



Integral University, Lucknow

Effective from Session:2020-21

Course Code	BM350	Title of the Course	Fundamentals of Strategy	L	T	P	C
Year	3 rd	Semester	5 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To train students to formulate strategies, and implement them to achieve organizational goals.						

Course Outcomes

CO1	To evaluate the quality of vision and mission statements and describe strategic management.			
CO2	To analyze the effective use of strategic alternatives in organizations.			
CO3	To examine the reasons behind implementation of different levels of strategies with live examples.			
CO4	To determine the best strategy suitable at different scenario.			
CO5	To analyze the effective use of strategic alternatives in Organizations and examine the reasons behind implementation of different levels of strategies with live examples			
Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Strategic Management	Introduction, Business Definition Introduction, Vision, Mission, Goals and Objectives, The Concept of Strategy, Introduction to Business Policy, Strategic Management Process, Benefits of strategic management.	09	CO-1
2	Appraising the Environment	Introduction, Characteristics of Environment, Internal versus External Environment, Environmental Scanning, Environmental Appraisal, Factors Affecting Environment Appraisal, Structuring Environment Appraisal, Identifying the Environmental Factors	09	CO-2
3	Strategy Formulation	Corporate-Level Strategies: Reasons for Adopting Them, Concentration Strategies, Integration Strategies, Diversification Strategies, Business-Level Strategies: Introduction, Cost Leadership, Differentiation, Focus Functional Strategies: Introduction, Production Strategy, Research and Development Strategy, Human Resource Strategy	09	CO-3
4	Strategy Implementation	Introduction, Structure and Strategy, Interaction between Structure and Strategy, Types of Organizational Structures, Structures for Strategies, Strategy and Leadership, Organizational Values and Strategy	09	CO-4
5	Strategic Evaluation and Control	Introduction, Strategic Evaluation, Strategic Control, Operational Control, Process of Operational Evaluation, Evaluation Techniques for Operational Control, Strategies in the Global Environment: Introduction, International Strategies, Advantages and Disadvantages of Internationalization, Cooperative Strategies, Joint Venture Strategies, Strategic Alliances	09	CO-5

Reference Books:

Azhar Kazmi. Strategic Management and Business Policy. Tata McGraw Hill Education Private Limited. 2016

Thomas L. Wheelen, J. David Hunger. Concepts in Strategic Management and Business Policy. Dorling Kindersley (India) Pvt. Ltd. 2015

B. Hiriappa. Strategic Management and Business Policy. Wordclay. 2016

Vipin Gupta, Kamala Gollakoa, R. Srinivasan. Business Policy and Strategic Management – Concepts and Applications. Prentice-Hall of India Pvt Ltd. 2018

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc23_mg64/preview

https://onlinecourses.swayam2.ac.in/imb22_mg25/preview

https://onlinecourses.swayam2.ac.in/aic22_ge19/preview

https://onlinecourses.nptel.ac.in/noc23_mg54/preview

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

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	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	BM351	Title of the Course	Introduction To Business Law	L	T	P	C
Year	3 rd	Semester	5 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	At the end of this subject, student will be acquainted with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.						

Course Outcomes

CO1	To understand the purpose, process and applications of Indian Contract Act, 1872
CO2	To create a critical appreciation and knowledge of understanding the determinants of Stages of formation of a Company
CO3	To create knowledge about The Limited Liability Partnership Act, 2008
CO4	To explain the Sale of Goods Act, 1950.
CO5	To understand the objective of acknowledgement & dispatch of electronic records.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Indian Contract Act, 1872	Meaning, Characteristics & Scope of the contract law, Elements of contract, Offer and acceptance, Lawful consideration, Capacity to contract, Free Consent, Lawful object. Discharge of contract including performance of contract. Breach of contract, contingent contract, quasi contract. Contract of Indemnity and Guarantee. Contract of Bailment. Contract of Agency.	09	CO-1
2	Company Law	Introduction, Meaning and Definition, Corporate Personality, Stages of formation of a Company: Company, Classification of Companies. Memorandum of Association, Articles of Association Distinction between Memorandum and Articles. Prospectus and Other Documents: Doctrine of Indoor Management, Shares, Debentures and Dividends: Transfer and Transmission of shares, Directors, Meetings, Winding up. Amendments.	09	CO-2
3	The Limited Liability Partnership Act, 2008	Salient features of LLP, Difference between LLP & Partnership, LLP & Company, Nature of LLP, Partners & designated partners, Incorporation document, Incorporation by Registration, Partners & their relations.	09	CO-3
4	The Sale of Goods Act, 1950	Contract of sale, Meaning & difference between sale & agreement to sale; conditions & warranties, Transfer of ownership in goods including sale by non- owners, Performance of contract of sale, Unpaid seller- meaning & rights of an unpaid seller against the goods.	09	CO-4
5	The information Technology Act, 2000	Definition, Digital signature, electronic governance, Attribution, acknowledgement & dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties & adjudication, Appellate tribunal, offences	09	CO-5

Reference Books:

Dr.P.k.Pandey paper back (2019) Business Law Mahaveer Publishers.

N. D. Kapoor, (2006) Elements of Mercantile Law.3rd edition, Sultan Chand and Company

Robert W. Emerson (2006) Business Law.1st edition, Barron's Educational Series Inc.

Satyanarayana G (2009) Business Law.3rd edition, Apollo Publishers.

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc23_mg40/preview

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

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	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	BM352	Title of the Course	Enterprise Resource Planning	L	T	P	C
Year	3 rd	Semester	5 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	Develop the skills and knowledge to support the implementation and maintenance of Enterprise Resource Planning (ERP) systems						

Course Outcomes

CO1	To examine the criteria of evaluating ERP and analyze the scenario and justification of ERP in India.
CO2	To understand the advantage of Integrated Management Information and Business Modelling
CO3	To understand the Business process Reengineering (BRP) and Management Information System.
CO4	To develop the Knowledge to support the implementation and maintenance of plant , materials.
CO5	To evaluate the project planning phase and Gap Analysis.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to ERP	Evolution of ERP; what is ERP? Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP. An Overview of Enterprise	09	CO-1
2	An Overview of Enterprise	Integrated Management Information; Business Modelling; ERP for Small Business; ERP for Make to Order Companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation.	09	CO-2
3	ERP and Related Technologies	Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System (DSS); Supply Chain Management (SCM).	09	CO-3
4	ERP System	Introduction; Finance, Plant Maintenance, Quality Management, Materials Management. Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA); QAD; A Comparative Assessment and Selection of ERP Packages and Modules.	09	CO-4
5	ERP Implementation Lifecycle	Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode).	09	CO-5

Reference Books:

Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill,2018

The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K.Stratman, Publisher: Elsevier,2016

ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI,2017

Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill,2015

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc23_mm09/preview

https://onlinecourses.swayam2.ac.in/cec23_mg10/preview

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

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	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	BM362	Title of the Course	Digital Banking	L	T	P	C
Year	3 rd	Semester	5 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To explore the different digital banking avenues and use it with awareness about security concerns.						

Course Outcomes

CO1	To evaluate the meaning and Challenges of Digital Banking.
CO2	To gain familiarity with all the payment methods.
CO3	To learn about marketing of Digital Banking Products.
CO4	To know about the Emerging trends in digital banking.
CO5	To ensure the security in digital banking.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Digital Banking	Meaning of digital banking, digital banking in India, Unified Payment Infrastructure (UPI), including BHIM, Bharat Bill Payment System, mobile money, e-wallets, payment aggregation, Demonetization exercise by the Govt. of India and its impact on digitalization, challenges if digitization.	09	CO-1
2	Payment Systems	Overview of global payment systems Overview of domestic payment systems RuPay and RuPay Secure Immediate Payment Service (IMPS) National Unified USSD Platform (NUUP) National Automated Clearing House (NACH) Aadhaar Enabled Payment System (AEPS) e-KYC Cheque truncation System (CTS) National Financial Switch (NFS) RTGS NEFT Forex settlements Securities Settlement Innovative Banking & Payment Systems, Overview of Electronic Payment Systems, Cyber cash, Smart Cards, Electronic Banking - types, Electronic Fund Transfers - Digital Token-based Electronic Payment Systems, E- cash, e-Cheque, Payment Systems on internet- Risk of Electronic Payment Systems. Secure Electronic Transactions (SET) Protocol Virtual payment system: Pay Pal, Web Money, VISA-Virtual Payment Card, Net safe, BPC virtual payment system	09	CO-2
3	Marketing of Digital Banking Products	Objectives Introduction Product Planning Structure for Marketing Digital Banking Products Sales delivery to customers Concept of e-Galleries After sales service to customers, Dangers of Mis-selling Use of analytics in marketing Digital Banking Products	09	CO-3
4	Emerging Trends in Digital banking	Fin Tech Disruption, Distributed ledgers / Block-chains, Robotic process automation (RPA), Integration of Artificial intelligence and Machine Learning with RPA, Optical Fibre Technology, e-purse, Plastic Wallet Technology, laser cards, cheque cards, cheque truncation, Current Trends in IT in Banks Global Networks : ARPANET, NFSNET, INTERNET, USENET NEWS, RTGS, SFMS, SEFT, PDO / NDS / SSS / CFMS	09	CO-4
5	Security in Electronic Banking	Computer System Security Concerns: Physical Security Environment, Hardware Security Environment, Logical Security Environment, Network Security Environment. Disaster Recovery and Business Continuity, Fault Tolerant Systems, Overview of Computer Viruses. Detection and Prevention of Computer Viruses, Anti-Virus Policies, Advanced Security Systems.	09	CO-5

Reference Books:

Digital banking, IIBF, ISBN No.9789350718988, 2016 edition. Taxmann Publications.

Digital the new normal for banks, Raj K Singh, 2016 edition

E banking in India, Rimpi Jatana, R.K.Uppal, 2007 Edition, New Century Publication

Modern Banking Technology, Firdos Shroff, 2008 edition, Northern Book Centre, Delhi

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc23_mg47/preview

https://onlinecourses.nptel.ac.in/noc23_mg55/preview

https://onlinecourses.nptel.ac.in/noc22_mg65/preview

	Course Articulation Matrix: (Mapping of COs with POs and PSOs)										
PO-PSO											
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	-	1	2	1	1
CO2	-	2	1	1	2	2	-	2	-	2	2
CO3	1	1	2	1	1	1	2	2	2	3	-
CO4	2	2	2	2	3	2	1	1	1	2	2
CO5	1	-	1	1	1	1	1	1	2	2	1

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

Name & Sign of Program Coordinator	Sign & Seal of HoD
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Effective from Session:2020-21

Course Code	BM363	Title of the Course	Financial Research Analysis	L	T	P	C
Year	3 rd	Semester	5 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To acquaint students with understanding of the profession of financial research analyst and tools of financial research.						

Course Outcomes

CO1	To have career as a Research Analyst
CO2	To gain information about Securities
CO3	To have information about fundamental and technical analysis
CO4	To gain familiarity about economic and industrial analysis
CO5	To study the philosophy of corporate action

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Research Analyst Profession	Definition of Research Analyst, Primary role of research analyst, primary responsibilities of research analyst, basic principles of interaction with companies/clients, important qualities of a Research Analyst.	09	CO-1
2	Security Analysis	Meaning of security and securities market, structure of security market, market participants and their activities, kinds of transactions in the securities market, materialization and de-materialization of securities, equity and bond markets, types of bonds.	09	CO-2
3	Fundamentals of Research	Concept of investing, research for business and stock, fundamental analysis- Top-Down and Bottom-Up approach, Technical Analysis, Behavioural Finance.	09	CO-3
4	Economic and Industry Analysis	Introduction to various macro-economic variables, sources of information for economic analysis, Dr. Michael Porter's five force model for Industry analysis, Boston Consulting Group Analysis, Structure Conduct Performance Analysis.	09	CO-4
5	Company Analysis	Philosophy of corporate actions, understanding dividend and earnings history of the company, difference between price and value, discounted cash flow model of Business Valuation, Capital-Asset Pricing Model, Important considerations in Business Valuation.	09	CO-5

Reference Books:

How to Get an Equity Research Analyst Job: A Guide to Starting a Career in Asset Management, Gillian Elcock, Ecademy Press, 2015

Financial Planning & Analysis and Performance Management, By Jack Alexander, Wiley, 2016

Risk Analysis & Insurance Planning (CFP Module 2) (5th Edition, 2015) by Sanjiv Bajaj (Author), Indranil Sarkar (Editor)

Performance Dashboards And Analysis For Value Creation (Wiley Finance) 8 Dec 2006 By Jack Alexander (Author)

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc23_mg65/preview

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

https://onlinecourses.nptel.ac.in/noc23_mg12/preview

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

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	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	BM364	Title of the Course	Investment Analysis and Portfolio Management	L	T	P	C
Year	3 rd	Semester	5 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To enable students, manage their funds by creating the best portfolio keeping in view the goals.						

Course Outcomes

CO1	To know about the basic concepts of the investments.
CO2	To gain familiarity of portfolio management.
CO3	To describe the security analysis and valuation methods.
CO4	To learn about the efficient market and capital market theory.
CO5	To know about the portfolio analysis and portfolio selection.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Investments	Definition, The investment environment, classification and functions of financial markets, financial instruments. Securities trading. Regulatory systems for equity markets. The process of investment, trading- margin trading etc., types of orders.	09	CO-1
2	Portfolio Theory	Portfolio theory - Concept of Risk, measuring risk and returns, Portfolio risk - measurement and analysis, mean - variance approach, business risk and financial risk and treatment in portfolio management. Risk and return in investment. Real return-nominal return. Historical and expected return. Risk-valuation, interest, inflation and credit risk. Power of diversification.	09	CO-2
3	Security Analysis and Valuation	Security analysis and valuation: Fundamental Analysis – Economic analysis, industry analysis and Company analysis, Equity valuation. DCF methodology-dividend discounting and free cash flow discounting. Technical analysis: market indicators, forecasting individual stock performance.	09	CO-3
4	Efficient Market and Capital Market Theory	Efficient Market and Capital Market Theory: Efficient Market Theory – Random walk, The efficient, market hypothesis, Empirical tests of the semi strong form; Capital market theory – Relaxing some assumptions of the capital asset pricing model, testing the capital asset pricing model, arbitrage pricing theory	09	CO-4
5	Portfolio Analysis and Portfolio Selection	Portfolio Analysis and portfolio selection: Portfolio Analysis- Traditional Portfolio analysis, why portfolios? Effects of combining securities, Markowitz risk and return optimization, Portfolio analysis; Portfolio selection: risk and investor preferences, selecting the best portfolio, simple sharp portfolio optimization, significance of beta in the portfolio, traditional portfolio selection.	09	CO-5

Reference Books:

Prasanna Chandra, "Investment Analysis and Portfolio Management", Tata McGraw-Hill Education, 2017

Rohini Singh, "Security Analysis and Portfolio Management", Excel Books, 1 December 2009

Think And Grow Rich: THE 21st CENTURY EDITION By Napoleon Hill | 1 March 2020

Investments, 11th Edition By Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty | 25 May 2019

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc23_mg65/preview

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

https://onlinecourses.nptel.ac.in/noc23_mg55/preview

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

PO- PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	2	2	1	1	-	2	1	1
CO2	2	2	2	1	2	2	2	1	-	2	2
CO3	1	1	2	1	2	1	2	2	1	1	2
CO4	2	2	-	3	1	2	2	1	3	2	3
CO5	1	1	1	1	2	2	1	1	2	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

Department of Commerce and Business Management

Study and Evaluation Scheme

Program: BBA- Financial Services

Semester-VI

S. No.	Course code	Course Title	Type of Paper	Period Per Hr./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	BM356	Business Ethics and Values	Core	3	1	0	40	20	60	40	100	3:1:0	4	✓	✓	✓			✓	✓	4& 8
2	BM357	Team Work and Cross Cultural Leadership	Core	3	1	0	40	20	60	40	100	3:1:0	4	✓	✓		✓				4& 8
3	BM365	Project Finance	Core	3	1	0	40	20	60	40	100	3:1:0	4	✓	✓	✓	✓	✓	✓	✓	7,8,9,11,12& 13
4	BM359	Derivatives and Commodity Market	Core	3	1	0	40	20	60	40	100	3:1:0	4	✓	✓	✓					4& 8
5	BM366	Marketing of Financial Services	Core	3	1	0	40	20	60	40	100	3:1:0	4	✓	✓				✓	✓	4
6	BM361	Project Work	Core	0	0	8	40	20	60	40	100	0:0:8	4	✓	✓	✓					4
Total				15	5	8	240	120	360	240	600		24								



Integral University, Lucknow

Effective from Session:2020-21							
Course Code	BM356	Title of the Course	Business Ethics and Values	L	T	P	C
Year	3 rd	Semester	6 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To help students comprehend the need for ethics and values in the business world; to help students develop the necessary etiquette for working within organizations.						

Course Outcomes	
CO1	To understand business ethics and values
CO2	To analyze the effective use of Ethical Decision Making
CO3	To examine ethics in Marketing and accounting
CO4	To understand business etiquette
CO5	To learn how to handle diverse environments and how to take decisions in the complex environment.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Ethics and Values	Nature of Business Ethics and Values, Significance and types of values, Ethics and Religion, Culture and Ethics, Social culture and Individual Ethics, Factors Influencing Business Ethics, Ethics as strategy, Ethics of Great Philosophers – Albert.Z.Carr, Aristotle, Niccolo Machiavelli, Karl Marx, Sun Tzu :The art of war of Sun Tzu, Might-equals-right approach of Karl Marx	09	CO-1
2	Ethical Decision Making	Ethical Decision Making, Difficulties in Ethical Decision Making, Power and Politics in organizations: Bases and sources of power, Coalitions, Managing Ethics: Ethics codes – Comparison of codes of Ethics, Codes of Conduct, codes of Practice, Ethics Programs, Kohlberg's Study and Business Ethics, Laws of Enforcing Ethical Conduct: Laws and Ethics, Justice –Theory of Natural Law, Law as a guide to Moral Choice, Role of the Government of India in Enforcing Ethical Behavior.	09	CO-2
3	Ethics in Marketing and Accounting	Ethics in Marketing –Product relative ethics, Competition Relative Ethics: Advertising as a process of competitive strategy, Piracy and predatory as a strategic choice, Ethics in Finance Accounting and Reporting, Insider Trading.	09	CO-3
4	Introduction to Business Etiquette	Introduction to Business Etiquette, First Impression, Creating Professional Style and Presence, Building an Appropriate Work Wardrobe, Dress Codes, Personal Hygiene and Grooming, The Art of Meeting and Greeting, Body Language, Remembering Names, The Art of Making Conversations, Sparking A Conversation, Handling Office Conversations, Respecting Ethnic, Cultural, and Gender Differences, Improving Your Telephone Manners, Speaking and Listening on the Phone	09	CO-4
5	Handling Diverse Environments	Etiquette in a Diverse Business Environment, Working in a Diverse Environment, Respecting Physical Differences, Dealing with Specific Disabilities, Respecting Racial and Ethnic Differences, Respecting Gender Differences, Handling Conflicts Introduction, Workplace Dynamics, Handling Problem Personalities, Managing Conflicts, Business Communication and Other Etiquette, Etiquette at Major Events, Travel Etiquette, Women Travellers	09	CO-5

Reference Books:

Larry Johnson & Bob Phillips, Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity, AMACOM, 2018
 Paul J. Zak and Michael C. Jensen, Moral Markets: The Critical Role of Values in the Economy, Princeton University Press, 2016
 Daniel Freidman, Morals and Markets: An Evolutionary Account of the Modern World, Palgrave Macmillan, 2014
 Business Ethics and Values With Case Studies (2nd Edition , 2016) by Dr. Neeru Vasishth & Dr. Namita Rajput (Author)

e-Learning Source:

https://onlinecourses.swayam2.ac.in/aic22_ge22/preview

https://onlinecourses.swayam2.ac.in/aic21_ge02/preview

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

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	2	1

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



Integral University, Lucknow

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

Effective from Session:2020-21							
Course Code	BM357	Title of the Course	Team Work and Cross-Cultural Leadership	L	T	P	C
Year	3 rd	Semester	6 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	No management course can be complete without a detailed coverage of Leadership and its nuances. The subject of leadership---in conceptual form as well as its practice is one of the most crucial and must be studied by the students; the source and contours and practice of leadership; trends in leadership and its styles.						

Course Outcomes	
CO1	To know about the basic concepts and value of team work
CO2	To understand the leadership theories
CO3	To describe the various leadership and management dynamics
CO4	To understand and analyse lessons from leaders
CO5	To know about the global leadership perspective GN,

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Teamwork	Teamwork and High-Performance Teams, Introduction to Teamwork, Factors Contributing to High-Performance Teamwork, Common Factors of High Performance Teams, Theoretical Framework, Characteristics, Features, or Attributes of Effectively Functioning Teams, Team Definition, Purpose, and Goals, Talent, Skills, and Ethics, Incentives, Motivation, and Efficacy, Leadership, Conflict and Communication, Power & Empowerment, Norms and Standards.	09	CO-1
2	Leadership Theories	Theoretical Concepts of Leadership, Trait Theory, Behavioural Theory, Theory X and Theory Y, Other Theories on Leadership, Leadership Styles, Autocratic, Persuasive, Consultative, Democratic, Delegate Leadership.	09	CO-2
3	Leadership and Management	Leadership in Business Organizations, Dynamics between Leadership and Management, Leadership Qualities, Leadership Examples in Business World, Leadership Styles in India, creating a Sense of Mission, engaging through transparency and accountability, empowering through communication, Invest on Training, Emotional Intelligence, Evaluating Emotional Intelligence, the Five Components of Emotional Intelligence at Work, Learning Emotional Intelligence. Learning Leadership, Critical Aspects of Leadership, How People Become Real Leaders, Planning, Trust, Connection, Empowerment, Priorities, Growth and Legacy, Leadership Techniques, Vision, Inspiration, Momentum, Preparing for Leadership, Creating Vision, Creating Inspiration, Generating Momentum, Leading and Managing Teams	09	CO-3
4	Lessons from Leaders	Business Leadership, Leadership Lessons, Embrace change, Get Employees to Perform at High Levels, Hire the Right People, Stay True to Your Vision, Never Give Up, Lessons from Indian Business Leaders, Future of Leadership, Changes in Organizational Structures, Leaders for New Organizations, Leadership at All Levels, A New Paradigm of Leadership, Leader Integrator, Attitudes of Leaders.	09	CO-4
5	Global Leadership Perspective	Historical and contemporary international events, trends and processes that affect global leadership, Analysing leadership theories in the context of globalization and leadership abroad, Universal characteristics of good and bad leadership, Explore and interpret ethical, cultural, societal, religious, political differences on the world stage that create differing perspectives of leadership, Effective leadership strategies used in various communities, organizations and groups in selected areas of the world, Compare and contrast perspectives of leadership within differing global contexts.	09	CO-5

Reference Books:

Peter G Northouse Authentic Leadership Theory And Practice: Origins, Effects And Leadership: Theory And Practice, 5/e, Sage South Asia, 2018
 William L. Gardner, Bruce J. Avolio, Fred O. (2015) Development - Walumbwa, Jai Press (NY)
 Roger Gill (2016) Theory and Practice of Leadership, Sage Publications.
 Robert H. Palestini, (2019) Leadership Theory To Practice: A Game Plan For Success As A Leader: Rowman & Littlefield Education

e-Learning Source:

https://onlinecourses.swayam2.ac.in/aic22_ge22/preview
https://onlinecourses.swayam2.ac.in/aic21_ge02/preview
https://onlinecourses.nptel.ac.in/noc23_hs47/preview

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

PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	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	BM365	Title of the Course	Project Finance	L	T	P	C
Year	3 rd	Semester	6 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of the course is to explain the sources of finance and how to determine the amount and source of finance of project based on scientific calculations.						

Course Outcomes				
CO1	To understand the Project Finance Background			
CO2	To analyse Market risk and Project Risk			
CO3	To create business model and analyse business competencies			
CO4	To understand how to analyse the project			
CO5	To understand the concept Financial Projections			
Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Project Finance Background	Evolution of project finance, Project types, Critical steps in a project, Project Finance: forms of long term and short term project finance, lease, Role of non-banking Finance Companies, prudence in mix of long term and short term finance	09	CO-1
2	Market and Project Risk Analysis	Background, market sizing: demand function estimation, rule of thumb, experts poll, market research approaches, data cleaning and analysis. Project risks: project conceptualization risk, financial closure risk, project construction risk, political risk, market risk, supply chain risk, policy risk, exchange risk, Environment Risk, Force Majeure	09	CO-2
3	Business Model, Competencies and Promoter Analysis	Meaning of Business Model, Competencies- core competency match Promoter Analysis: track record financial standing, Integrity	09	CO-3
4	Project Analysis	Estimating cost of project: Project specifications, estimating fixed capital investment in project, estimating working capital investment in project, Project Feasibility Analysis: introduction, NPV, profit vs. cash flow, discount rate, tax shield on interest and depreciation, IRR, XIRR, MIRR, Project IRR and equity of IRR, Payback period, Discounted payback period, economic IRR.	09	CO-4
5	Financial Projections	Financial projections: meaning, assumptions, cost of project and means of financing, projected Profit and Loss Account, Projected Balance Sheet, Projected Funds Flow, Projected IRR,	09	CO-5

Reference Books:

Principles of Project Finance, E. R. Yescombe, Academic Press,2016

Introduction to Project Finance, Andrew Fight, BH Publisher,2017

Project and Infrastructure Finance: Corporate Banking Perspective 30 May 2017 by Vikas Srivastava (Author), V. Rajaraman (Author)

Projects: Planning, Analysis, Selection, Financing, Implementation, and Review Paperback – 1 July 2017

e-Learning Source:

https://onlinecourses.swayam2.ac.in/aic26_ge22/preview

https://onlinecourses.swayam2.ac.in/aic1_ge02/preview

https://onlinecourses.nptel.ac.in/noc23_he47/preview

Course Articulation Matrix: (Mapping of COs with POs and PSOs)											
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	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	BM359	Title of the Course	Derivatives and Commodity Market	L	T	P	C
Year	3 rd	Semester	6 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	At the end of this subject, student will familiarize with different types of derivatives, their trading, clearing and settlement and learn the basics of the derivatives market.						

Course Outcomes	
CO1	To know about the basic concepts of the introduction to derivatives.
CO2	To understand the futures contracts, mechanism and pricing.
CO3	To describe the options contracts, mechanism and applications.
CO4	To learn about the concept of the commodity derivatives.
CO5	To know about the derivative exchanges in India – NCDEX & MCX.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Derivatives	Meaning of Derivatives, Types of Derivative Contracts, History of Financial Derivatives Markets, Exchange-traded Markets and OTC Markets, Participants in a Derivative Market, Economic Function of Derivative Market, Overview of Indian Derivative Market	09	CO-1
2	Futures Contracts, Mechanism and Pricing	Forward Contracts, Limitations of forward markets, Introduction to Futures, Distinction between Futures and Forwards Contracts, Futures Terminology, Futures Payoffs, Pricing Stock Futures, Applications of Stock Futures	09	CO-2
3	Options Contracts, Mechanism and Applications	Option Terminology, Comparison between Futures and Options, Options Payoffs, Application of Options, Variables affecting Option Pricing, The Black Scholes Merton Model for Option Pricing, The Greeks	09	CO-3
4	Commodity Derivatives	Introduction, Meaning, Definitions, Commodity Exchange, Role of Commodity Exchanges, Commodity Derivative Markets in India, Latest Developments	09	CO-4
5	The Derivative Exchanges in India – NCDEX & MCX	Introduction, Meaning, Structure of NCDEX, Spot Pricing Polling, Exchange Membership, Commodities Traded on the NCDEX Platform, Trading and Instruments of Trading, Pricing Commodity – Futures, Using commodity Futures, Clearing and Settlement System.	09	CO-5

Reference Books:

NCFM study materials

Indian Commodity Market: Derivatives and Risk Management 1 Jan 2010 by P. S. Velmurugan (Author)

Commodity Derivatives (XVI) (September 2019 Edition) Paperback – 2019 by National Institute of Securities

Commodity Markets and Derivatives Paperback – 1 Jun 2019 by Nitti Nandini Chatnani (Author)

e-Learning Source:

https://onlinecourses.swayam2.ac.in/aic55_ge22/preview

https://onlinecourses.swayam2.ac.in/aic72_ge22/preview

https://onlinecourses.swayam2.ac.in/aic562_ge22/preview

Course Articulation Matrix: (Mapping of COs with POs and PSOs)											
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	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	BM366	Title of the Course	Marketing of Financial Services	L	T	P	C
Year	3 rd	Semester	6 th	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To acquaint the students with concepts and techniques in the management of services marketing and to help them learn the issues in managing unconventional challenges in the marketing of financial services and financial products.						

Course Outcomes	
CO1	To know about the overview on Financial Product and Services Marketing
CO2	To understand the Marketing of Credit Cards
CO3	To describe the concept of pricing
CO4	To learn about the concept of advertising
CO5	To know about the market research

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Financial Product and Services Marketing	Meaning of financial services and products, characteristics of financial services, financial service sectors and their functions, financial services market, Meaning of financial products, special features of financial products,	09	CO-1
2	Marketing Of Credit Cards	Introduction, types of credit cards, advantages and limitations of credit card system, credit card market segmentation, , Marketing Strategies for Credit cards, future of credit cards	09	CO-2
3	Pricing	Meaning of pricing with respect to financial services and products, pricing system in banking, insurance pricing, Pricing methods, Society pricing, pricing policies and strategies.	09	CO-3
4	Advertising	Role of Advertising, advertising channels, personal selling, publicity, organisation of marketing operations, Marketing strategies for financial services and products,	09	CO-4
5	Market Research	Role and function of marketing research in financial services, research methodology, evaluation of market research programmes, application of marketing research in financial services and development of financial products.	09	CO-5

Reference Books:

Marketing of Financial Services, Arthur Meidan. MacMillan International, 2016

Financial Services Marketing An International Guide to Principles and Practice By Christine Ennew, Nigel Waite, Roisin Waite Copyright Year 2018

Marketing and Mobile Financial Services: A Global Perspective on Digital Banking Consumer Behaviour, Aijaz A. Shaikh, Heikki Karjaluo, Routledge, 2019

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

e-Learning Source:

https://onlinecourses.swayam2.ac.in/aic22_ge22/preview

https://onlinecourses.swayam2.ac.in/aic22_ge22/preview

Course Articulation Matrix: (Mapping of COs with POs and PSOs)											
PO-PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	2	1	1	-	2	1	1
CO2	1	2	1	1	2	2	-	1	-	2	2
CO3	1	1	2	1	1	1	2	2	1	1	3
CO4	2	-	1	3	1	1	1	1	1	1	2
CO5	-	1	1	1	1	2	1	1	2	2	1

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

Name & Sign of Program Coordinator	Sign & Seal of HoD
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- The Project Viva and comprehensive viva voce is scheduled to be held at the end of VI Semester in third year
- This is also to see the articulation of what is being learnt by them and see their relevance in the practical field.
- The total marks of viva are 100. The internal marks will be awarded by taking the presentation of the students in the front of a panel of at least three faculty members to be appointed by Director/Principal of the college.
- The external marks will be awarded by the external examiner to be appointed by the examination division.

Name & Sign of Program Coordinator	Sign & Seal of HoD
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