



Integral University, Lucknow

Department of Commerce and Business Management

Program: MBA

Study and Evaluation Scheme

Semester- First Semester

S.No.	Course code	CourseTitle	Type of Paper	Period Perhr/week/sem			Evaluation Scheme				Sub. Total	Credit	Total Credits	Attributes								
				L	T	P	CT	TA	Total	ESE				Employability	Entrepreneurship	SkillDevelopment	GenderEquality	Environment& Sustainability	HumanValue	ProfessionalEthics	Sustainable Development Goal	
1	BM 401	Principles of Management	Major	03	0	0	40	20	60	40	100	3:0:0	03		√	√			√	√	SDG-4	
2	BM 402	Managerial Economics	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√			SDG-8 & 9	
3	MT402	Quantitative Methods	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-12	
4	LN404	Business Communication	Major	03	0	0	40	20	60	40	100	3:0:0	03	√	√	√	√		√	√	SDG-4, 5, 8,9, 10, 12, 16, 17	
5	CS403	Computer in Management	Major	02	1	0	40	20	60	40	100	2:1:0	03	√	√	√					SDG-4	
6	CS404	Computer in Management Lab	Major	00	0	4	40	20	60	40	100	0:0:4	02	√	√	√					SDG-4	
7	BM403	Financial and Management Accounting	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,17	
8	BM404	Marketing Management	Major	03	0	0	40	20	60	40	100	3:0:0	03	√	√	√		√	√	√	SDG-4,8,9,12,13	
9	BM405	Human Resource Management	Major	03	0	0	40	20	60	40	100	3:0:0	03	√		√			√	√	SDG- 4 & 8	
Total				23	04	04	360	180	540	360	900		29									



Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM401	Title of the Course	Principles of Management	L	T	P	C
Year	I	Semester	I	3	0	0	3
Pre-Requisite	None	Co-requisite	None				
Course Objectives	This paper provides the basis of management principles and thought thereby inculcating the qualities required for managing businesses.						

Course Outcomes	
CO1	To explain the meaning and nature of management .Students should also relate the contribution of different significant theories to the field of management.
CO2	Students should be able to apply the concept of planning and organizing to real world problems.
CO3	They should understand the concepts related to staffing and role of motivation towards employee productivity.
CO4	To acquire knowledge about various leadership styles and the role of communication in organization
CO5	To understand the process of controlling and types of control methods. Also they should know about the ways of effective change in management

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Management	Concept, Nature, Importance, Management as an Art and Science, & Profession, Management Skills, Levels of Management, Characteristics of Quality Managers. Evolution of Management: Taylor and Scientific Management, Fayal's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Decision Theory Approach. Business Ethics and Social Responsibility	07	1
2	Introduction to Functions of Management	Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making. Organizing: Concept, Organization Theories, Forms of Organizational Structure, Delegation of Authority, Authority& Responsibility	07	2
3	Staffing & Directing	Staffing: Concept, System Approach, Manpower Planning, Job Design Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision Motivation: Concept, Motivation and Performance, Theories Of Motivation, Approaches for Improving Motivation, Quality of Work Life, Morale Building.	08	3
4	Leadership & Communication	Leadership: The Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development. Communication: Communication Process, Importance of Communication, Communication Channels, Barriers to Communication	07	4
5	Concept of Controlling	Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Postcontrol, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Change and Development: Model for Managing Change, Forces for Change, Need for Change, Alternative Change Techniques, New Trends in Organizational Change.	06	5

Reference Books:

Koontz & Weirich Essential of Management, TMH,, Mar 22, 2012
V S P Rao, V Hari Krishna-Management: Text and Cases ,Excel Books Edition, May 11, 2011.
Ricky W. Griffin, Texas A&M University ,Cenage Publication, Edition Mar 2013.
Chuck Williams, Butler University, Principle of Management, Cenage Publication, Latest edition Jan 2013

e-Learning Source:

<https://nptel.ac.in/>

https://swayam.gov.in/nc_details/NPTEL

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	-	2	-	3	-	1	-	2	-
CO2	-	2	-	2	3	-	-	-	2
CO3	-	-	-	2	-	-	2	2	3
CO4	2	-	2	-	3	-	-	-	3
CO5	2		2	-	-	2	2	-	-

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-2021							
Course Code	BM-402	Title of the Course	Managerial Economics	L	T	P	C
Year	I	Semester	I	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Objective	The objective of the course is to equip the students from the various economic issues that they are expected to face as managers at the firm level. The course also aims to make the students aware of the working of the markets, the determination of prices and the techniques of decision making that they can adopt to ensure that sound decisions are made						

Course Outcomes	
CO1	To demonstrate the understanding of the concept, nature and scope of managerial economics, apply decision making and analyze and evaluate principle opportunity cost.
CO2	To demonstrate the understanding, analysis and evaluation of theory of demand and consumer behavior.
CO3	To demonstrate the understanding, analysis and evaluation of laws of production and behavior of cost and decision making.
CO4	To demonstrate the understanding, evaluation and analysis of various market structures and design pricing decisions.
CO5	To demonstrate the understanding, evaluation and analysis of national income, inflation and monetary and fiscal policies in real world situations and business cycles in the open economy.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Importance, Nature, Scope and Role of Managerial Economics in Decision Making, Objectives of Business Firms, Profit as Business Objective - Accounting Vs Economic Profit.	8	1
2	Theory of Demand & Supply	Analysis of Individual Demand, Meaning of demand, Consumer demand-cardinal and ordinal utility, Derivation of individual demand curve, Analysis of market demand, Meaning, types and determinants of demand and Demand function, Elasticity of demand-Price, Income, Cross and Advertising elasticity of demand, Concept of Supply & Elasticity of supply.	10	2
3	Theory of Production and Cost	Theory of production, Law of Variable proportions, Cobb-Douglas Production Function, Isoquant and Iso-cost curve analysis, factor productivity & return to scale, Economies of Scale, Cost concepts, Theory of cost- the cost output relationship in short run and long run, Concepts of Break-even analysis, marginal and incremental analysis.	9	3
4	Market Structure & Pricing Theory	Pricing under different demands conditions: Perfect competition, Monopoly, monopolistic and Oligopoly, Kinked demand curve, Cournot's model, Cartels, Price Discriminations.	9	4
5	Macroeconomics Concept	Concept of GDP, National Income Measurement - Net Output Method, Factor Income Method, Expenditure Method, Business Cycles-types and phenomenon, Inflation- Concept and Importance, Monetary approach, Concepts of CPI and WPI.	9	5

Reference Books:

Dobbs, I. M., Managerial Economics, Oxford: Oxford University Press, 2000

Dwivedi, D.N., Managerial Economics, Vikas Publishing House Pvt. Ltd., 2009

Mansfield, E., Managerial economics - Theory, Application and cases, New York, 1996

Salvatore, D., Managerial Economics in Global Economy, 4th ed., Thompson - South- Western, 2001

Smith, A., The Wealth of Nations, Modern Library edition, New York: Random House, 1937

e-Learning Source:

<https://nptel.ac.in/courses/110105075>

https://onlinecourses.nptel.ac.in/noc23_mg43/preview

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	-	2	3	1	3	1	1	-
CO2	2	2	2	1	-	1	1	2	1
CO3	2	-	1	3	-	1	2	-	-
CO4	1	2	1	3	-	2	2	-	1
CO5	1	2	2	1	1	2	2	-	-

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	MT402	Title of the Course	Quantitative Methods	L	T	P	C
Year	I	Semester	I	3	1	0	4
Pre-Requisite	None	Co-requisite	None				

Course Objectives The objective of the course is to teach the learner basic quantitative approach to managerial problems and to solve decision problems using quantitative and statistical techniques.

Course Outcomes

CO1	To demonstrate and understand the quantities approach of mathematical and statistical analysis.
CO2	To demonstrate and understand the matrices and calculus concept.
CO3	To understand the knowledge of central tendency.
CO4	To understand the concept of probability with its laws and principles.
CO5	To demonstrate and implicated the decision theory and index number

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Mathematical and Statistical Analysis:	An overview of the quantitative approach and its applications; Mathematical functions and their applications; Concepts and applications of derivatives; Overview of statistics, classifying data to convey meaning importance of learning statistics for managers.	8	1
2	Matrices and Calculus Concept	Matrices: Minors and cofactors, Matrix inversion, Solution of simultaneous equations, Cramer's rule, Gauss elimination method; Differentiation & Integration (ILATE), Maxima and Minima, Application of calculus concepts in business management	8	2
3	Descriptive Statistics	Measures of central tendency, Measure of dispersion, Co-efficient of variation, Skewness, Moments and kurtosis: Measures of skewness, moments about mean, arbitrary point, moments about zero or origin. Measures of kurtosis, Correlation and regression	8	3
4	Fundamentals of Probability	Laws of probability, Bayes' theorem, Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions - Binomial and Poisson, Continuous probability distribution - Normal, binomial and Poisson	8	4
5	Index Number and Decision Theory	Index numbers: Types and methods of their construction (Weighted & Un-weighted), Decision environment, Decision making under uncertainty and risk, Steps in decision theory approach. Types of decision making environments, Bayesian analysis, Decision tree analysis - maximin, minimax and regret.	8	5

Reference Books:

- Levin, Richard & Rubin, David, Statistics for Management, (First Indian Reprint 2004), Pearson Education, New Delhi
- Vohra, N. D., Quantitative Techniques in Management, Tata McGraw Hill, New Delhi
- Gupta, S. C. & Kapoor, V. K, Fundamentals of Mathematical Statistics, (11th Edition), Sultan Chand and Sons, New Delhi
- Dobbs, I. M., Mathematical statistics, Oxford: Oxford University Press, 2000

e-Learning Source:

<https://www.youtube.com/watch?v=VbbIAAmYrEM>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	2	3	3	2
CO2	3	1	2	2	2	2	2	3	3
CO3	2	2	3	1	3	1	3	1	2
CO4	3	2	2	2	3	2	3	3	3
CO5	3	1	3	2	3	2	3	2	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	LN404	Title of the Course	Business Communication	L	T	P	C		
Year	I	Semester	I	3	1	0	4		
Pre-Requisite	None	Co-requisite	None						
Course Objectives	<input type="checkbox"/> Developing the art of communication and learning language <input type="checkbox"/> Knowledge of Professional, Downward, Upward and Horizontal communication <input type="checkbox"/> Basic knowledge of Report writing <input type="checkbox"/> Knowledge of writing as in minutes of meetings <input type="checkbox"/> Basic concepts of group discussion <input type="checkbox"/> Understanding how to prepare for and give oral presentations The course aims to educate the students in both								
Course Outcomes									
CO1	Professional Communication: Its Meaning and Importance, Essentials of Effective Communication, Barriers to Effective Communication								
CO2	To learn Type of communications: Downward, Upward and Horizontal Communication Meeting: Need and Importance, agenda of the meeting, planning for meetings, drafting MoM (minutes of the meeting). Memorandum Learning C V & Resume Writing, Rules for writing précis, Paragraph Writing, Development of Paragraph								
CO3	To converse in formal and informal situations. To be able to speak in GD and to prepare students for Interviews, Skills & Techniques.								
CO4	Basic knowledge of writing letters in different situations								
CO5	Understanding Self concept and communication								
Unit No.	Title of the Unit	Content of Unit				Contact Hrs.	Mapped CO		
1	Introduction to Communication	Definition & Process of Communication, Importance of Communication in management, 7Cs, Verbal & Non-Verbal Communication, Barriers and gateway to Communication Corporate Communication: Definition, scope and importance				8	1		
2	Communication within organization	Types: Downward, Upward and Horizontal Communication Meeting: Need and Importance, agenda of the meeting, planning for meetings, drafting MoM (minutes of the meeting). Memorandum				8	2		
3	Employment Communication	C/V Resume: Difference, Types of Resume, Drafting CV/Resume Interview: Types, preparing for interview Group Discussion: dos and don't's, how to prepare for a GD Presentation: purpose, manner of presentation, audio-visual-aids in presentation, delivering an effective presentation				8	3		
4	Business Writing	Letters: Formal, Informal letters, formats of business letters, Types of letters (enquiry, response to enquiry, complaint, response to complaint). Report: Definition, Types, structure				8	4		
5	Self Concept & Communication	Self concept and communication, self-talk, Self-reflection Freudian concept of self (id, ego, superego) JOHARI Window, SWOT Analysis				8	5		
Reference Books:									
1. Gerson, Sharon J. <i>Technical Writing: Process and Product</i> (5 th edition). Prentice Hall, 2005.									
2. K. Floyd, <i>Interpersonal Communication: The Whole Story</i> . McGraw Hill, 2009.									
3. Greenbaum, Sidney and Nelson Gerald, <i>An Introduction to English Grammar</i> . Routledge, 2009.									
4. Swan, Michael, <i>Practical English Usage</i> . OUP, 2005.									
5. Murphy, Raymond. <i>English Grammar in Use</i> . Cambridge University Press, 2019.									
6. Kumar, Sanjay and Pushp Lata., <i>Communication Skills</i> . Oxford University Press, Oxford 2011.									
7. Raman, Meenakshi, and Sangeeta Sharma. <i>Technical Communication: Principals and Practice</i> . Second Edition, Oxford University Press, 2012.									
8. Gerson, Sharon J. <i>Technical Communication: Process and Product</i> (9 th edition). Longman Pub., 2016.									
e-Learning Source:									
1. http://www.uptunotes.com/notes-professional-communication-unit-i-nas -									
2. https://www.docsity.com/en/subjects/professional-communication/									
3. https://lecturenotes.in/download/note/22690-note-for-communication-skills-for-profession ...									
4. http://www.uptunotes.com/notes-professional-communication-unit-i-nas -									
Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3
CO3	3	3	2	3	3	3	3	3	3
CO4	3	3	2	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3
1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation									
<div style="border: 1px solid black; height: 40px; margin-bottom: 5px;"></div> Name & Sign of Program Coordinator					<div style="border: 1px solid black; height: 40px; margin-bottom: 5px;"></div> Sign & Seal of HoD				



Integral University, Lucknow

Effective from Session: 2020-21

Course Code	CS403	Title of the Course	Computer in Management	L	T	P	C
Year	I	Semester	I	2	1	0	3
Pre-Requisite	None	Co-requisite	None				

Course Objectives The learner acquaintance with computer hardware, To use software on a particular hardware, To know the basic Networking concepts

Course Outcomes

CO1	To understand the computers and its implication in Management.
CO2	To understand the MS office and its use in management.
CO3	To understand the network and how networking is useful
CO4	To understand the internet and its use in management
CO5	To understand the E-Commerce and how it is emerging a new mark

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to computers	Introduction and definition of computer; functional components of a computer system- (Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers; Essential Components of computer Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices - Magnetic storage devices, Optical storage devices, Flash Memory etc. Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based oper	2	1
2	Introduction to MS office	Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these software's for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical) Database Management System : Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS. MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access	2	2
3	Computer network	Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)	2	3
4	Internet	Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet	2	4
5	E-commerce	Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management	2	5

Reference Books:

Lucas. 2004. Information Technology for management . McGraw Hill.

Norton P, 1998. Introduction to computers 2nd ED.Tata McGraw Hill.

Rajaraman V. 2006. Introduction to information technology. Prentice Hall of India.

Ram KK, LMittal. KK & Karthik KK. 2007. MIS. Mac Vishnu Diwedi., Management Information System, Tata Mcgraw Hill, New Delhi

e-Learning Source:

<https://nptel.ac.in/courses/106103068>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO- PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	-	-	1	-	-	-
CO2	3	1	2	-	-	2	1	1	-
CO3	3	2	1	-	-	1	-	2	-
CO4	3	3	3	-	-	2	-	-	-
CO5	3	2	1		-	1	-	-	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	CS404	Title of the Course	Computer in Management Lab	L	T	P	C
Year	I	Semester	I	0	0	4	2
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The learner acquaintance with computer hardware, To use software on a particular hardware, To know the basic Networking concepts in practical form.						

Course Outcomes	
CO1	To understand the computers and its implication in Management.
CO2	To understand the MS office and its use in management.
CO3	To understand the network and how networking is useful.
CO4	To understand the internet and its use in management.
CO5	To understand the E-Commerce and how it is emerging a new market.

Experiment No.	Content of Unit	Contact Hrs.	Mapped CO
1	<p>New Document, entering & changing text, Aligning, Justifying, Bold, Italics, Underline, Borders & Shading, Table-Creation, Adding rows & columns, splitting & combining cells, Headers & Footers, Inserting pictures, graphs, chart, word Art, find& Replace, Page setup.</p> <p>Mail Merge:</p> <p>Creating of main documents & data source, Adding & Removing fields from data source. Exercise:</p> <ul style="list-style-type: none"> ● Make a file using Bold, italics, and underline ● Set alignments (Left, right, & Center) ● Creating a file and use format painter ● Insert a table in a file and apply bullets and numbers in row and columns. ● Insert header and footer in a document, alignment of text in header and footer and insert a logo, page number of page and date. ● Apply watermark(text) in a document. ● Apply border and shading in page. ● Apply superscript and subscript wherever required in the document. ● Insert picture and text in textbox. ● Create a diagram or organization chart in document. ● Save an existing file with a different name and different location. ● Create a document and set line spacing. ● Write a letter for inviting 100 people using mail merge with minimum 4 fields(Name, Address, phone number, e-mail ID) ● Add one more field of your choice and remove the address field ● Rename phone number field with contact number ● Create a file using word ART ● Create a document and insert a graph and chart in it. ● Set page margin(left, right, bottom) of 1 inch and set gutter margin. ● Show the use of grouping option 	10	1
2	<p>Cell, worksheet, work-book, cell entering-text value, formulae, insertion and deletion of row, column, and worksheet, auto sum tool, cell referencing function –sum, average, max, min., count, sum if, count if, if, v look up.</p> <ul style="list-style-type: none"> ● Insert a new work sheet in an existing work sheet and also rename worksheet. ● Set the width of column and rows ● Merge cells. ● Sort the data in alphabetical manner ● Filter the data accordingly ● Create a mark sheet and apply conditional formatting in it. ● Apply validation to a selected area. 	10	2
3	<p>Creating presentation, adding slide, applying design templates, Master Slide, Adding special effects</p> <p>Exercise:</p>	10	3

	<ul style="list-style-type: none"> • Creating a power point presentation of 5 slides using custom animation. • Insert 2slides in the existing presentation and change their background colour. • Insert a chart and a picture in second slide • Show the use of master slide and duplicate slide. • Prepare a slide showing slide transition. • Insert a movie clip in a slide. • Prepare 10 slides each having different design • Un loop the slide show. 		
4	Web browsing, E-mailing Exercise: <ul style="list-style-type: none"> • Creating an Email ID • Gather the information on a given topic using search engine (Google) • Changing IP address of a computer • Show the use of internet search tool. • Compress and decompress file and folders. 	8	4
5	Text, Graphics, Animation, Audio, Video	7	5

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO- PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	1	2	1	2	2	1
CO2	1	1	2	1	2	3	3	2	1
CO3	1	2	1	3	2	1	1	2	2
CO4	2	2	1	1	1	2	1	1	2
CO5	2	1	1	1	3	1	2	2	2

1-LowCorrelation;2-ModerateCorrelation;3-SubstantialCorrelation

Name& Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM403	Title of the Course	Financial and Management Accounting	L	T	P	C
Year	I	Semester	I	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To familiarize students with basics of financial, cost and management accounting, to equip them techniques of business decisions based on accounting information, to use financial data in decision making.						

Course Outcomes	
CO1	To make students understand the meaning and concept of accounting.
CO2	To make students understand the double entry system and preparation of final accounts.
CO3	To make students aware of Financial Techniques and analysis of ratios.
CO4	To make understand the techniques and effects of costing.
CO5	To make student understand the difference between standard costing and variance analysis.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Meaning, definition and needs of accounting business decisions; forms of accounting and users of accounting information; accounting standardization and role of AICPA; framework of accounting postulates; principles, conventions, concepts, procedures, methods etc; accounting equations and types of accounts, rule of recording business transactions.	9	1
2	Orientation in Accounting	Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries.	9	2
3	Techniques of Financial Analysis	Accounting Ratios - Meaning, Significance and Limitations, Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios Funds Flow Statement - Meaning and Need. Preparation and Interpretation, Cash Flow Statement - Meaning, Need, Preparation and Interpretation of break-even analysis; activity-based costing. Current Trends in accounting: i. Real Life Case Analysis from Indian Corporate and Government sectors ii. Accounting software- Tally (Practical)	9	3
4	Basics of Costing	Costing as an aid to management; presentation of various costs in proper format; marginal costing and absorption costing; cost volume profit analysis, its assumption and calculation; managerial uses	9	4
5	Standard Costing and Variance Analysis	Meaning and uses of standard costing; procedure of setting standards; variance analysis, one way and two-way analysis of variance; overall cost variance; material variance; labour variance and overhead variance; material price variance; material usage variance; material yield variance; material mix variance; labour cost and time variance; labour mix and yield variance; overhead volume and expenditure variance;	9	5

Reference Books:

- Dearden. J and Bhattacharya SK, Accounting for Management-Text and Cases, 2005, Vikas Publishing House Private Ltd, New Delhi.
- I.M. Pandey, Management Accounting, 2007, Vikas Publishing House Private Limited, New Delhi
- Hingorani, Ramnathan and Grewal, Management Accounting, 2005, S. Chand & Sons, New Delhi
- Richard A. Brealey, Stewart Myers and Franklin Allen. (2013). Principles of corporate finance. (11th ed.). McGraw Hill
- Prasanna Chandra. (2007). Financial Management Theory and Practice. (7th ed.). McGraw Hill.

e-Learning Source:

Fundamentals of financial and management accounting (<https://www.coursera.org/learn/financial-accounting-polimi>)

Introduction to Financial and Management Accounting (<https://www.classcentral.com/course/edx-introduction-to-financial-and-management-accounting-3552>)

PO-PSO CO	Course Articulation Matrix: (Mapping of COs with POs and PSOs)								
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	2	2	1	1
CO2	2	2	2	2	2	2	1	2	1
CO3	2	1	1	2	1	2	1	1	1
CO4	2	1	1	2	1	2	1	1	1
CO5	2	2	2	2	2	2	1	2	1

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	BM404	Title of the Course	Marketing Management	L	T	P	C
Year	I	Semester	I	3	0	0	3
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services						

Course Outcomes

CO1	To familiarize the students with the fundamentals of marketing to enable them to take better marketing decisions.
CO2	To discuss and make the students understand the nuances and complexities involved in various product and pricing decisions.
CO3	To equip the students to take effective segmentation, targeting and positioning decisions for products and services
CO4	To develop the skills among students to enable them to design the Promotion-Mix strategies advertising campaigns
CO5	To make the students aware about the current trends in marketing to enable them to take proactive measures while taking marketing decisions.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	An Introduction to Marketing Management. Nature and Scope of Marketing Management. Philosophies of marketing Management. Elements of Marketing Management- Needs, Wants, Desire, Demands, Customer, Consumer, Markets and Marketers, Marketing Vs Selling, Consumer Markets and Industrial Markets	7	1
2	Market Analysis	Nature, Process and Contents of Marketing Plan. Marketing Environment-Micro and Macro components and their impact on Marketing Decision. The Changing Marketing Environment, Controllable and Uncontrollable factors affecting marketing decisions, analyzing needs and trends in political, economic, socio-cultural and technical environment-PEST Analysis.	8	2
3	Market Selection	Definition, Need and Benefits of Market Segmentation. Bases for Market Segmentation of Consumer goods, industrial goods and services. Segment, Niche and Local Marketing. Target Markets, concept of Target Market. Positioning and differentiation strategies, concept of positioning-value positioning and USP	7	3
4	Marketing Mix- I	Product Decision- Concept of a Product; Classification of Products; Major Product Decision; Product Line and Product Mix; Branding; Packaging and Labeling; Product Life Cycle-Strategic Implications; New Product Development (Basic Steps and Process). Price Decision- Concept and meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting Price Determination; Pricing Methods and Techniques, Pricing Policies and Strategies	7	4
5	Marketing Mix - II	Place Decision- Nature, Functions, and Types of Distribution channels; Distribution channel Intermediaries; Channel Management Decisions, Marketing Channel System- functions and flows. Promotion Decision-Communication Process; Promotion Mix- advertising, personal selling, sales promotion, publicity and public relations; Media Selection; Advertising effectiveness; Sales promotion- tools and techniques	6	5

Reference Books:

1. Kotler, Philip., Marketing Management, Person Education Pvt. Ltd., New Delhi.Edition-14 th .
2. Saxena, Rajan., Marketing Management, Tata McGraw Hill, New Delhi.Edition-3 rd .
3. Ramaswamy,V.S and Namakumari,S.,Marketing Management, Macmillan India, New Delhi.Edition-4 th
4. Lamb, Hair and Danniel. M. C. (2004). Marketing. (7 th ed.). Thomson
5. Evans and Berman. (2005). Marketing. (2 nd ed.).Biztantra

e-Learning Source:
Marketing Management Course
Marketing Management relates to Marketing Business, Udemy, https://www.udemy.com/topic/marketing-management/
Marketing Fundamentals Courses, Udemy, https://www.udemy.com/courses/marketing/marketing-fundamentals/
Marketing Management - I
By Prof. Jayanta Chatterjee, Prof. Shashi Shekhar Mishra IIT Kanpur, Swayam, https://onlinecourses.nptel.ac.in/noc22_mq57/preview
Marketing Management - II
Indian Institute of Technology Kanpur and NPTEL via Swayam Help, https://www.classcentral.com/course/swayam-marketing-management-ii-12989

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO- PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	2	1	2	1
CO2	2	1	1	1	1	2	2	1	1
CO3	2	1	1	1	1	2	1	2	1
CO4	2	1	1	1	2	2	1	1	2
CO5	2	1	1	2	1	2	1	1	1

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Dr, Firoz Husain Name & Sign of Program Coordinator	Dr, Syed Shahid Mazhar Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	BM 405	Title of the Course	Human Resource Management	L	T	P	C
Year	I	Semester	I	3	1	0	4
Pre-Requisite	None	Co-requisite	None				

Course Objectives The Course aims at familiarizing the students with various aspects of HRM. The basic objective is to help the students to acquire and develop decision-making skills in relation to managing human resources of the organization. To understand HR Functions as a Strategic Partner in the formulation and implementation of Companies Strategies

Course Outcomes

CO1	To understand the conceptual background of HRM, its evolution and present role in organizational structure. This unit exhibits the overall importance of various functions of HRM in organizational functioning.
CO2	To understand the philosophy of HRM, characteristics of HR policy in framing HRM background. This Unit explains the gravity of HRP model and job analysis in deciding the future of an organization.
CO3	To understand the outcomes of external and internal recruitment techniques and selection process. The concept of testing and the importance of varied test used in selection.
CO4	To Understand the role of training and development, performance appraisal and, job evaluation in managing Human resources. The importance of TNA in the success of training and development.
CO5	To understand job-based compensation scheme, emerging horizons of HRM like e-HRM, enduring International HRM, role of HRIS in the context of present business environment, strategies of HRM and its synchronization with business strategies.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	An Introduction	Definition of HRD, Foundation of HRD, Need for HRD, Objectives of HRD, Concept & stages of development of HRD, Role and issues of HRD, Contribution of HRD in organization development	7	1
2	Policy & Planning	Mechanism, process & outcomes of HRD, Assessment of HRD Needs: organization analysis, Task analysis and Person Analysis & Evaluation of HRD Process, Motivational functions of HRD	7	2
3	Recruitment & Selection	HRD culture & climate: Elements & measurement, HRD/OD approach to IR & Linkage, Integration of HRD system – A practical case study, HRM & HRD, Role of HRD Manager.	7	3
4	Training & Development, Performance Appraisal	HR Scorecard, Emotional quotient, Benchmarking HR practices, HR accounting, Psychometric test like Thomas profiling, HRD audit & social audit, Assessment center, Potential appraisal, HRIS, Learning organization E-Learning: Introduction, Purpose, Technologies.	7	4
5	Compensation & Macro View of HRM	Objective of compensation strategy, Components of remuneration: Wages & Salary, Incentives, Fringe Benefits, Non-Monetary Benefits Multi-dimensional Approach to compensation, Types Payment System, Macro View of HRMHR in India and International HRM basic concepts, Linkage between Corporate Strategy & HRM Strategy, Emerging Trends In Human Resource Management	7	5

Reference Books:

Human Resource Management, Excel books: Rao V.S.P.

Edwin Flippo. (1996). Personnel Management and industrial relations. McGraw Hill.

Human Resources Management, written by Gary Dessler Latest edition.

HR from the Outside In: Six Competencies for the Future of Human Resources Dave Ulrich,

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc20_mg15/preview

<https://in.coursera.org/specializations/human-resource-management>

<https://www.careers360.com/courses-certifications/swayam-human-resource-management-courses-brp-org>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	-	1	2	2	1	--
CO2	2	2	-	1	-	-	-	--	1
CO3	1	2	2	3	-	1	1	-	1
CO4	2	3	1	-	1	1	-	-	-
CO5	1	1	-	1	1	-	1	1	-

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow
Department of Commerce and Business Management
Study and Evaluation Scheme

Program: MBA

Semester- Second Semester

S.No.	Course code	Course Title	Type of Paper	Period Perhr/week/sem			Evaluation Scheme				Sub. Total	Credit	Total Credits	Attributes							
				L	T	P	CT	TA	Total	ESE				Employability	Entrepreneurship	Skill Development	Gender Equality	Environment & Sustainability	Human Value	Professional Ethics	Sustainable Development Goal
1	BM 406	Business Research Methods	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,8
2	BM 407	Financial Management	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,9
3	BM 408	Organizational Behaviour	Major	03	0	0	40	20	60	40	100	3:0:0	03		√	√			√	√	SDG-4
4	BM 409	Production & Operation Management	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√				√		SDG-4, 8,12
Dual Specialization: Choose Four Electives of Two Different Specializations From Marketing, Finance, HR & IT																					
Marketing Specialization																					
5	BM 410	Consumer Behaviour	Marketing Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√		√			√	√	SDG-4,8,9,11
6	BM 411	Marketing of Services	Marketing Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√		√	SDG-4,8,9,12
7	BM 412	Sales Management	Marketing Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√			SDG-4,8
8	BM 413	Retail Management	Marketing Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√					√	SDG-4
Finance Specialization																					
9	BM 414	Capital & Money Market	Finance Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4, 17
10	BM 415	International Finance	Finance Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√				√	SDG-8
11	BM 416	Merchant Banking & Financial Services	Finance Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√						SDG-4,8
12	BM 417	Security Analysis & Portfolio Management	Finance Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,8,9
Human Resource Specialization																					
13	BM 418	Corporate Compensation Strategy	Human Resource Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√	√				SDG-4,8
14	BM 419	Industrial Relation	Human Resource Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√			SDG-4,8



Integral University, Lucknow

15	BM 420	Training Methodology	Human Resource Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√				√	SDG-4,5,9
16	BM 421	Organization Development	Human Resource Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√					√	√	SDG-4
Information Technology Specialization																					
17	CS 405	Database Management System	Information Technology Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4
18	CS 406	Computer Application in Business	Information Technology Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4
19	CS 407	E-Business	Information Technology Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√		√	SDG-3,4,8,11
20	CS 408	Advanced Decision Support System	Information Technology Specialization	3	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4
Total				24	07	00	320	160	480	320	800		31								



Integral University, Lucknow

Effective from Session: 2020-21

Course Code	BM406	Title of the Course	Business Research Methods	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of the course is to impart the basic concepts of research methods and application of statistical tools to arrive at rationale decisions.						

Course Outcomes

CO1	Knowledge of concept / fundamentals for different types of research.
CO2	Applying relevant research techniques.
CO3	Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques.
CO4	Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.
CO5	Evaluating statistical analysis which includes ANOVA technique and prepare research report.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Research concept and Proposal	Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of the scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – Research Question – Investigation Question Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.	9	1
2	Research design and its types	Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.	9	2
3	Scaling & measurement techniques	Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.	9	3
4	Scaling & its techniques	Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, non-Sampling errors, Methods to reduce the errors, Sample Size constraints, non-response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining the size of the sample – Practical considerations in sampling and sample size, sample size determination.	9	4
5	Data analysis and report writing	Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, and histograms. Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Analysis of Variance: One way and two-way Classifications. Mechanism of Report Writing-Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.	9	5

Reference Books:

Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication.

Research Methodology, C R Kothari, New Age International.

Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.

Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2nd Edition.

e-Learning Source:

https://onlinecourses.swayam2.ac.in/cec20_mg14/preview

<https://in.coursera.org/browse/physical-science-and-engineering/research-methods>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	1	2	1	2	2
CO2	1	2	1	-	2	1	2	2	1
CO3	2	-	1	2	2	2	1	2	2
CO4	2	1	2	1	2	2	1	2	2
CO5	2	1	1	2	1	2	2	1	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM407	Title of the Course	Financial Management	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	This is the foundation course in the area of Finance in order to acquaint a student to use various decision-making tools of finance in a business organization for the efficient utilization of financial resources.						
Course Outcomes							
CO1	Explain the nature and scope of financial management as well as time value of money and risk return trade off						
CO2	Analyze capital budgeting process and capital budgeting techniques						
CO3	Describe various capital structure theories and estimating cost of capital and leverage analysis.						
CO4	Evaluating working capital requirement and management						
CO5	Understanding the determinants of dividend decision in relation to various models of dividend policy						
Unit No.	Title of the Unit	Content of Unit			Contact Hrs.	Mapped CO	
1	Introduction	Introduction, Meaning, scope and development of financial management; Finance Function; Objectives of the Firm, Indian financial system, Risk and Return, Time value of Money and its relevance, computation of EMI, Annuity, Annuity due.			9	1	
2	Capital Investment Decisions	Capital Budgeting: Meaning, Process and Significance, Methods of project evaluation and selection: ARR, Payback and discounted payback, NPV, IRR, Benefit cost ratio and Terminal value Method, risk analysis in investment, Sensitivity Analysis.			10	2	
3	Financing Decisions	Cost of Capital: Cost of Equity, Debt, Retained Earnings and Overall Cost of Capital, Operating and Financial Leverages: Concept and significance, EBIT-EPS analysis, Capital structuring Theories: Net Income approach, Net Operating Income approach and MM approach.			9	3	
4	Working Capital Decisions	Working Capital: Meaning and significance, working capital cycle, Working capital Management, overall considerations in WCM; determinants and determination of working capital requirements; management of cash; management of receivables management of Inventories.			10	4	
5	Dividend Decisions	Ploughing back of profits forms of dividends, factors affecting dividend policy, Retained Earning Vs. Dividend Decision; Walter Model; Gordon Model; MM hypothesis. Contemporary issues in financial management.			7	5	
Reference Books:							
Chandra P., Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill, New Delhi.							
Van Horn James C, Financial Management and Policy, Prentice Hall ofthIndia, New Delhi.							
Khan YM and Jain PK, Financial Management - Text and Problems, ,5 Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi.							
Reddy G.S., Financial Management: Theory and Practice,2nd Edition, Himalayan Publications, NewDelhi							
Michael C. Ehrhardt and Eugene F. Brigham. (2008). Corporate Finance. (1sted.). South-Western Pub							
e-Learning Source:							
Financial Management Specialization (https://in.coursera.org/specializations/financial-management)							
Financial Management (https://www.classcentral.com/course/swayam-financial-management-17605)							
Fundamentals of Financial Management (https://www.classcentral.com/course/swayam-fundamentals-of-financial-management-17618)							

PO-PSO CO	Course Articulation Matrix: (Mapping of COs with POs and PSOs)								
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1	2	2	1	1
CO2	2	2	2	2	2	2	1	2	1
CO3	2	1	1	2	1	2	1	1	1
CO4	2	1	1	2	1	2	1	1	1
CO5	2	2	2	2	2	2	1	2	1

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM408	Title of the Course	Organization Behavior	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of the paper is to familiarize the students with basic management concepts and behavioral processes in the organization						

Course Outcomes	
CO1	To know about the basic concepts of the organization. It will help them to know the challenges and opportunities of the subject.
CO2	To understand the fundamentals of the individuals. It will help them to know the role of the behavior in terms of personality, value and perception.
CO3	To describe the behavioral concepts like learning and motivation over the individuals working in the organization. It will lead to understand the theories related with learning and motivation.
CO4	To learn about the concept of the group & interpersonal dimensions and also to know about its importance for the company
CO5	To know about the leadership styles and provide insights into it and to understand the organizational culture, organizational change and organizational development for the betterment of the organization in this competitive era.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Foundations of Organizational Behavior	The Nature and Functions of an Organization; Meaning and systematic study of O.B; Contribution of Behavioral Sciences to O.B; Developing Contingency Model to OB; Challenges and Opportunities in O.B.	7	1
2	Individual Dimensions in Organizational Behavior	Basic Individual Differences (ability & biographical characteristics); Personality: Meaning, Theories and Determinants; Values; Attitudes and job Satisfaction; Perception Process.	8	2
3	Foundation of Learning and Motivation	Learning process; Theories of Learning: Classical Conditioning, Operant Conditioning and Social Learning; Motivation: Meaning, Theories of motivation-Maslow, Hertzberg, McClelland, McGregor; Process Theories (Vroom's Model); Contemporary Theories: Equity Theory, Attribution Theory).	7	3
4	Group and Interpersonal Dimensions	Formation, Classification, Stages and Group Dynamics; Group Decision Making; Teams and Teamwork; Transactional Analysis; Stress and Conflict: Meaning and Causes of Stress, Types of Conflict (Intra Individual & Interactive), Coping Strategies for Stress and Conflict.	7	4
5	Organizational Dimensions	Leadership: Meaning, Style and Theories of Leadership-Trait, Behavioral and Situational Theories. Organizational Culture: Concept, Characteristics, Elements of Culture, Implications of Organization Culture, Organizational Change, Organizational Development	6	5

Reference Books:

Davis, Keith: Organizational Behaviour, Tata McGraw Hill. Edition-5th.

Robins, S.P and Sanghi, S.: Organizational Behaviour, Pearson Edition, New Delhi, Edition-13th..

Prasad, L.M.: Organizational Theory and Behaviour, HPH, New Delhi. Edition-3rd

Michael C. Ehrhardt and Eugene F. Brigham. (2008). Corporate Finance. (1st ed.). South-Western Pub

e-Learning Source:

<https://archive.nptel.ac.in/courses/110/106/110106145/>

<http://www.digimat.in/nptel/courses/video/110106145/L01.html>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	2	3	2	3	3
CO2	3	2	3	2	3	3	2	3	3
CO3	3	3	3	2	3	3	2	3	3
CO4	3	3	3	2	3	3	2	3	3
CO5	3	3	3	2	30	3	2	3	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM409	Title of the Course	Production Operation & Management	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective is to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. The Course will help learners evolve an integrated perspective and developing Interface of operations management with other managerial areas.						

Course Outcomes	
CO1	Understand the role of operations in both manufacturing and service organizations and the significance of operations Strategy in the overall business.
CO2	Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location, also study the problems related to the various facility layouts.
CO3	Identify the goals and objectives of inventory management and Understand the various selective inventory control techniques and its applications.
CO4	Learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.
CO5	Emphasis on effectiveness and efficiency of operations by job and work design, process design, layout design and control of systems.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Operations Management - An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, Capacity Planning & Management, Systems for Product & Services.	9	1
2	Production Planning & Control	Facility Location & Facility Layout, Scheduling Techniques, Forecasting types and methods. Introduction to Network Analysis, PERT & CPM Cost crashing: Production & operations Control. Inventory Management	9	2
3	Inventory Management	Inventory Management- Objectives, Factors, Process. Inventory control techniques- ABC, VED, FSN analysis, Economic Order Quantity, Materials Requirement Planning (MRP), P-system & Q-system, Just-In-Time (JIT).	9	3
4	Quality Control	Quality Control & Quality Assurance, Statistical Quality Control, Theory of Control Charts. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).	9	4
5	Work Study & Emerging Issues	Method study- Principle & Applications, Time study- Principle & Applications, Job Analysis & work sampling, Issue of Pollution controlling Production Management, Maintenance Management.	9	5

Reference Books:

Adam Everett E & Ebert Ronald J; Production & Operations Management: Concepts, Models & Behavior, PHI, Fifth Edition, New Delhi.

Operations Management (McGraw-Hill Series in Operations and Decision Sciences)

Operations Management: Processes and Supply Chains (11th Edition)

Jack: Straight from the Gut by Welch, Jack, Byrne, John A. (October 1, 2003) Paperback

e-Learning Source:

https://www.youtube.com/watch?v=eywQyLuTHNQ&list=PLPf7aahSRKFVuCziM_YMAoYYnlLeX5j8F

https://www.youtube.com/watch?v=aSd8Hbg-tuY&list=PLLy_2iUCG87A-kHGx4YUY97ShTTqBfA6-

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	3	2	3	3	2	-
CO2	1	2	1	2	3	1	1	2	-
CO3	1	1	1	1	2	1	3	1	-
CO4	2	2	3	1	3	1	2	2	-
CO5	2	2	3	3	1	1	2	1	-

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	BM 410	Title of the Course	Consumer Behaviour	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of this paper is to develop the understanding about the consumer behaviour for making marketing decisions. This paper will help to understand the process of the consumer decision making. This paper will help to know the impact of environment over the consumers.						

Course Outcomes	
CO1	To know about the concept of consumer behavior and the process of consumer decision making. It will help them to know the characteristics and the value of the Indian consumers.
CO2	To understand the fundamentals of the consumer behaviour in the Indian environment. It will help them to know the influence of the different internal and external factors.
CO3	To describe the individual consumer knowledge. It will help them to understand the concepts of consumer learning, consumer perception, consumer attitude and personality of the consumers.
CO4	To learn about the concept of the consumer behaviour in terms of different models given by the academics people associated with the behavioral study.
CO5	To provide insights into consumer research and consumer ethics. It will help them to know the importance of consumer research and consumer ethics in the present business world.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction To Consumer Behaviour	Meaning of Consumer Behaviour, Importance of Consumer Behaviour, Indian consumer characteristics, Achieving consumer satisfaction & delight, Developing consumer value, Consumer decision making process, Diffusion of Innovation.	10	1
2	Consumer Behaviour In Indian Environment	Meaning of environmental influences, environmental influences on consumer behaviour-Individual determinants & influences of external environmental factors on consumer behaviour (in context with economic, cultural and social influences on Consumer Behaviour).Group influences and Family life-cycle influences on consumer behaviour.	9	2
3	Individual Consumer Knowledge	Consumer learning: Meaning of consumer learning, Learning theories- Classical conditioning theory, Operant conditioning theory & Cognitive theory Consumer perception: Meaning of consumer perception, process of consumer perception Consumer attitude: Meaning of consumer attitude, formation of consumer attitude Consumer personality: Meaning of consumer personality, consumer traits.	9	3
4	Consumer Behaviour Models	Economic Model, Psychological Model, Pavlovian Model, Input-Process-Output Model, Howarth Sheth Model, Engel-Blackwell-Kollat Model & Nicosia Model.	9	4
5	Consumer Research & Consumer Ethics	Consumer Research: Meaning of consumer research, importance of consumer research & Process of consumer research. Consumer Ethics: Meaning of consumer ethics, illegal actions & consumerism.	8	5

Reference Books:

Schiffman, Kanuk, Kumar & Wisenblit, Consumer Behaviour, Tenth edition, Pearson Prentice Hall

Loudon & Bitta, Consumer Behaviour, Fourth edition, Tata McGraw Hill

Solomon, Consumer Behaviour, Eighth edition, Pearson Prentice Hall

Gupta S.L. & Pal S., Consumer Behaviour, First edition, Sultan Chand & Sons

e-Learning Source:

<https://iimb.ac.in/catalog/consumer-behaviour/>

<https://www.udemy.com/course/consumer-behavior-r/>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	3	1	1	1	2	2	3	3
CO2	3	3	1	1	1	2	2	2	2
CO3	3	3	1	2	3	1	1	3	3
CO4	1	3	3	1	2	1	1	3	3
CO5	2	3	3	1	2	1	1	3	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	BM411	Title of the Course	Marketing of Services	L	T	P	C
Year	I	Semester	II	3	0	0	3
Pre-Requisite	None	Co-requisite	None				

Course Objectives	The aim of this course is to acquaint the students with the concept of services marketing and other related issues viz services marketing mix, tools and techniques in services marketing research and other special aspects of services marketing
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Course Outcomes

CO1	Understand the fundamental concepts of service marketing and its functions
CO2	Understand different models of service quality and identify the role and significance of various elements of service marketing mix
CO3	Analyze customer requirement, measure service quality and design and deliver better services.
CO4	Understand the consumer behavior in Service Sector
CO5	To understand the application in different service organization

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Concept of Service Marketing	Concepts, contribution and reasons for the growth of services sector, unique characteristics of Services; Classification of service. Growth of the Service Sector, Difference between Services and Products. Service Continuum, Service Marketing, importance and features	7	1
2	Marketing Mix	Marketing, Marketing mix in services marketing The seven Ps - Product Decisions - Pricing Strategies and Tactics Promotion of Services and Placing or Distribution Methods for Services, Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel. Service Marketing Triangle	7	2
3	Services Quality & Tools and Techniques in Analyzing Services Market	Service Quality, GAP Model of Service Services Quality, Measuring Effectiveness of Services Marketing, How to design a Service, Service life Cycle, Key Operational components of services planning, Internet as a service enabler.	7	3
4	Focus on Customer	Consumer behavior in services, Factors influencing consumer buying behaviour, Stages to the Consumer Buying Decision Process, Relationship marketing: The service-based business plan, the future of service marketing; Technological changes and the services	7	4
5	Special Aspect of Service Marketing:	Marketing of Services in area of financial services, Banking, Insurance, Tourism, Transportation, Hotel, Hospital, Consultancy services	7	5

Reference Books:

1. Zeithmal Valarie, Services Marketing, Tata McGraw Hill Education
2. Lovelock Christopher (Pearson Education), Services Marketing: Technology and Strategies
3. Sinha P.K. & Sahoo S.C. (Himalya Publishing House) Services Marketing
4. Marketing of Financial Services (BIZTANTRA) – 2013 by Dhananjay Bapat (Author)
5. Services Marketing, C. Bhattacharya, Excel Books India, 2009

e-Learning Source:

- Service Marketing Concepts and Application, IIMB, <https://www.edx.org/course/services-marketing-concepts-applications>
- Service Marketing in Totality, Udemy, <https://www.udemy.com/course/services-marketing-in-totality/>
- Services Marketing: A Practical Approach
Indian Institute of Technology, Kharagpur and NPTEL via Swayam Help, <https://www.classcentral.com/course/swayam-services-marketing-a-practical-approach-7961>
- Service Marketing Planning and Management, eCornell, <https://ecornell.cornell.edu/courses/hospitality-and-foodservice-management/services-marketing-planning-and-management/>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO- PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO4	PSO5
CO1	3	1	2	2	2	2	1	2	2
CO2	2	1	2	2	2	2	1	1	2
CO3	2	1	2	2	2	2	1	2	1
CO4	2	2	2	2	2	2	1	1	1
CO5	2	1	1	2	1	2	1	1	1

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Dr. Firoz Husain Name & Sign of Program Coordinator	Dr. Syed Shahid Mazhar Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM412	Title of the Course	Sales & Distribution Management	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The purpose of this paper is to acquaint the student with concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.						

Course Outcomes	
CO1	Identify issues related to design and implementation of Sales Strategy.
CO2	Apply concepts related to improving performance of Sales Team.
CO3	Analyze roles and responsibilities of a Sales and Marketing Manager.
CO4	Design and implement channel strategies.
CO5	To understand the process and factors involved in Distribution Channel and managing it.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Sales Management, Personal Selling and Marketing Strategy	Evolution of the Sales Department and the objectives of Sales Management Sales Management and Control , Theories of Selling , SPIN Selling ,Buyer-Seller Dyads Diversity of Personal Selling situations , Sales Potential and Sales Forecasting Personal Selling Objectives and Strategy , Determining the kind of sales personnel and the size of the sales force , Determining sales related marketing policies.	9	1
2	Organizing Sales Effort	Functions of the sales executive , Qualities of effective sales executives and the relations with top management Types of sales organization structures Centralization and Decentralization in Sales Force Management Setting Up a sales organization Sales department relations.	9	2
3	Sales Force Management	Sales personnel management Recruitment and Selection Process Sales training programme Motivating sales personnel Types of compensation plans for sales personnel Sales meetings and sales contests Evaluating and supervising sales personnel.	9	3
4	Controlling the Sales Effort	Sales Budget: Purpose and Procedure Sales Target: Types and Procedure Sales Territory: Purpose, Procedures, routing and scheduling Sales Technology and Sales Force Automation.	9	4
5	Distribution Management	Marketing Channel Members, Types, Functions and Design Channel Intensity, Costs and Margins Channel Management for Rural Markets Managing Channel Partners: Roles, Objectives and Methods Channel Information Systems Supply Chain Management International Sales and Channel Management.	9	5

Reference Books:

- Still, R.R., Cundiff, E.W., Govani N.A.P., and Puri, S., Sales and Distribution Management – Decisions, Strategies, and Cases, New Delhi: Pearson India Education Services Pvt. Ltd.
- Singh, R., Sales and Distribution Management: A Practical-Based Approach, New Delhi: Vikash Publishing House Pvt. Ltd.
- Barry, B., Evans, J., Chatterjee, P. and Shrivastava, R., Retail Management: A Strategic Approach New Delhi: Pearson India Education Services Pvt. Ltd.
- Sahu, P K and Raut, K C : Salesmanship and Sales Management, Vikas Publishing House Pvt. Ltd. Edition -3rd.
- Cundiff,still and Govoni : Sales Management, PHI, New Delhi.Edition-3rd.

e-Learning Source:

- <https://nptel.ac.in/courses/110105122>
- <https://in.coursera.org/specializations/sales-management-bridging-gap-strategy-sales>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	1	2	1	2	2
CO2	-	2	1	2	2	1	-	2	-
CO3	2	-	3	2	-	2	1	2	2
CO4	-	2	2	-	2	3	-	2	2
CO5	2	-	1	2	-	-	2	1	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM413	Title of the Course	Retail Management	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				

Course Objectives

The objective of this course is to develop in-depth knowledge about the various retail and merchandising systems and markets.

Course Outcomes

CO1	To discuss the basic concepts of retailing, various theories of organization behavior like attitude, perception which influence a buyer.
CO2	To discuss about various retail environments customer buying behavior.
CO3	To develop an understanding about trading area analysis and store location internally and externally.
CO4	To discuss the details about managing retail business ,services and financial dimension etc.
CO5	To discuss the concepts of retail information system, retail pricing and retail at world level.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
	World Of Retailing	Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your customers, focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.	10	1
	Retail Environment And Customer Buying Behavior	Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non-Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing	9	2
	Retail Strategy & Store Location	Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.	8	3
	Merchandising Management	Managing Retail Business: Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.	8	4
	Pricing And Retail promotion Mix	Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management. Swapna Pradhan, Retailing management, TMH	10	5

References Books:

Berman B & Evans J R, Retail Management, PHI

Michael Lervy M & Weitz B W, Retailing Management, TMH

Swapna Pradhan, Retailing management, TMH

Best for Understanding Motivation: 'Drive' by Daniel H. Pink

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc22_mg51/preview

https://onlinecourses.swayam2.ac.in/imb19_mg02/preview

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	2	3	2	2	2
CO2	3	3	3	2	3	3	2	2	3
CO3	3	3	3	2	3	3	2	2	3
CO4	3	3	3	2	3	3	2	2	3
CO5	3	3	3	3	3	3	2	2	3

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM414	Title of the Course	Capital and Money Market	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	This is the foundation course in the area of money and capital market in order to acquaint a student to have a thorough understanding of these markets to enable them to make investment						

Course Outcomes	
CO1	To comprehend different components of Indian financial system and the role and functions of SEBI.
CO2	To explain the conceptual framework of primary market in relation with IPOs.
CO3	To describe the role of intermediaries in the financial market.
CO4	To understand the concept of secondary market and stock exchange mechanism in India.
CO5	To comprehend conceptual and regulatory framework of Mutual funds in Indian.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Indian Financial System	Components of Indian Financial System, Institutions, Instruments, Market and Services, Nature and role of financial system and Economic Development, Financial Sector Reforms, SEBI: meaning, scope, objective, powers and function of SEBI.	7	1
2	Primary Market	Capital Market-Constituents, Functions, Capital Market Instruments, New Issue Market, Private Placements, New Issue Market-Meaning, Evolution of Primary Market in India, mode of issuing Securities, IPO Grading, Green shoe option, On-line IPO's, steps to Improve Primary Market Infrastructure.	8	2
3	Depositories and Custodians	Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, Dematerialization: meaning of DEMAT, purpose and process of DEMAT.	8	3
4	Secondary Market	Introduction, organization, Management and Memberships of stock exchanges, Margin Systems, and Drawbacks of Indian Stock Markets, Indian Stock Exchanges-Meaning of Stock exchange, Organization of Stock exchanges in India, Functions of Stock exchange, BSE, NSEI, OTCEI, National and Regional Exchanges, Reasons for failure of OTCEI, Barometer of Stock markets, Market indices, NEAT system: concept, hierarchy, logging in and logging off, order management, internet broking, WAP	15	4
5	Mutual Fund & Money Market	Money market: meaning, features, role of money market and Instruments, Mutual funds, Objectives, Features and importance, SEBI Regulations, Classification of schemes	7	5

Reference Books:

Bhalla VK, Indian financial system, Anmol publications Pvt. Ltd

Uma Kapila & Raj Kapila, Economic reform series

Goel AK & Khan MS, Capital & Money Market, Himalaya Publication Pvt Ltd.

Ramesh Babu, Financial Markets and Institutions. 1st edition, Concept publishing company, 2006.

Machiraju HR, Indian financial system, Vikas publishing house

e-Learning Source:

<https://youtu.be/UwpBRm-LG44>

<https://youtu.be/p1KD-Y1e2Hg>

<https://youtu.be/88S1wZGfuqk>

PO-PSO CO	Course Articulation Matrix: (Mapping of COs with POs and PSOs)								
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	1	1	3	1	1	1
CO2	1	1	2	1	1	1	2	1	2
CO3	1	2	2	1	2	1	2	1	2
CO4	2	1	2	2	1	2	1	1	2
CO5	2	1	2	1	1	1	2	1	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-2021							
Course Code	BM415	Title of the Course	International Finance	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Objective	This is the foundation course in the area of International Finance in order to acquaint a student to various instruments and environment in international business.						

Course Outcomes	
CO1	To demonstrate the understanding of international finance and its significance, international financial system, international financial flows and international sources of finance.
CO2	To demonstrate the understanding of exchange rates, its determinants, mechanics of currency trading and international parity conditions.
CO3	To demonstrate the understanding of currency derivatives and trading strategies.
CO4	To demonstrate the understanding of foreign exchange risk and exposure and its management.
CO5	To demonstrate the understanding of portfolio management, international project appraisal and international working capital management.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Financial Management in Global Context	IFM: concept and significance, Development in IFM, Foreign Exchange Markets and International Financial Markets, The Finance Function, International financial flows and balance of payments, International financial system & institutions, International Sources of Finance for the Firm, Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicated Loans), Securitized Financing (Euro note), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations.	10	1
2	Exchange Rate	Exchange Rate Concepts, Trading, Mechanics of Currency Trading, Exchange Rate Quotations, Arbitrage and Two-point Arbitrage Calculations, Exchange rate determination, Fundamental Factors Affecting Exchange Rates, Structural Models of Exchange Rate determination, Law of one price, Purchasing power parity, The international Fisher effect, Inflation risk and its impact on financial markets.	10	2
3	International Finance Instrument	Forward Contracts, Future Contract, Currency Swaps, Currency Options; Concept, types and strategies.	07	3
4	Foreign Exchange Risk Exposure	Definition of Foreign Exchange risk, Accounting Exposure, Economic Exposure, Currency Risk – Sharing Methods.	08	4
5	Global Financial Management	International portfolio investment, Financing of international trade, international working capital management, international project appraisal.	10	5

Reference Books:

Hull, J.C., (2010). "Options, Futures and other Derivatives", 7th Edition, Pearson Education.

Gupta, S.L. (2009). Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, Prentice-Hall of India.

Siddaiah, Thummururi. (2011) International Financial Management, 2nd Edition, Pearson Education.

Ramesh Babu, Financial Markets and Institutions. 1st edition, Concept publishing company, 2006.

M. Y. Khan and P. K. Jain, Financial Management: Text, Problems and Cases, 6th Edition, Tata McGraw-Hill Education, 2011

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc23_mg34/preview

<https://nptel.ac.in/courses/110105031>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	2	1	2	-	2	1
CO2	1	1	-	-	2	-	1	1	2
CO3	-	3	2	3	-	-	3	3	-
CO4	2	-	2	2	1	2	-	1	-
CO5	1	2	1	-	-	1	2	3	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	BM416	Title of the Course	Merchant Banking and Financial Services	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	This course caters to introduce the students to various areas of financial services prevalent in the economy and the role and services offered by merchant bankers.						

Course Outcomes

CO1	To understand the working of Merchant Banking institutions and its major activities.
CO2	To understand the process of Public Issue.
CO3	To identify the role and regulatory environment of financial services in Indian
CO4	To give an insight on operations and management of mutual fund and venture capital in India
CO5	To describe the role of various instrument of credit financing.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Merchant Banking Activities	Merchant Banking: It's meaning importance and need of merchant banking in India, Activities and role of merchant banker Merchant Banker - category, types, and role, Merchant banking organizations, Merchant banking activities - Underwriting and brokerage, Securitization, and loan syndication, Merchant banker and Indian financial institutions	10	1
2	Managing Capital Issues	Management of capital issues- pre and post issue management, Free pricing and marketing of capital issues, Modifications affecting issue management, Private placement of securities and bought out deals	10	2
3	Financial Services, Leasing and Securitization	Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of Financial Services, Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Installments sale. Securitization.	10	3
4	Mutual Funds and Venture Capital	Introductions to mutual fund - types & classification of mutual fund schemes, operations and management of mutual fund in India, venture capital, issues in venture capital financing	8	4
5	Credit Financing	Factoring, Bill Discounting, Forfeiting, Credit Rating, Consumer Finance, Credit Cards, Bank assurance	7	5

Reference Books:

Bhole, L.M. (2009) Financial Institutes and Markets' 5th Edition, Tata McGrawHill

M Y Khan, (2009) . Financial Services, 6th Edition, Tata McGraw Hill.

Varshney and Mittal. (2009) Indian Financial System, 10th Edition, Sultan Chand & Sons.

Marketing of Services (BIZTANTRA) – 2013 by Dhananjay Bapat (Author)

e-Learning Source:

Basics of merchant banking - <https://unacademy.com/lesson/basics-of-merchant-banking/53SR2VE9>

Mutual funds - <https://www.nseindia.com/learn/self-study-ncfm-modules-advanced-mutual-funds-module>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	2	2	1	1	-
CO2	-	-	1	-	1	1	1	-	1
CO3	1	-	2	-	-	1	-	1	-
CO4	1	1	-	1	1	-	1	-	-
CO5	2	1	1	-	1	1	-	-	1

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator

Sign & Seal of HoD



Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM417	Title of the Course	Security Analysis and Portfolio Management	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	This is the foundation course in the area of security analysis and portfolio management in order to acquaint a student to use various tools of security analysis and investment management for the efficient utilization of financial resources.						

Course Outcomes	
CO1	To be able to get the knowledge of Investment, its options and the current issues regarding investment protection in India
CO2	To get the concept of Risk and Return understood from the point of view of investment decisions.
CO3	Environmental and technical analysis to get the best outcome of the investment decisions.
CO4	Portfolio analysis is important for investment. To be able to know the theories regarding it.
CO5	To be able to know the concept of portfolio management and its evaluation methods and theories.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Concept of investment, objective of Investment, investment and speculation, investment and gambling, investment process, alternatives of investment, Securities and security markets, new issues markets- function, financial intermediaries, SEBI and its guidelines; Investor protection.	8	1
2	Risk-Return and Valuation	Risk & Return: Concept of Risk, Measures of risk and return, calculation, systematic and Unsystematic risk components. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Valuation of Debentures/Bonds: nature of bonds, valuation	8	2
3	Environmental Analysis & Technical Analysis:	Efficient market theory, Fundamental Analysis: Economy analysis, Industry analysis, Company analysis, financial analysis, Technical Analysis: Dow theory, Elliot's wave theory, Relative strength Analysis, Moving average analysis	12	3
4	Portfolio Analysis & Selection	Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.	10	4
5	Performance Evaluation	Performance measurement of portfolios- Sharpe ratio; Treynor ratio; Jensen's Alpha, Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry	7	5

Reference Books:

- Chandra P., Security Analysis & Investment Management, Tata McGraw Hill, New Delhi.
- Fischer & Jordan, Security Analysis & Portfolio Management, Pearson Education.
- Frank K.R. & Keith E. Brown, Investment Analysis & Portfolio Management, Cengage Learning Pvt. Ltd., New Delhi.
- Gitman & Joehuk, Fundamentals of Investing, Pearson Addison Wesley. 5. Sharpe & Alexander, Investments, PHI Publication, New Delhi.
- M. Rangnatham and R. Madhumathi, "Investment Analysis and Portfolio Management"

e-Learning Source:

- Security Analysis & Portfolio Management(https://onlinecourses.nptel.ac.in/noc21_mg99/preview)
- INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (<https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-and-portfolio-management>)
- Security Analysis & Portfolio Management (<https://study.com/academy/course/finance-304-security-analysis-portfolio-management.html>)

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	1	1	2	1
CO2	2	3	2	2	1	1	2	2	1
CO3	1	2	3	2	1	2	3	3	1
CO4	1	1	2	2	1	2	2	2	2
CO5	1	2	2	2	2	2	2	1	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM418	Title of the Course	Corporate Compensation Strategy	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this course is to expose the learner to the legal provisions & their manifestation in the current business scenario & to formulate & administer an effective strategic compensation strategy						

Course Outcomes	
CO1	The student will learn about Objectives, Nature and concept of compensation, Types of wages & its Definitions- Minimum, Need, Based, Fair, Living, Money, Real, Wages, Multi-Dimensional Approach to Wages, Wage Policy Objective & Its Need, and National Wage Policy & Income Policy.
CO2	The student will learn about Need of Legislative Control, Workers Compensation Act, 1923, Payment of Wages Act 1936, Minimum Wages Act 1948, ESI Act 1948, Payment of Bonus Act 1965, Equal Remuneration Act 1976.
CO3	The student will understand the Systems of Wage Payments- Time, Piece, and Payment by Results, Balance or Debt, Job Evaluation Incentive rate, Compensation Payment system in Different Countries.
CO4	The student will learn about Job Analysis, Factors affecting compensation, Basic, DA, HRA, Overtime, Annual Bonus, Fringe Benefit & Incentives, PF, Gratuity, compensation Structure Design with Linkage to Personnel Functions.
CO5	The student will learn about Institutions Involved in Wage and Salary Fixation, Fair Wage Committee, Tripartite or Bi- partite Negotiation, Collective bargaining, Wage Board, Pay Commission, Tribunals.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Compensation	Objectives, Nature and concept of compensation, ,Types of wages & its Definitions- Minimum, Need, Based, Fair, Living, Money, Real, Wages, Multi-Dimensional Approach to Wages, Wage Policy Objective & Its Need, National Wage Policy & Income Policy	10	1
2	Compensation Legislation	Need of Legislative Control, Workers Compensation Act, 1923, Payment of Wages Act 1936, Minimum Wages Act 1948,ESI Act 1948, Payment of Bonus Act 1965, Equal Remuneration Act 1976	10	2
3	Compensation Payment Systems	Systems of Wage Payments- Time, Piece, Payment by Results, Balance or Debt, Job Evaluation, Incentive rate, Compensation Payment system in Different Countries	10	3
4	Compensation Structure	Job Analysis, Factors affecting compensation, Basic, DA, HRA, Overtime, Annual Bonus, Fringe Benefit & Incentives, PF, Gratuity, Compensation Structure Design with Linkage to Personnel Functions,	8	4
5	Wage & Salary Fixation Machinery	Institutions Involved in Wage and Salary Fixation, Fair Wage Committee, Tripartite or Bi- partite Negotiation ,Collective bargaining, Wage Board, Pay Commission, Tribunals	7	5

Reference Books:

Sarma A.M. Understanding Wage system,9th Edition, Himalaya Publications

R.S. Dwivedi - Personnel Management in Indian Enterprises, 4th Edition (Vrinda Publications)

A Handbook of Employee Reward Management and Practice by Michael Armstrong

Compensating New Sales Roles: How to Design Rewards That Work in Today's Selling Environment by Jerome A. Colletti and Mary S. Fiss

e-Learning Source:

<https://www.coursera.org/learn/compensation-management>

<https://www.linkedin.com/learning/topics/compensation-and-benefits>

<https://ecornell.cornell.edu/certificates/human-resources/compensation-studies/>

<https://eddy.com/hr-encyclopedia/compensation-strategy/>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1	1	1	2	2	2
CO2	2	2	2	1	2	1	2	2	2
CO3	1	2	3	2	2	2	2	2	1
CO4	1	1	1	2	3	2	1	2	2
CO5	2	1	2	1	1	1	1	1	1

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM419	Title of the Course	Industrial Relation	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of this syllabus is to bring a clear conceptual understanding to the students regarding the Industrial relations system, its modus operandi and the role of parties involved therein.						

Course Outcomes	
CO1	To understand the concept of HRD and different approaches in India.
CO2	To understand the industrial conflicts and disputes reason for strikes and lockouts.
CO3	To understand different bodies working in HRD.
CO4	To understand the function of the trade union.
CO5	To understand the wage system and Grievance handling system in India.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Industrial Relation	Concept approach & organization :HRD in Perspective, Importance, concept, scope and concept of IR, Objective of Industrial Relations, Functional approaches of IR -Systems Approach, Oxford Approach, Marxist approach, Human Relation Approach & Gandhian Approach, Scope of Industrial Relations, IR in India.	10	1
2	Industrial Conflicts & Discipline	Definition and essentials of a dispute ,Classification of Industrial Dispute & its Impact,Cause of Industrial conflict, Dispute over unfair labor practices, Form or Techniques of Strikes ,Prevention of Strikes, Lock out, Discipline: Concept, Code of Discipline in Industry, Disciplinary procedures.	10	2
3	Tripartite And Bipartite bodies, ILO	Tripartite Bodies: Concept & Importance & Evolution ,Indian Labor Conference, Standing Labor Committee & Industrial Committees & other Tripartite Bodies Bipartite dies: Concept & Importance & Evolution of Bi-Partite Bodies Works Committee & Joint Management Councils ,ILO & India.	10	3
4	Trade Unions	Concept ,Features ,Functions, structure of Trade Union ,History of Trade Union, Origin & Reasons for slow growth, Types & structure of Trade Union Problems of Trade Union, Worker participation in Management, Trade Union Act,1926.	7	4
5	Collective Bargaining, Grievance Handling & Wage Negotiations	Collective Bargaining: Meaning, types & Principles of CB Process of Collective Bargaining, Collective Bargaining in India, Levels at which CB have been conducted - Plant Level, Industry Level & National Level Pre-requisites of a Successful Collective Bargaining Grievance Procedure: Concept & principles of Grievance Handling, Essential conditions of successful handling of Grievances, Causes of Grievances, Procedure for Grievance Settlement, Model Grievance Handling Procedure.	8	5

Reference Books:

Industrial Relations & Collective Bargaining -S.K.Bhatia,Nirmal Singh, Edition 1st, Publisher, Deep & Deep Publishing House.

Industrial Relations-Amit Agarwal-Pacific Publications-Edition-Ist , 2009.

Industrial Relations P Venkataraman-Edition, Ist, Aph Publications.

Industrial Relations and Labour Laws” by S C Srivastava.

Industrial Relations, Trade Unions and Labour Legislation” by P R N Sinha and Sinha Indu Bala.

<https://nptel.ac.in/courses/122102007>

https://onlinecourses.nptel.ac.in/noc22_mg52/preview

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	1	2	1	2	2
CO2	-	2	1	1	2	1	-	1	-
CO3	2	-	1	2	-	2	1	2	2
CO4	-	2	2	-	2	1	-	1	1
CO5	2	-	1	2	-	-	2	1	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code:	BM 420	Title of the Course	Training Methodology	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite: None	None	Co-requisite: None	None				
Course Objectives	The objective of the course is to provide the learner an insight about how training needs of any organization are determined and fulfilled to develop the employees for better performance. The course focuses on updating management skills.						

Course Outcomes

CO1	To link the training and development to company's strategy effectively and assess the training needs of the people working in the organization.
CO2	To apply various methods of training and development in real life situations.
CO3	To design, develop, and conduct training and development programmes.
CO4	To evaluate the effectiveness of training and development programmes as well as learning outcomes.
CO5	To leverage the emerging trends in the field of Training and development.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	The Training Context	History of training, Philosophy of training, Definition of training, Concepts of training: Nature, Scope, Challenges, Forces influencing Training.	10	1
2	Strategic training and Its Dynamics	Strategic Training: Models of training-Faculty, Customer, Matrix, Corporate University and Business Embedded Model. Role of training in HRD, Learning process & principles, Training process & dynamics, Training and development strategies	10	2
3	Training Needs Analysis	Training need analysis: The process and Approaches of TNA, Organizational Analysis, Requirement Analysis, Task, Knowledge, Skill and Ability Analysis, Person Analysis, Team Work for conducting TNA, Output of TNA. Methods of training, Designing of training programs, Development of training systems, Evaluation of training and development	10	3
4	Trainer And Training	Training techniques and trainers role, Training styles-Selecting Trainer, selecting and preparing the Training Site, Pre Training Communication, Facilitation of Training with focus on Trainee. Transfer of Training Conditions Of Transfer, Facilitation of Transfer with focus on Organizational Intervention (Supervisor Support, Peer Support, Trainer Support, Reward System, Climate, etc.) Learning styles, Role of a trainer, Action research in training	8	4
5	Employee Development Career Management And Future of Training and Development	Approaches to Employee Development, Development Planning Process. Types of development programmes-seminar, conferences, symposia. Career Management-Models of Career development Emerging trends in training methodologies	7	5

Reference Books:

Telling Ain't Training- 2nd Edition, by Harold D. Stolovitch and Erica J. Keeps, Latest edition.
Employee Development on a Shoestring, by Halelly Azulay, 2012.
Training and Development by Steven A. Beebe, Timothy P. Mottet and K. David Roach, 2012
Mapping the training program: Michalak
Training & Development: Lynton & Pareek

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc21_mg73/preview
https://www.classcentral.com/course/swayam-training-and-development-58571

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	-	1	2	2	1	--
CO2	-	2	-	1	-	-	-	--	1
CO3	1	2	-	-	-	1	1	-	1
CO4	2	-	1	-	1	1	-	-	-
CO5	1	1	-	1	1	-	1	1	-

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator					Sign & Seal of HoD				
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM 421	Title of the Course	Organization Development	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of the course is to help students understand the process and intervention for organizational development learn OD as a viable Strategy for changing and improving Organizational effectiveness and understand OD in Global Perspective.						

Course Outcomes	
CO1	To know overview of Organization Development.
CO2	To understand the Organization Development process.
CO3	To understand the relationship between OD & Culture.
CO4	To understand various organization development interventions.
CO5	To understand various organization development strategic interventions.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction To OD	Definition Nature & Characteristics of organization development. History & Process of O.D. Theories & methods, Goals / Objectives of O.D, O.D. Models, Management development Vs. Organization development	10	1
2	Condition For OD& Process	Conditions for O.D. Success. Action research: Process, History and Examples. OD Process	10	2
3	Facilitators & Culture	Development of O.D. facilitators ,OD & Culture, Feedback: Characteristics of effective feedback, survey Feedback, Stress Management	10	3
4	Organization Development Interventions	Overview of organization development interventions: Characteristics of effective interventions, Designing Intervention, Intervention Process. Team interventions, Inter-group, third party & Comprehensive interventions, Structural interventions & Managing organizational change	8	4
5	Strategic Interventions	Organizational learning and transformation, Future of organization development, Business ethics and OD, Work Organization and Quality of Work Life (QWL),Restructuring Organization, Job Enrichment, Ethical Issues In OD	7	5

Reference Books:

Organization Development: French & Bell
 Organization Development: French, Bell & Zawaki
 Organization Development For Excellence: Kesho Prasad
 Organization Design, Change & Development: MG Rao, VSPRao

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc20_mg56/preview

<https://nptel.ac.in/courses/110102016>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	-	1	-	2	-	1	-	2	-
CO2	-	2	-	2	-	-	-	2	2
CO3	-	-	-	2	2	-	2	-	1
CO4	2	-	2	-	-	-	-	2	2
CO5	2	-	2	-	2	2	2	-	-

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	CS405	Title of the Course	Database Management System	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To introduce students with the applications of system designed to manage organizational data resources and to enable better understanding of database in corporate environment.						

Course Outcomes	
CO1	To understand the Components of Database Management Systems and Record Storage & Primary File Organizations.
CO2	To explain the Decomposition of Relation Schemes Relational Database Design: Integrity Constraints; Functional Dependencies Normalization.
CO3	To introduce the Structured Query Language, Oracle- Creating Table.
CO4	To enable the Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access Advanced Data Models & Emerging Trends.
CO5	To understand the cloud computing (concept and application), contemporary issues.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction:	Introduction to Database; Organization of Database; Components of Database Management Systems; Types of Data Models: Entity-Relationship Model, Network Data Model, Hierarchy Data Model; Relational Data Model, Semantic Data Model; Advantages of DBMS, Record Storage & Primary File Organizations , Index Structures for Files.	10	1
2	Database Design:	Relational Database Design: Integrity Constraints; Functional Dependencies Normalization; Physical Database Design; Decomposition of Relation Schemes; the Relational Model.	10	2
3	SQL& ORACLE	Structured Query Language, Oracle- Creating Table: applying column constraints; Inserting Rows; Views, Indexes & Sequences, Cursor, Triggers, Procedures, Functions & Package.	10	3
4	Database Utilities:	Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access Advanced Data Models & Emerging Trends: Advanced Data Modeling Concepts, Object Oriented Databases, Distributed Databases & Client Server Architecture	8	4
5	Related recent development	SQL, The client/server Database environment, cloud computing (concept and application), contemporary issues.	7	5

Reference Books:

Elmasri, Navathe : Fundamentals of Database System, Pearson Education

Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.

Pratt, concept of data base management, Vikas

Date : An Introduction to Database System, Pearson Education.

e-Learning Source:

<https://nptel.ac.in/courses/106105175>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	3	-	1	-	2	-
CO2		-	-	-	2	-	3	-	-
CO3	1	2	3	-	-	-	-	2	1
CO4		2	1	-	3	2	-	-	-
CO5	2	-	2	2	-	-	3	3	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	CS406	Title of the Course	Computer Application in Business	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To enable learners understand the use of IT in business and driving change by providing them thorough understanding of fundamental principles and trends in the developing field						

Course Outcomes

CO1	To enable the comparison and use (comparison of several dimensions' of various MSS viz. TPS / MIS/ DSS/ ES / EIS/KMS)
CO2	To understand the Inventory Systems; their sub systems, description and organizational levels.
CO3	To explain the Enterprise Resource Planning (ERP) - Features, capabilities and Overview of Commerce Software
CO4	To understand the Concept & Application, Remote Transaction Processing.
CO5	To explain the Bluetooth, smart cards and other eminent technologies.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Framework for decision support in a business, Management support systems(MSS)-their attributes, comparison and use (comparison of several dimensions' of various MSS viz. TPS/MIS/DSS/ES/EIS/KMS).	10	1
2	Functional Systems	Marketing&SalesSystems,Finance&AccountingSystems, Manufacturing&ProductionSystems,HumanResourceSystems,InventorySystems;theirs subsystems,descriptionandorganizationallevels.	10	2
3	Enterprise Applications	Enterprise SystemsOverview,Supply ChainManagement,CustomerRelationshipManagement&KnowledgeManagement.Enterprise ResourcePlanning(ERP) -Features,capabilitiesandOverviewofCommercialSoftware.	10	3
4	Computernetworks &BusinessProcess Outsourcing	Computer networks-Overview, types of computer network(LAN,WAN,MAN), networktopologies Concept & Application, Remote Transaction Processing, Documentation andOtherApplications-ResourceRequirement	8	4
5	Intellectual Property Right&emerging trends	IPROverviewanditsimplications,BatchProcessingSystem,EDI,ElectronicFundTransfer,GPS, mobilecommunication,Bluetooth,smartcardsandothereminenttechnologies	7	5

Reference Books:

1. Turban, Aronson: Decision Support System & Intelligent System, Pearson
2. Sadagopan: ERP: A Managerial Perspective, Tata McGraw
3. Simchi-Levi: Designing & Managing the Supply Chain, TMH.
4. Blanc: Computer Application for the New Millennium, Vikas Publishing.
5. David Leuin: Designing & Managing the Supply Chain, TMH

e-Learning Source:

<https://nptel.ac.in/courses/110104096>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	3	1	1	2	3	2
CO2	3	1	1	-	1	3	2	2	1
CO3	1	3	3	2	1	2	1	-	3
CO4	4	2	1	2	3	-	3	2	2
CO5	3	4	1	3	1	1	2	3	-

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator

Sign & Seal of HoD



Integral University, Lucknow

Effective from Session: 2020-21

Course Code	CS407	Title of the Course	E-Business	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				

Course Objectives To equip the students with understanding of concepts and applications of e-business thereby helping them to increase awareness and managerial skills related to technology

Course Outcomes

CO1	To understand the concept of Electronic Business in managerial perspective
CO2	To understand Relationship Between E - Commerce & Networking
CO3	To gain knowledge of Model Based On Transaction Type, Model Based On Transaction Party
CO4	Overview, Strategic Methods for developing E - Commerce
CO5	To Explain WAP Definition, Hand Held Devices, Mobility & Commerce

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to E-Business	Electronic Business: Overview, Definitions, Advantages & disadvantages. Electronic Commerce: Overview, Definitions, Advantages & Disadvantages of E - Commerce, Threats of E -Commerce, Managerial Prospective, Rules & Regulations For Controlling E- Commerce.	10	1
2	Technologies	Relationship Between E - Commerce & Networking, Different Types of Networking For E - Commerce, Internet, Intranet & Extranet, Protocols - ISO - OSI, TCP / IP, IP Addressing, Client - Server, Web - Server, EDI Systems, Intelligent Systems.	10	2
3	Business Models & security issues of ECommerce:	Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Security issues: Overview, E - Commerce security threats ,Security Standards, Firewall, Cryptography, Key Management, Password Systems.	10	3
4	E-Strategy & e-governance	Overview, Strategic Methods for developing E - Commerce. Four C's: Convergence, Collaborative Computing, Content Management & Call Centre, Customer Premises Equipment (CPE),e-governance	8	4
5	Applications of e-business	WAP Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security. E - logistics, E - Marketing, e-SCM, e-CRM,ERP -a business backbone, Cyber laws	7	5

Reference Books:

Turban, Aronson : Decision Support System & Intelligent System , Pearson

Sadagopan :ERP : A Managerial Perspective, Tata McGraw

Simchi - Levi : Designing & Managing the SupplyChain, TMH.

Blanc : Computer Application for the New Millenium, VikasPublishing.

David Leuin : Designing & Managing the SupplyChain, TMH

e-Learning Source:

E-Business By Prof. Mamata Jenamani, | IIT Kharagpur, <https://youtu.be/vzb5gyms-60>

E-commerce Technologies By Mrs. G. Selva Jeba | Madurai Kamaraj University, Madurai, Tamil Nadu, <https://youtu.be/Yd0vjpJkr9o>

BCOS-184: E-Commerce By Dr. Subodh Kesharwani | Indira Gandhi National Open University (IGNOU), New Delhi, <https://youtu.be/12hfAMozfNE>

Course Articulation Matrix: (Mapping of COs with POs and PSOs)

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	2	1	2	1	2	2
CO2	1	2	1	-	2	1	2	2	1
CO3	2	-	1	2	2	2	1	2	2
CO4	2	1	2	1	2	2	1	2	2
CO5	2	1	1	2	1	2	2	1	2

1- Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Integral University, Lucknow

Effective from Session: 2020-21

Course Code	CS408	Title of the Course	Advanced Decision Support System	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To provide thorough understanding of DSS and to develop potential of the learners in creating applications.						

Course Outcomes

CO1	To understand the Concept, Process, Simon's model,
CO2	To explain Characteristics and Objectives: Comparison with EDP/MIS.
CO3	To understand Components of Decision support Systems
CO4	To understand Concepts, database
CO5	To enable Data Mining: Automated Analysis, constructing data warehouse system.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Decision-making	Concept, Process, Simon's model, Programmed versus non programmed decisions, quantitative tools. Decision models: Decision making under assumed certainty, Managerial risk taking and organizational decision making, Modelling uncertainty	10	1
2	Introduction to DSS	Characteristics and Objectives: Comparison with EDP/MIS. Levels of Decision Support System: Specific, Generator and tools-Forecasting packages, Statistical packages; Relationship.	10	2
3	Role and application of DSS	Components of Decision support Systems: Data Subsystem, Model Subsystem, and User-interface, Quantitative models and modeling in DSS.	10	3
4	Data Warehousing	Concepts, data base structure, getting data into the data warehouse.	5	4
5	Data Mining	Data Mining: Automated Analysis, constructing a data warehouse system. Group. Decision support Systems, Expert system and its integration with DSS. Executive Support System, Applications for decision making.	10	5

Reference Books:

1. Turban, Aronson: Decision Support System & Intelligent System, Pearson.
2. Dr. Sushila Madan: Management in formation and Control System, Taxman
3. Loshin Pete, Murphy P.A.: Electronic Commerce, Jaico Publishing Housing.
4. Murthy: Decision Support System, Himalaya Publishing
5. DSS: Strategy Technologies & Applications, Tata McGraw Hill

e-Learning Source:

<https://nptel.ac.in/courses/110105147>

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	3	1	1	2	3	2
CO2	3	1	1	-	1	3	2	2	1
CO3	1	-	3	2	1	2	1	-	3
CO4	4	2	1	2	3	-	3	2	2
CO5	3	4	1	3	1	1	2	3	-

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Name & Sign of Program Coordinator

Sign & Seal of HoD