



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	0:0:2	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: 2023-24**

Effective from Session: 2023-24							
Course Code	BM 401	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 basic knowledge 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 organizations
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		Contact Hrs.	Mapped CO
1	Management Concept	Concept, Nature, Importance and functions of management. Management as a process, Managerial skills, levels of management & roles, Contribution of Taylor, Fayol, Weber & Hawthorne studies, Concept of Social Responsibility & Ethics.	7	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	7	2
3	Staffing & Directing	Staffing: Concept, & importance of staffing, Introduction to HRM and its functions Directing: Concept, Direction and Supervision Motivation: Concept, Motivation and Performance, Theories Of Motivation: Maslow's Need hierarchy, Herzberg's two-factor Theory, McClelland's Theory of Needs, Vroom's Theory of Expectancy, McGregor's Theory X and Theory Y, Adam's Equity Theory, Approaches for Improving Motivation, Quality of Work Life, Morale Building	8	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	7	4
5	Controlling & recent trends	Controlling: Concept, Types of Control, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, . Change and Development: Need for Change, Model for Managing Change New Trends in Organizational Change Management, Management of Virtual organisations	6	5

### References 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, Cengage Publication, Edition Mar 2013.

Chuck Williams, Butler University, Principle of Management, Cengage Publication, Latest edition Jan 2013

### e-Learning Source:

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

[https://swayam.gov.in/nc\\_details/NPTEL Course A](https://swayam.gov.in/nc_details/NPTEL%20Course%20A)

### 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
------------------------------------	--------------------



## 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	
<b>CO1</b>	To demonstrate the understanding of the concept, nature and scope of managerial economics, apply decision making and analyze and evaluate principle opportunity cost.
<b>CO2</b>	To demonstrate the understanding, analysis and evaluation of theory of demand and consumer behavior.
<b>CO3</b>	To demonstrate the understanding, analysis and evaluation of laws of production and behavior of cost and decision making.
<b>CO4</b>	To demonstrate the understanding, evaluation and analysis of various market structures and design pricing decisions.
<b>CO5</b>	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	<b>Introduction</b>	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	<b>Theory of Demand &amp; Supply</b>	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	<b>Theory of Production and Cost</b>	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	<b>Market Structure &amp; Pricing Theory</b>	Pricing under different demands conditions: Perfect competition, Monopoly, monopolistic and Oligopoly, Kinked demand curve, Cournot's model, Cartels, Price Discriminations.	9	4
5	<b>Macroeconomics Concept</b>	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, 4<sup>th</sup> 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](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
------------------------------------	--------------------



## Integral University, Lucknow

Effective from Session: 2020-21

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 zeroor origin.Measuresof 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 Chandand Sons, New Delhi							
Dobbs, I. M., Mathematical statistics, Oxford: Oxford University Press,2000							
e-Learning Source:							
<a href="https://www.youtube.com/watch?v=VbbIAAmYrEM">https://www.youtube.com/watch?v=VbbIAAmYrEM</a>							

### 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

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



**Integral University, Lucknow**

**Effective from Session: 2020-21**

<b>Course Code</b>	LN404	<b>Title of the Course</b>	Business Communication	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Developing the art of communication and learning language</li> <li><input type="checkbox"/> Knowledge of Professional, Downward, Upward and Horizontal communication</li> <li><input type="checkbox"/> Basic knowledge of Report writing</li> <li><input type="checkbox"/> Knowledge of writing as in minutes of meetings</li> <li><input type="checkbox"/> Basic concepts of group discussion</li> <li><input type="checkbox"/> Understanding how to prepare for and give oral presentations The course aims to educate the students in both</li> </ul>						

**Course Outcomes**

<b>CO1</b>	Professional Communication: Its Meaning and Importance, Essentials of Effective Communication, Barriers to Effective Communication
<b>CO2</b>	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
<b>CO3</b>	To converse in formal and informal situations. To be able to speak in GD and to prepare students for Interviews, Skills & Techniques.
<b>CO4</b>	Basic knowledge of writing letters in different situations
<b>CO5</b>	Understanding Self concept and communication

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	<b>Introduction to Communication</b>	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	<b>Communication within organization</b>	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	<b>Employment Communication</b>	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	<b>Business Writing</b>	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	<b>Self Concept &amp; Communication</b>	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. *Technical Writing: Process and Product* (5 th edition). Prentice Hall, 2005.
2. K. Floyd, *Interpersonal Communication: The Whole Story*. McGraw Hill, 2009.
3. Greenbaum, Sidney and Nelson Gerald, *An Introduction to English Grammar*. Routledge, 2009.
4. Swan, Michael, *Practical English Usage*. OUP, 2005.
5. Murphy, Raymond. *English Grammar in Use*. Cambridge University Press, 2019.
6. Kumar, Sanjay and Pushp Lata., *Communication Skills*. Oxford University Press, Oxford 2011.
7. Raman, Meenakshi, and Sangeeta Sharma. *Technical Communication: Principles and Practice*. Second Edition, Oxford University Press, 2012.
8. Gerson, Sharon J. *Technical Communication: Process and Product* (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 ...](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
<b>CO1</b>	3	3	3	3	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3	3	3	3	3
<b>CO3</b>	3	3	2	3	3	3	3	3	3
<b>CO4</b>	3	3	2	3	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3	3	3	3	3

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

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



**Integral University, Lucknow**

**Effective from Session: 2020-21**

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

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

**Course Outcomes**

<b>CO1</b>	To understand the computers and its implication in Management.
<b>CO2</b>	To understand the MS office and its use in management.
<b>CO3</b>	To understand the network and how networking is useful
<b>CO4</b>	To understand the internet and its use in management
<b>CO5</b>	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	7	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	7	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..)	7	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	7	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	7	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**

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



## 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 &amp; changing text, Aligning, Justifying, Bold, Italics, Underline, Borders &amp; Shading, Table-Creation, Adding rows &amp; columns, splitting &amp; combining cells, Headers &amp; Footers, Inserting pictures, graphs, chart, word Art, find&amp; Replace, Page setup.</p> <p>Mail Merge:</p> <p>Creating of main documents &amp; data source, Adding &amp; Removing fields from data source. Exercise:</p> <ul style="list-style-type: none"> <li>• Make a file using Bold, italics, and underline</li> <li>• Set alignments (Left, right, &amp; Center)</li> <li>• Creating a file and use format painter</li> <li>• Insert a table in a file and apply bullets and numbers in row and columns.</li> <li>• Insert header and footer in a document, alignment of text in header and footer and insert a logo, page number of page and date.</li> <li>• Apply watermark(text) in a document.</li> <li>• Apply border and shading in page.</li> <li>• Apply superscript and subscript wherever required in the document.</li> <li>• Insert picture and text in textbox.</li> <li>• Create a diagram or organization chart in document.</li> <li>• Save an existing file with a different name and different location.</li> <li>• Create a document and set line spacing.</li> <li>• Write a letter for inviting 100 people using mail merge with minimum 4 fields(Name, Address, phone number, e-mail ID)</li> <li>• Add one more field of your choice and remove the address field</li> <li>• Rename phone number field with contact number</li> <li>• Create a file using word ART</li> <li>• Create a document and insert a graph and chart in it.</li> <li>• Set page margin(left, right, bottom) of 1 inch and set gutter margin.</li> <li>• Show the use of grouping option</li> </ul>	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"> <li>• Insert a new work sheet in an existing work sheet and also rename worksheet.</li> <li>• Set the width of column and rows</li> <li>• Merge cells.</li> <li>• Sort the data in alphabetical manner</li> <li>• Filter the data accordingly</li> <li>• Create a mark sheet and apply conditional formatting in it.</li> <li>• Apply validation to a selected area.</li> </ul>	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"> <li>• Creating a power point presentation of 5 slides using custom animation.</li> <li>• Insert 2slides in the existing presentation and change their background colour.</li> <li>• Insert a chart and a picture in second slide</li> <li>• Show the use of master slide and duplicate slide.</li> <li>• Prepare a slide showing slide transition.</li> <li>• Insert a movie clip in a slide.</li> <li>• Prepare 10 slides each having different design</li> <li>• Un loop the slide show.</li> </ul>		
4	Web browsing, E-mailing Exercise: <ul style="list-style-type: none"> <li>• Creating an Email ID</li> <li>• Gather the information on a given topic using search engine (Google)</li> <li>• Changing IP address of a computer</li> <li>• Show the use of internet search tool.</li> <li>• Compress and decompress file and folders.</li> </ul>	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
-----------------------------------	--------------------------





## Integral University, Lucknow

<b>Effective from Session: 2020-21</b>							
<b>Course Code</b>	BM403	<b>Title of the Course</b>	Financial and Management Accounting	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	1	0	4
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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	
<b>CO1</b>	To make students understand the meaning and concept of accounting.
<b>CO2</b>	To make students understand the double entry system and preparation of final accounts.
<b>CO3</b>	To make students aware of Financial Techniques and analysis of ratios.
<b>CO4</b>	To make understand the techniques and effects of costing.
<b>CO5</b>	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
<b>CO1</b>	2	1	2	1	1	2	2	1	1
<b>CO2</b>	2	2	2	2	2	2	1	2	1
<b>CO3</b>	2	1	1	2	1	2	1	1	1
<b>CO4</b>	2	1	1	2	1	2	1	1	1
<b>CO5</b>	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
------------------------------------	--------------------



**Integral University, Lucknow**

Effective from Session: 2023-24							
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. Marketing Concepts. 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	The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process. Marketing Environment-Micro and Macro components and their impact on Marketing Decision 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. Niche Marketing. Target Markets, Positioning and differentiation Marketing Mix and Extended Marketing Mix.			7	3	
4	Product & price Decisions	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 Price Decision- Concept and meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting Price, Determination; Pricing Policies and Strategies			7	4	
5	Promotion & distribution Decisions	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 <sup>th</sup> .							
2. Saxena, Rajan., Marketing Management, Tata McGraw Hill, New Delhi. Edition-3 <sup>rd</sup> .							
3. Ramaswamy, V. Sand Namakumari, S., Marketing Management, Macmilan India, New Delhi. Edition-4 <sup>th</sup>							
4. Lamb, Hairand Danniel. M.C.(2004). Marketing.(7 <sup>th</sup> ed.). Thomson							
5. Evans and Berman.(2005).Marketing.(2 <sup>nd</sup> ed.). Biztantra							
e-Learning Source:							
Marketing Management Course Marketing Management relates to Marketing Business, Udemy, <a href="https://www.udemy.com/topic/marketing-management/">https://www.udemy.com/topic/marketing-management/</a>							
Marketing Fundamentals Courses, Udemy, <a href="https://www.udemy.com/courses/marketing/marketing-fundamentals/">https://www.udemy.com/courses/marketing/marketing-fundamentals/</a>							
Marketing Management- I By Prof. Jayanta Chatterjee, Prof. Shashi Shekhar Mishra IIT Kanpur, Swayam, <a href="https://onlinecourses.nptel.ac.in/noc22_mg57/preview">https://onlinecourses.nptel.ac.in/noc22_mg57/preview</a>							
Marketing Management-II Indian Institute of Technology Kanpur and NPTEL via Swayam Help, <a href="https://www.classcentral.com/course/swayam-marketing-management-ii-12989">https://www.classcentral.com/course/swayam-marketing-management-ii-12989</a>							

PO- PSO CO	Course Articulation Matrix: (Mapping of Cos with Pos and PSOs)								
	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

<b>Name &amp; Sign of Program Coordinator</b>				<b>Sign &amp; Seal of HoD</b>			
---	--	--	--	-------------------------------	--	--	--



## Integral University, Lucknow

**Effective from Session:2020-21**

<b>Course Code:</b>	BM 405	<b>Title of the Course</b>	Human Resource Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year:</b>	I	<b>Semester:</b>	I	3	0	0	3
<b>Pre-Requisite:</b>	None	<b>Co-requisite:</b>	None				
<b>Course Objectives</b>	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	
<b>CO1</b>	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.
<b>CO2</b>	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 an organization.
<b>CO3</b>	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.
<b>CO4</b>	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.
<b>CO5</b>	To understand job-based compensation scheme, emerging horizons of HRM like e-HRM a, 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	HRM: Definition, Meaning, Objective, Importance & Scope. Evolution of HRM, Functions of HRM. HR Sub Systems. Organization Structure of HRM	7	1
2	Policy & Planning	HRM Philosophy. HRM Policy: Meaning Definition, Importance, Characteristics of Good HR Policy. Human Resource Planning Model, Barriers of HR Planning, Job Analysis Job Description & Job Specification.	7	2
3	Recruitment & Selection	Concept of Recruitment: Meaning, Definition, Importance, Recruitment Process and Barriers. Concept Of Selection: Meaning, Definition, Importance, Selection Process and Barriers. Sources of Testing: Aptitude test, Personality test, simulation exercises. Assessment Centre. Induction Programme.	7	3
4	Training & Development, Performance Appraisal	Training and Development Concept of Training & Development, Training Process, Identification of Training needs & setting Objective, Training Methods, Designing a Training Programme. Performance Appraisal Concept of Performance Appraisal System, Methods of Performance Appraisal system. Job Evaluation: Scope. Process and methods of job evaluation	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 HRM HR 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://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
<b>CO1</b>	1	1	1	-	1	2	2	1	--
<b>CO2</b>	2	2	-	1	-	-	-	--	1
<b>CO3</b>	1	2	2	3	-	1	1	-	1
<b>CO4</b>	2	3	1	-	1	1	-	-	-
<b>CO5</b>	1	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**  
**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
<b>Total</b>				<b>24</b>	<b>07</b>	<b>00</b>	<b>320</b>	<b>160</b>	<b>480</b>	<b>320</b>	<b>800</b>		<b>31</b>								



## Integral University, Lucknow

**Effective from Session: 2023-24**

<b>Course Code</b>	BM 406	<b>Title of the Course</b>	Business Research Methods	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	3	1	0	4
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	The objective of the course is to inform the students about the basic concepts of research methods. This paper helps the students in doing research through forming research design, collecting data, performing sampling and at the end analyzing the data. This paper also helps in knowing the application of statistical tools to arrive at rationale decisions. It also helps in the use of SPSS in Statistical Operations & Hypothesis Testing.						

### Course Outcomes

<b>CO1</b>	To know the basics of Research and to formulate the Research Problem. To know the way of forming the Research Objective & Research Hypothesis. It also informs the concept of Feasibility Study & making Research Proposal.
<b>CO2</b>	To understand the concept of Research Design & to study its classification. It also helps in understanding the concept of Measurement. It also informs about Scales and its uses.
<b>CO3</b>	To apply the use of Primary & Secondary Data in conduction of the Research. It also helps in knowing the art of making a Questionnaire for the Research and the way of Testing Questionnaire through Pilot Study.
<b>CO4</b>	To know the way of applying the Sampling in Research and to know the calculation of Sample Size. To know the application of Data Preparation & Data Analysis.
<b>CO5</b>	To evaluate statistical analysis, this includes Parametric and Non-Parametric Test and prepares research report. To report Research Findings & study Ethical Issues related to Publishing, Plagiarism and Self-Plagiarism.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	<b>Business Research</b>	Research: Meaning & Definition, Importance of Research, Role of Research, Measures of Good Research, Research Process, Research in Business, Manager-Researcher Relationship, Defining Research Problem, Making Research Objective and Formulation of Hypothesis, Feasibility Study and Research Proposal.	9	1
2	<b>Research Design, Measurement &amp; Scales</b>	Research Design: Types of Research Design-Exploratory, Descriptive and Experimental Studies. Concept of Measurement, Measurement of Attitudes, Problems in Measurement, Concept of Validity & Reliability, Scales of Measurement: Their Types & Properties.	8	2
3	<b>Data Collection Techniques and Questionnaire Design</b>	The Sources and Collection of Data: Primary and Secondary Data Sources, Primary Data Collection by Observation, Interview, Questionnaire & Other Specialized Methods. Difference between Questionnaire & Schedule, Questionnaire Design and Testing of Questionnaire through Pilot Study	9	3
4	<b>Sampling, Data Preparation &amp; Data Analysis</b>	Sampling: General Concepts of Sampling, Sampling Procedures, Types of Sampling, Sample Size Determination, Practical Considerations in Sampling and Sample Size, Common Sources of Error in Sampling, Sampling Theory & Central Limit Theorem, Kaise-Meyer-Olkin Test (KMO Test), Data Preparation & Data Analysis.	9	4
5	<b>Statistical Analysis, Hypothesis Testing, SPSS, Reporting Research Findings &amp; Ethical Issues</b>	Statistical applications: Central Tendency & Dispersion, Hypothesis Testing: Parametric and Non-Parametric Test, Parametric Test- t-test, z-test and ANOVA and Non-Parametric Test- Chi Square Test, Kruskal-Wallis, Kolmogorov-Smirnov Test, Mann-Whitney U Test, Introduction to SPSS. Interpretation of Results, Steps in Research Report, Research Report Guidelines, Reporting Research Findings, Differences between Academic and Business Audience/ Ethical issues related to Publishing, Plagiarism and Self-Plagiarism.	10	5

### Reference Books:

1. Dipak Kumar Bhattacharyya, Research Methodology, Latest Edition, Excel Books
2. C R Kothari, Research Methodology, Second Revised Edition, New Age International Publishers
3. Donald Cooper & Pamela Schindler, Business Research Methods, 12th Edition, McGraw Hill
4. Dr. Deepak Chawla & Dr. Neena Sondhi, Research Methodology: Concepts & Cases, 2<sup>nd</sup> Edition, Vikas Publishing House

### e-Learning Source:

[https://onlinecourses.swavam2.ac.in/cec20\\_mg14/preview](https://onlinecourses.swavam2.ac.in/cec20_mg14/preview)

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

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

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





## 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 ( <a href="https://in.coursera.org/specializations/financial-management">https://in.coursera.org/specializations/financial-management</a> )							
Financial Management ( <a href="https://www.classcentral.com/course/swayam-financial-management-17605">https://www.classcentral.com/course/swayam-financial-management-17605</a> )							
Fundamentals of Financial Management ( <a href="https://www.classcentral.com/course/swayam-fundamentals-of-financial-management-17618">https://www.classcentral.com/course/swayam-fundamentals-of-financial-management-17618</a> )							

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

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------





## Integral University, Lucknow

**Effective from Session: 2023-24**

Course Code	BM408	Title of the Course	Organisational Behaviour	L	T	P	C
Year	I	Semester	II	3	0	0	3
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 and determinants of individual behavior. It will help them to understand the role and impact of individual behavior on organizational behavior.
CO3	To acquire knowledge about behavioral aspects like learning and motivation in the light of modifying individual behavior at workplace.
CO4	To learn about the concepts of the group & interpersonal dimensions and also to know about its importance for the organization.
CO5	To empower the students with the knowledge of latest trends and developments in the field of organizational behavior.

Unit No.	Title of the Unit		Contact Hrs.	Mapped CO
1	<b>Foundations of Organizational Behavior</b>	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.	6	1
2	<b>Individual Dimensions in Organizational Behavior</b>	Basic Individual Differences (ability & biographical characteristics); Personality: Meaning, Theories and Determinants; Values; Attitudes and job Satisfaction; Perception Process.	7	2
3	<b>Foundation of Learning and Motivation</b>	Learning process; Theories of Learning: Classical Conditioning, Operant Conditioning and Social Learning; Motivation: Meaning, Theories of motivation-Maslow, Herzberg, McClelland, McGregor; Process Theories (Vroom's Model); Contemporary Theories: Equity Theory, Attribution Theory).	7	3
4	<b>Group and Interpersonal Dimensions</b>	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 Leadership: Meaning, Style and Theories of Leadership-Trait, Behavioral and Situational Theories	8	4
5	<b>Organizational Dimensions and recent trends</b>	Organizational Culture: Concept, Characteristics, Elements of Culture, Implications of Organization Culture, Organizational Change, Organizational Development, Gender Sensitivity, Competency Levels & Behavioural Dimensions, Culture based influences in International OB, Relationship Orientation for improved productivity & lack of formal authority.	7	5

### References 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-3<sup>rd</sup>

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	1	2	2	1	1	2	-	1	1
CO2	2	2	2	1	-	1	1	2	-
CO3	-	1	2	-	1	-	1	2	1
CO4	1	-	2	-	-	1	-	-	2
CO5	1	1	-	2	1	-	1	2	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	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=eywQyLuTHNQ&list=PLPf7aahSRKFVuCziM_YMAoYYnlLeX5j8F)

[https://www.youtube.com/watch?v=aSd8Hbg-tuY&list=PLLy\\_2iUCG87A-kHGx4YUY97ShTTqBfA6-](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
------------------------------------	--------------------



## Integral University, Lucknow

**Effective from Session: 2020-21**

<b>Course Code</b>	BM 410	<b>Title of the Course</b>	Consumer Behaviour	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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	
<b>CO1</b>	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.
<b>CO2</b>	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.
<b>CO3</b>	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.
<b>CO4</b>	To learn about the concept of the consumer behaviour in terms of different models given by the academics people associated with the behavioral study.
<b>CO5</b>	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**

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



## Integral University, Lucknow

**Effective from Session: 2020-21**

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

<b>Course Objectives</b>	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
--------------------------	--

### Course Outcomes

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

<b>Dr. Firoz Husain</b> Name & Sign of Program Coordinator	<b>Dr. Syed Shahid Mazhar</b> Sign & Seal of HoD
---	---



## 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 -3<sup>rd</sup>.
- Cundiff,still and Govoni : Sales Management, PHI, New Delhi.Edition-3<sup>rd</sup>.

### 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
------------------------------------	--------------------



## Integral University, Lucknow

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

<b>CO1</b>	To discuss the basic concepts of retailing, various theories of organization behavior like attitude, perception which influence a buyer.
<b>CO2</b>	To discuss about various retail environments customer buying behavior.
<b>CO3</b>	To develop an understanding about trading area analysis and store location internally and externally.
<b>CO4</b>	To discuss the details about managing retail business ,services and financial dimension etc.
<b>CO5</b>	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.nptel.ac.in/noc22_mg51/preview)

[https://onlinecourses.swayam2.ac.in/imb19\\_mg02/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

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------





## Integral University, Lucknow

<b>Effective from Session: 2020-21</b>							
<b>Course Code</b>	BM414	<b>Title of the Course</b>	Capital and Money Market	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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						

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

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Content of Unit</b>	<b>Contact Hrs.</b>	<b>Mapped CO</b>
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

<b>Reference Books:</b>	
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. 1 <sup>st</sup> edition, Concept publishing company, 2006.	
Machiraju HR, Indian financial system, Vikas publishing house	
<b>e-Learning Source:</b>	
<a href="https://youtu.be/UwpBRm-LG44">https://youtu.be/UwpBRm-LG44</a>	
<a href="https://youtu.be/p1KD-Y1e2Hg">https://youtu.be/p1KD-Y1e2Hg</a>	
<a href="https://youtu.be/88S1wZGfuqk">https://youtu.be/88S1wZGfuqk</a>	

<b>PO-PSO- CO</b>	<b>Course Articulation Matrix: (Mapping of COs with POs and PSOs)</b>								
	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**

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------





## 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.						

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

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Content of Unit</b>	<b>Contact Hrs.</b>	<b>Mapped CO</b>
1	<b>Financial Management in Global Context</b>	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	<b>Exchange Rate</b>	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	<b>International Finance Instrument</b>	Forward Contracts, Future Contract, Currency Swaps, Currency Options; Concept, types and strategies.	07	3
4	<b>Foreign Exchange Risk Exposure</b>	Definition of Foreign Exchange risk, Accounting Exposure, Economic Exposure, Currency Risk– Sharing Methods.	08	4
5	<b>Global Financial Management</b>	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", 7<sup>th</sup> Edition, Pearson Education.

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

Siddaiah, Thummuluri. (2011) International Financial Management, 2<sup>nd</sup> Edition, Pearson Education.

Ramesh Babu, Financial Markets and Institutions. 1<sup>st</sup> Edition, Concept publishing company, 2006.

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

### e-Learning Source:

[https://onlinecourses.nptel.ac.in/noc23\\_mg34/preview](https://onlinecourses.nptel.ac.in/noc23_mg34/preview)

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

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

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

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



## Integral University, Lucknow

**Effective from Session: 2020-21**

<b>Course Code</b>	BM416	<b>Title of the Course</b>	Merchant Banking and Financial Services	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	3	1	0	4
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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	
<b>CO1</b>	To understand the working of Merchant Banking institutions and its major activities.
<b>CO2</b>	To understand the process of Public Issue.
<b>CO3</b>	To identify the role and regulatory environment of financial services in Indian
<b>CO4</b>	To give an insight on operations and management of mutual fund and venture capital in India
<b>CO5</b>	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' 5<sup>th</sup> Edition, Tata McGrawHill

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

Varshney and Mittal. (2009) Indian Financial System, 10<sup>th</sup> 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>

PO-PSO CO	Course Articulation Matrix: (Mapping of COs with POs and PSOs)								
	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**

<b>Course Code</b>	BM417	<b>Title of the Course</b>	Security Analysis and Portfolio Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	3	1	0	4
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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	
<b>CO1</b>	To be able to get the knowledge of Investment, its options and the current issues regarding investment protection in India
<b>CO2</b>	To get the concept of Risk and Return understood from the point of view of investment decisions.
<b>CO3</b>	Environmental and technical analysis to get the best outcome of the investment decisions.
<b>CO4</b>	Portfolio analysis is important for investment. To be able to know the theories regarding it.
<b>CO5</b>	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](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
------------------------------------	--------------------



## Integral University, Lucknow

<b>Effective from Session: 2020-21</b>							
<b>Course Code</b>	BM418	<b>Title of the Course</b>	Corporate Compensation Strategy	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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						

<b>Course Outcomes</b>	
<b>CO1</b>	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.
<b>CO2</b>	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.
<b>CO3</b>	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.
<b>CO4</b>	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.
<b>CO5</b>	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.

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Content of Unit</b>	<b>Contact Hrs.</b>	<b>Mapped CO</b>
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/>

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

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

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



## Integral University, Lucknow

<b>Effective from Session: 2020-21</b>							
<b>Course Code</b>	BM419	<b>Title of the Course</b>	Industrial Relation	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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.						

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

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Content of Unit</b>	<b>Contact Hrs.</b>	<b>Mapped CO</b>
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-1st , 2009.

Industrial Relations P Venkataraman-Edition, 1st, 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](https://onlinecourses.nptel.ac.in/noc22_mg52/preview)

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

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

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

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



**Integral University, Lucknow**

<b>Effective from Session: 2020-21</b>							
<b>Course Code:</b>	BM420	<b>Title of the Course</b>	Training Methodology	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite: None</b>	None	<b>Co-requisite: None</b>	None				
<b>Course Objectives</b>	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.						

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

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Content of Unit</b>	<b>Contact Hrs.</b>	<b>Mapped CO</b>
1	<b>The Training Context</b>	History of training, Philosophy of training, Definition of training, Concepts of training: Nature, Scope, Challenges, Forces influencing Training.	10	1
2	<b>Strategic training and Its Dynamics</b>	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	<b>Training Needs Analysis</b>	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	<b>Trainer And Training</b>	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	<b>Employee Development Career Management And Future of Training and Development</b>	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://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)**

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

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

<b>Name &amp; Sign of Program Coordinator</b>					<b>Sign &amp; Seal of HoD</b>				
---	--	--	--	--	-------------------------------	--	--	--	--





## Integral University, Lucknow

<b>Effective from Session: 2020-21</b>							
<b>Course Code</b>	BM421	<b>Title of the Course</b>	Organization Development	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	The objective of the course is to help students understand the process and intervention for organizational development learnOD as a viable Strategy for changing and improving Organizational effectiveness and understand OD in Global Perspective.						

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

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	<b>Introduction ToOD</b>	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	<b>Condition For OD&amp; Process</b>	Conditions for O.D. Success. Action research: Process, History and Examples. OD Process	10	2
3	<b>Facilitators &amp; Culture</b>	Development of O.D. facilitators ,OD & Culture, Feedback: Characteristics of effective feedback, survey Feedback, Stress Management	10	3
4	<b>Organization Development Interventions</b>	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	<b>Strategic Interventions</b>	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 by French & Bell, Pearson Education, 2017

Organization Development by French, Bell & Zawaki, Mc Graw Hill, 2005

Organization Development For Excellence by Kesho Prasad, Delhi Macmillan India Limited, 2000

Organization Design, Change & Development, MG Rao, VSP Rao, Discovery Publishing House, 1999

### e-Learning Source:

[https://onlinecourses.nptel.ac.in/noc20\\_mg56/preview](https://onlinecourses.nptel.ac.in/noc20_mg56/preview)

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

PO- PSO CO	Course Articulation Matrix: (Mapping of COs with POs and PSOs)								
	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
------------------------------------	--------------------





## Integral University, Lucknow

<b>Effective from Session: 2020-21</b>							
<b>Course Code</b>	CS405	<b>Title of the Course</b>	Database Management System	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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	
<b>CO1</b>	To understand the Components of Database Management Systems and Record Storage & Primary File Organizations.
<b>CO2</b>	To explain the Decomposition of Relation Schemes Relational Database Design: Integrity Constraints; Functional Dependencies Normalization.
<b>CO3</b>	To introduce the Structured Query Language, Oracle- Creating Table.
<b>CO4</b>	To enable the Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access Advanced Data Models & Emerging Trends.
<b>CO5</b>	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
------------------------------------	--------------------



## Integral University, Lucknow

**Effective from Session: 2020-21**

<b>Course Code</b>	CS406	<b>Title of the Course</b>	Computer Application in Business	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-requisite</b>	None				
<b>Course Objectives</b>	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

<b>CO1</b>	To enable the comparison and use (comparison of several dimensions' of various MSS viz. TPS / MIS/ DSS/ ES / EIS/KMS)
<b>CO2</b>	To understand the Inventory Systems; their sub systems, description and organizational levels.
<b>CO3</b>	To explain the Enterprise Resource Planning (ERP) - Features, capabilities and Overview of Commerce Software
<b>CO4</b>	To understand the Concept & Application, Remote Transaction Processing.
<b>CO5</b>	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 & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory Systems; their subsystems, description and organizational levels.	10	2
3	Enterprise Applications	Enterprise Systems Overview, Supply Chain Management, Customer Relationship Management & Knowledge Management. Enterprise Resource Planning (ERP) -Features, capabilities and Overview of Commercial Software.	10	3
4	Computer networks & Business Process Outsourcing	Computer networks-Overview, types of computer network (LAN,WAN,MAN), network topologies Concept & Application, Remote Transaction Processing, Documentation and Other Applications- Resource Requirement	8	4
5	Intellectual Property Right & emerging trends	IPR Overview and its implications, Batch Processing System, EDI, Electronic Fund Transfer, GPS, mobile communication, Bluetooth, smartcards and other eminent technologies	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 Millenium, Vikas Publishing.
5. DavidL euin: 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**

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

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

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	<b>Introduction to E-Business</b>	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	<b>Technologies</b>	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	<b>Business Models &amp; security issues of ECommerce:</b>	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	<b>E-Strategy &amp; e-governance</b>	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	<b>Applications of e-business</b>	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/vzb5gvms-60>**

**E-commerce Technologies By Mrs. G. Selva Jeba | Madurai Kamaraj University, Madurai, Tamil Nadu, <https://youtu.be/Yd0vipJkr9o>**

**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**

<b>Name &amp; Sign of Program Coordinator</b>	<b>Sign &amp; Seal of HoD</b>
---	-------------------------------



## Integral University, Lucknow

**Effective from Session: 2020-21**

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

### Course Outcomes

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

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	<b>Decision-making</b>	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	<b>Introduction to DSS</b>	Characteristics and Objectives: Comparison with EDP/MIS. Levels of Decision Support System: Specific, Generator and tools-Forecasting packages, Statistical packages; Relationship.	10	2
3	<b>Role and application of DSS</b>	Components of Decision support Systems: Data Subsystem, Model Subsystem, and User-interface, Quantitative models and modeling in DSS.	10	3
4	<b>Data Warehousing</b>	Concepts, data base structure, getting data into the data warehouse.	5	4
5	<b>Data Mining</b>	Data Mining: Automated Analysis, constructing a data ware house 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:

<a href="https://nptel.ac.in/courses/110105147">https://nptel.ac.in/courses/110105147</a>
---

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