**1**
Lecture 31	Comparative Case Study: BFSI vs E-Commerce AI Usage	**1**
Lecture 32	Limitations and Pitfalls in AI Deployment	**1**
Lecture 33	Guest Session: Industry Use of AI	**1**
Lecture 34	Video-Based Case Study Analysis	**1**
Lecture 35	Discussion: Sector-Wise Adoption Challenges	**1**
Lecture 36	AI Readiness Assessment for Organizations	**1**
Unit IV: AI Strategy and Implementation (12 Hours)		
Lecture 37	Building AI Strategy for Business Goals	**1**
Lecture 38	Managing AI Portfolios	**1**
Lecture 39	Organizational Structures and Teams for AI	**1**
Lecture 40	Managing Change During AI Adoption	**1**
Lecture 41	Case Study: Digital Transformation Through AI	**1**
Lecture 42	Aligning AI with KPIs and ROI Measurement	**1**
Lecture 43	Vendor Evaluation and Technology Stack Choices	**1**
Lecture 44	Workshop: Designing a Simple AI Strategy Map	**1**
Lecture 45	Challenges in AI Implementation – Budget, People, Tech	**1**
Lecture 46	AI Policy Development and Documentation	**1**

Lecture 47	Group Presentation: AI Strategy for a Chosen Sector	**1**
Lecture 48	Final Q&A and Wrap-up of Strategy Section	**1**
Unit V: Ethics, Governance & Future Trends (12 Hours)		
Lecture 49	AI Governance – Introduction and Frameworks	**1**
Lecture 50	Ethical AI: Bias, Fairness, Explainability	**1**
Lecture 51	Legal Issues – Data Privacy, Regulations, GDPR	**1**
Lecture 52	Social Impact: Job Displacement, Privacy, Misinformation	**1**
Lecture 53	Future Trends: Generative AI, LLMs (ChatGPT), Robotics	**1**
Lecture 54	AI + IoT and Smart Devices	**1**
Lecture 55	AI in New Business Models and Startups	**1**
Lecture 56	Panel Discussion: Is AI Overhyped or Underestimated?	**1**
Lecture 57	Project Pitch: AI in Business Innovation (Individual or Group)	**1**
Lecture 58	Peer Evaluation and Feedback on Pitches	**1**
Lecture 59	Final Reflection: AI Career Paths and Roles	**1**
Lecture 60	Final Assessment / Viva / Take-home Submission	**1**

School of Management

Doon University, Dehradun

Course – BBA (Four-Years Full Time Program) as per NEP-2020
2025-2029

Course Code: BAS 401
Core Compulsory/Elective: Core Compulsory
Course Title: Project Dissertation Credits:
6 (L-3 T-1 P-0)

Course Objectives:

1. To provide students with hands-on experience in conducting independent research relevant to business and management.
2. To develop the ability to critically analyze, synthesize, and evaluate information from multiple sources.
3. To enhance academic writing, project planning, and professional presentation skills.

Course Outcomes:

Course Outcome	Description	Bloom's Taxonomy

CO1	Identify a relevant research problem and define clear research objectives.	Remember (B1)
CO2	Review and synthesize existing literature to develop theoretical grounding.	Understand (B2)
CO3	Apply appropriate research methodology and data analysis tools.	Apply (B3)
CO4	Critically interpret results and provide actionable recommendations.	Analyze (B4)
CO5	Produce and defend a well-structured, original dissertation report.	Create (B5)

The Project Dissertation is a capstone component of the academic program, offering students the opportunity to apply theoretical knowledge and analytical skills to real-world business problems through independent research. Students are expected to identify a research problem, conduct a comprehensive literature review, formulate objectives and hypotheses, collect and analyze data using appropriate tools, and present findings in a structured academic format. The project encourages critical thinking, academic writing, and professional communication, culminating in a formal dissertation and viva voce.