



Department of Commerce and Business Management

Study and Evaluation Scheme

Program: B.Com (Hons)

Semester-V

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	BM301	Fundamentals of Financial Management	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√			SDG-4,8,9
2	BM 302	Entrepreneurship Development	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√	√	√	√	√	SDG-4,8,11
3	BM 303	Money & Banking	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,8,9,7
4	BM304	Fundamentals of Production and Operation Management	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,9,12
5	BM305	Project Financing	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,9,12
6	BM306	Introduction to Consumer Behavior	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√			SDG-4,8
Total				18	06	00	240	120	240	240	600		24								

L = Lecture, P = Practical, T =Tutorials, C= Credit, CT = Class Test, TA=Teacher Assessment,

ESE=End Semester Examination Subject Total = Sessional Total (CA) + End Semester Exam(ESE)



Integral University, Lucknow

Effective from Session: 23-5-2015							
Course Code	BM301	Title of the Course	Fundamentals of Financial Management	L	T	P	C
Year	III	Semester	V	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this course is to provide fundamental knowledge of financial management.						
Course Outcomes							
CO1	To comprehend the meaning, scope and objective of financial management.						
CO2	To explain alternative sources of finance and investment decisions and their feasibility.						
CO3	To describe the concept of cost of capital, its classifications and determination of cost of capital.						
CO4	To provide an insight on factors affecting capital and capital structure formation.						
CO5	To explain the determinants and techniques of managing working capital.						
Unit No.	Title of the Unit	Content of Unit			Contact Hrs.	Mapped CO	
1	Overview of Financial Management	Meaning and Scope, Profit maximization Vs Wealth maximization, and Time value of Money.			09	CO1	
2	Investment Decision	Importance, Techniques of Capital Budgeting and their application			09	CO2	
3	Cost and its Analysis	Cost of Different Sources of Raising Capital Weighted average cost.			09	CO3	
4	Capital Structure Theories	Approaches of capital structure, Determinants of Dividend policy and dividend models- Walter, Gordon and MM.			09	CO4	
5	Working Capital	Meaning, Need, Determinants, Estimation of working capital needs, Management of Inventory, Receivable and Cash Management.			09	CO5	
Reference Books:							
Pandey I. M., Financial Management, Vikas Publications 2020.							
Khan & Jain, Financial Management, Tata McGraw-Hill, 2019.							
Chandra Prasanna, Fundamentals of Financial Management (TMH), 2019.							
Smith K.V., Management of Working Capital, West Pub. Co.2018							
Agarwal J.D., Working Capital Management, Himalaya Publishing, New Delhi, 2018.							
e-Learning Source:							
https://youtu.be/CCQwz_Gwo6o							

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

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	2	2	2	1	3	2	2	2
CO2	2	2	1	2	2	2	1	3	2	2	2
CO3	2	2	1	2	2	2	0	3	1	2	1
CO4	2	2	1	2	2	2	1	3	1	2	1
CO5	2	2	1	2	2	2	0	3	2	2	1

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

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

Effective from Session: 23-5-2015						
Course Code	BM302	Title of the Course	Entrepreneurship Development	L	T	P
Year	III	Semester	V	3	1	0
Pre-Requisite	NONE	Co-requisite	NONE			
Course Objectives	The basic objective of this course is to provide knowledge about Entrepreneurship to students					
Course Outcomes						
CO1	To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.					
CO2	To understand the concept of Entrepreneurial Development and explore the programs that will be undertaken to develop entrepreneurship and the problems associated with it					
CO3	To understand the steps involved in Entrepreneurship Development and write effective entrepreneurial plans for establishing and managing any business venture					
CO4	To understand how to carry out project planning and make students aware about the project appraisal					
CO5	To form a business entity in the light of the legal and regulatory framework in India					
Unit No.	Title of the Unit	Content of Unit			Cont act Hrs.	Mapped CO
1	Entrepreneurship	Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Concept of intrapreneurship, types of entrepreneurs, functions of entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs and changing role of entrepreneur.			10	CO-1, 2
2	Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies:	Estimating financial funds requirement; Sources of finance – banks, & financial institutions, financing of small-scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export-oriented units.			10	CO-2
3	Process Entrepreneurship Development-I	Creativity & entrepreneurial Plan, Idea generation, Screening, Project identification, Creative performance. Feasibility Analysis: Economic, Marketing, Financial & Technical.			9	CO-2,3
4	Process Entrepreneurship Development-II	Project Planning: Projects and Classification, Identification of project, Search of business idea, Transformation of idea into reality, Project design, Plant layout, Network analysis, Project appraisal.			8	CO-4
5	Launching a New Venture:	Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business start-up to going IPO; revival, exit and end to a venture.			8	CO-5
Reference Books:						
Couger, C, Creativity and Innovation ,IPP, Latest Edition						
Nina Jacob, Creativity in Organisations , Wheeler, Latest Edition.						
Entrepreneurial Development in India (Paperback, Dr. L. Sankari Priya, Dr. S.R. Easwari,), Edition: 2020						
Entrepreneurial Development S ;S Khanka; S. Chand Publishing, 2006						
e-Learning Source:						
Entrepreneurship - Course https://onlinecourses.nptel.ac.in/noc22_mg81/preview						
Understanding Incubation and Entrepreneurship - Course https://onlinecourses.nptel.ac.in/noc23_de04/preview						
Entrepreneurship Essentials https://onlinecourses.nptel.ac.in/noc23_ge16/preview						

Course Articulation Matrix: (Mapping of COs with POs and PSOs)											
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO4	PSO5
CO1	2	1	2	2	1	1	1	2	2	1	3
CO2	2	-	-	-	2	2	2	-	-	2	2
CO3	1	1	2	1	2	-	-	3	1	2	-
CO4	1	1	1	1	1	2	1	1	1	1	2
CO5	2	2	1	2	-	2	1	1	2	-	2

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

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

Effective from Session: 23-5-2015							
Course Code	BM 303	Title of the Course	Money & Banking	L	T	P	C
Year	III	Semester	V	3	1	0	4
Pre-Requisite	NONE	Co-requisite	NONE				
Course Objectives	The primary objective of the course is to comprehend the basic concepts of Money, Banking, Economic growth and Negotiable instrument						

Course Outcomes	
CO1	To be familiar with the function and theories of money
CO2	To understand the concept of demand and supply of money.
CO3	To understand the economic growth of the country.
CO4	To understand how banking sectors works.
CO5	To understand the concept of negotiable instruments.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Function and Theories of Money	Meaning & Function of Money, Classification of Money, Principles & methods of Note Issue. Theories of Value of Money, Fisher, Cambridge Friedman & Keynesian Equations, Demand & supply of Money, Liquidity Preference Theory, Money Multiplier, Methods of credit creation	10	CO1
2	Economic Growth	Economic Growth, Business Cycle, Inflation, Deflation, Stagflation & Recession, Role of Monetary and Fiscal policies in Economic growth, Inflation targeting, Control of inflation by Monetary Policy Committee (MPC)	10	CO2
3	Banking environment in India	Nationalization of Bank, its objectives & impact, Reforms in banking sector since 1991, new private banks V/S public sector banks, Recent trends in Indian banking, Consolidation of public sector banking through mergers, privatization of banks	08	CO3
4	Bank and their Types.	Definition & Function, Types of Banks: Commercial banks vs Investment banks, Regional Rural Banks, Cooperative Banks, Small finance banks, Payment bank, Retail banking, Corporate banking, Universal banking	08	CO4
5	Negotiable Instruments	Relationship between banker & customer, Negotiable instruments, Bills of exchange & Promissory notes, Endorsement & crossing, presentation, collection & payment of negotiable instruments, Dishonor, noting & protesting of negotiable instruments, Banking Clearing house. Salient features of the Banking regulation Act-1449 & RBI Act – 1934 with amendment up to date	09	CO5

Reference Books:	
Stephen G. Cecchetti, Money banking & Financial Markets, Thomson Publication 2013	
Khan M.Y. Financial Services, Tata Mc Graw Hill 2013	
Vaish M.C. Money Banking, Vikas Publication 2015	
e-Learning Source:	
Money & Banking, IIT Kanpur by Prof.Surajit Sinha, NPTEL https://youtu.be/AffhWkHYqJY	
Bank Management, IIT Madras, Prof. R. Madhumathi, NPTEL https://nptel.ac.in/courses/110106040	
Introduction to Banking and Financial Markets, By P C Narayan Indian Institute of Management Bangalore (IIMB) https://youtu.be/Q8haOsqVWv4	

Course Articulation Matrix: (Mapping of COs with POs and PSOs)											
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2	1	3	0	1	2	1	1
CO2	2	2	2	2	1	2	0	1	2	2	3
CO3	1	3	2	1	2	2	0	1	1	1	2
CO4	3	1	1	1	1	2	0	3	1	2	2
CO5	3	2	1	2	1	2	0	2	3	1	1

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

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

Effective from Session: 23-5-2015						
Course Code	BM305	Title of the Course	Project Financing	L	T	P
Year	III	Semester	V	3	1	0
Pre-Requisite	None	Co-requisite	None	C	4	
Course Objectives	The course has been designed the basic objective of this course is to provide the knowledge of project financing to the students.					

Course Outcomes	
CO1	To understand the project and factors for creating it.
CO2	To understand the project appraisal.
CO3	To understand the concept of feasibility of a project.
CO4	To understand the project how finance is implicated
CO5	To understand the project constraint and its implication

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction Project Management	Concepts of project and project management, Nature and scope of Project management, Generation and screening of project ideas.	9	CO1
2	Project Appraisal	Market and Demand Analysis, Situation Analysis, Collection of Information, Market survey, Demand Forecasting	9	CO2
3	Feasibility	Technical, Financial and risk Analysis of Project	8	CO3
4	Financing Infrastructure Projects	Need and Features of Infrastructure Finance, Complexities in Valuing Large Projects, infrastructure Finance Structure, Regulatory dilemmas in Infrastructure financing. Infrastructure in India-present scenario.	10	CO4
5	Multiple Project and Constraints	Constraints, Method of ranking: Mathematical Programming Approach	9	CO 5

Reference Books:

Chandra Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, Tata Mc Graw Hill latest edition

Mohsin M., Project Planning and Control, Vikas Publishing House, latest edition

Chaudhary, S., Project Management, Tata Mc Graw Hill Publications, latest edition

David P. Baron, Project, 6th Ed. India New Delhi, latest edition

e-Learning Source:

Project Management – Introduction, by Prof. R.N. Sengupta (IIT Kanpur), NPTEL <https://www.youtube.com/watch?v=RQNZWCl6eXI>

Intro to Business Planning & Project Management <https://youtu.be/7mfhQISArsw>

Infrastructure Finance, IIT Madras Dr. A. Thillai Rajan, NPTEL https://youtu.be/jTXGw_Gfras

Project Finance by Global Coursera https://www.coursera.org/lecture/global-financing-solutions/project-finance-fgoOt?utm_source=link&utm_medium=page_share&utm_content=vp&utm_campaign=top_button

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

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

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

Effective from Session:23-5-2015							
Course Code	BM306	Title of the Course	Introduction to Consumer Behavior	L	T	P	C
Year	III	Semester	V	3	1	0	4
Pre-Requisite	NONE	Co-requisite	NONE				
Course Objectives	The objective of this course is to develop the understanding about the consumers and their decision process and application in marketing function of the organization.						

Course Outcomes	
CO1	To understand consumer behavior and its relationship with marketing concepts.
CO2	To understand the process of consumer decision making and its application.
CO3	To describe the underlying variables resulting into differences in consumer decision making.
CO4	To study the attitude-behavior relationship and its related models.
CO5	To help the company people in knowing the Influence of Reference Group on Consumer Behavior.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Studying Consumer Behavior	Definition, research- nature, need, strategies and method measuring consumer Indian Consumer Market- Socioeconomic and Cultural aspects.	9	CO 1
2	Environmental Influences on Consumer Behavior	Culture - Characteristic, Values, Cultural Changes, Cross Culture and Influences of Sub Culture, Group Influences- Reference Group influence, Household Decision Making, Personal influence and Diffusion of Innovation.	9	CO2
3	Individual Determinants of Consumer Behavior	Consumer perception, Consumer Information Acquisition and processing, Attitude and Changes, Personality and learning, Influences Attitude through marketing Communication.	9	CO3
4	Consumer Decision Process	Problem Recognition, Search and Evaluation, Model of Consumer Decision making- Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell.	9	CO4
5	Influence of reference group	Friendship, work, celebrity and family. Impact of social class, culture, subculture and cross culture factor on consumer behaviour. The process of opinion leadership and motivation behind opinion leadership.	9	CO5

Reference Books:

Hawkins, Best, Coney, Consumer Behaviour: Building Marketing Strategy, Latest Edition, McGraw Hill, New Delhi, India.

Loudon & Bitta, Consumer Behaviour, Tata McGraw Hill, Latest Edition, New Delhi, India.

Schiffman, Kanuk, Kumar & Wisenblit, Consumer Behaviour, 12 Edition, Pearson Prentice Hall, Latest Edition, Chennai, India.

Heyer D Wyne, Consumer Behaviour, 6 edition, Latest Edition, Cengage Learning, Noida, India.

Gupta S.L. & Pal S., Consumer Behaviour, Second edition, Sultan Chand & Sons, Latest Edition, New Delhi, India.

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc22_mg47/preview

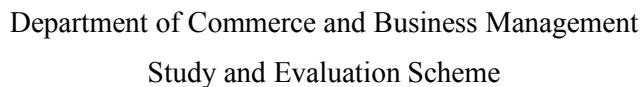
<https://iimb.ac.in/catalog/consumer-behaviour/#>

<https://www.edx.org/course/consumer-behaviour>

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

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

Name & Sign of Program Coordinator	Sign & Seal of HoD
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rogram: B.Com (Hons)

Semester VI

S.No.	Course code	Course Title	Type of Paper	Period Perhr/week/se m			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	able Development			
1	BM307	Basics Of Insurance Management	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG- 4, 11	
2	BM 308	Security Analysis	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√					SDG-4,8,9	
3	BM309	Introduction to International Business	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√		√	SDG- 4,8,9,17	
4	BM310	Fundamentals ofManagement InformationSystem	Major	03	1	0	40	20	60	40	100	3:1:0	04	√		√					SDG-4,9	
5	BM311	Introduction To Financial Markets	Major	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√				√	SDG- 4,8,9,10	
6	BM 312	Investment Decision & Portfolio Management	Major	03	1	0	40	20	60	40	100	3:1:0	04	√							SDG-8	
7	BM313	Marketing Communication	Elective	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√	√	√	SDG- 4,8,9,12,13	
8	BM314	International Marketing Management	Elective	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√		√		√	SDG-8,9	
9	BM 315	Introduction To Industrial Relations	Elective	03	1	0	40	20	60	40	100	3:1:0	04	√	√						SDG- 4,10,16	
10	BM316	Introduction to Organization Development	Elective	03	1	0	40	20	60	40	100	3:1:0	04	√	√	√			√	√	SDG-4,8,9	
Total				30	10	00	400	200	600	400	1000		40									



Integral University, Lucknow

Effective from Session:23/05/2015							
Course Code	BM307	Title of the Course	Basics Of Insurance Management	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	NONE	Co-requisite	NONE				
Course Objectives	The basic objective of the course is to acquaint the students to understand the concepts and principles relating to insurance and risk hedging with insurance products						

Course Outcomes	
CO1	Risk is imminent in life and insurance provides then much needed support to bear its consequences. Thus unit focuses on the concept of risk related to insurance, methods to handle risk and risk management.
CO2	It provides the basic knowledge of insurance and legal aspects of insurance in India
CO3	It gives the knowledge of the most flourishing industry named Insurance. Also the insurance products available in Indian market and its competitors.
CO4	This unit provides the in depth knowledge of life insurance in general as well as in Indian context.
CO5	Insurance can be done against a variety of products. This unit focuses on the contemporary insurance products, their process and feasibility.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Risk Analysis	Risk defined, concept of Risk and Burden, Methods of handling risks, Risk Management-nature and importance, Risk Management process	9	CO1
2	Insurance Concepts	Introduction to Insurance, History of Insurance, Type of Insurance, Principles of Insurance contract, Brief overview of the IRDA and legal aspect of Insurance	9	CO2
3	Insurance Marketing	Insurance as service industry, Insurance marketing and selling process, Insurance product types, Marketing system and Competition, Functions of insurers	9	CO 3
4	Life Insurance	Life Insurance – products, competitive position, environment and general provisions, Type of Life Insurance contracts, Annuities and pension benefits, Tax benefit in Life Insurance, Role of LIC.	9	CO4
5	General Insurance	Health insurance, Vehicle insurance, Fire insurance, Property and Liability insurance, Futuristic insurance products	9	CO 5

Reference Books:

N.C. Gulati, Principle of Insurance Management, Excel Books, New Delhi, Latest Edition
Karam Pal, B.S. Bodla, M.C. Garg, Insurance Management, Deep & Deep Publication Pvt. Ltd New Delhi, Latest Edition
Gupta S.L. & Pal S., Insurance Management, Second edition, Sultan Chand & Sons, New Delhi, India, Latest Edition
David P. Baron, Insurance, 6th Ed. India New Delhi ,Latest Edition
Haleem A., Insurance, Galgotia Books, Latest Edition

e-Learning Source:

https://onlinecourses.swavam2.ac.in/cec20_mg24/preview
https://www.classcentral.com/course/swavam-fundamental-of-insurance-19873
https://www.edx.org/course/planning-for-risk-and-retirement
https://in.coursera.org/lecture/financial-markets-global/insurance-fundamentals-X6HV1

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

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

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

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

Effective from Session: 23/05/2015							
Course Code	BM 308	Title of the Course	Security Analysis	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	NONE	Co-requisite	NONE				
Course Objectives	This is the foundation course in the area of security analysis and stock market operation in order to acquaint a student to use various tools of security analysis for the efficient utilization of financial resources.						

Course Outcomes	
CO1	To analyze and evaluate security markets and its instruments within legal framework.
CO2	To acquire conceptual knowledge of working mechanism of stock exchange in India.
CO3	To comprehend the market analysis in relation to various theories and techniques.
CO4	To analyse and interpret various security market indicators.
CO5	To evaluate equity market in context of various valuation models.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to Investment	Introduction Objective of Investment, Securities and security markets, Financial intermediaries and SEBI, Traditional and New Capital market instruments, Securities regulation Act	9	CO 1
2	Stock Exchange & Market Analysis	Stock Exchange trading and operations: Specified and non specified groups, Settlement and delivery, Carry forwards, Types of traders- brokers, bulls, bears etc, Market analysis to select securities, Efficient market theory	9	CO2
3	Market Analysis & its Techniques	Environmental analysis, Technical analysis & Fundamental Analysis: Economy analysis, Industry analysis, Company analysis, Technical Analysis: Dow theory, Elliot's wave theory, Relative strength Analysis, Moving average analysis.	9	CO3
4	Analyzing investment information	Security market indicators- indexes, Yield curve, Composition, Interpretation of financial pages – Reading and analysis, Psychological analysis of securities, Interest rates Theory – Gilts edged market and yield calculation on interest bearing securities.	9	CO4
5	Equity & Bond Valuation	Equity valuation: Dividend capitalization model and equity capitalization model, Bond valuation: Present value model, yield to maturity and current yield.	9	CO5

Reference Books:	
Bodie, Z., A. Kane and A.J. Marcus. (Latest Edition). Investments. New York: McGraw-Hill Companies, Inc	
Graham, B. and D.L. Dodd. (Latest Edition). Security Analysis: Principles and Technique. New York: McGraw Hill Companies, Inc.	
Reilly, F.K. and K.C. Brown. (Latest Edition). Investment Analysis and Portfolio Management. Fort Worth: The Dryden Press	
Investment Analysis and Portfolio Management by Prasanna Chandra., Latest Edition	
Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan.Latest Edition	
e-Learning Source:	
Security Analysis & Portfolio Management By Prof. J. P. Singh IIT Roorkee, NPTEL https://youtu.be/AinhUie8ozc	
Security Analysis and Portfolio Management, IIT Kharagpur Dr. Chandra Sekhar Mishra, Dr. Jitendra Mahakud. NPTEL https://youtu.be/ope5Y3Mrsaw	
Investment Analysis & Portfolio Management” by Nehal Joshipura, Assitant Professor, Finance at Durgadevi Saraf Institute of Management Studies. https://youtu.be/7iA6dkaXYoo	

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

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

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

Effective from Session: 23/05/2015							
Course Code	BM309	Title of the Course	Introduction to International Business	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of the course is to expose students to the concept, importance and dynamics of international business and India's involvement with global business operations. The course also discusses theoretical foundations of international business to the extent these are relevant to understand the mechanics of global business operations and development.						

Course Outcomes	
CO1	To understand the importance and scope of international business and identify the main drivers of globalization that have led to the expansion of international business.
CO2	To analyze the changing dimensions of international trade and appreciate the role of trade theories in explaining trade patterns in different industries.
CO3	To understand the importance of Regional Integration in world trade and how international financial system has helped in growth of international business.
CO4	To understand the political realities of world trade and measures taken by governments to intervene in international trade.
CO5	To critically examine different Foreign trade promotion measures adopted by Indian government in recent years along with the organizations.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction to International Business	Globalization and its growing importance in world economy; Impact of globalization; International business contrasted with domestic business - complexities of international business; Modes of entry into international business.	10	CO1
2	Theories of International Trade	An overview; Commercial Policy Instruments - tariff and non-tariff measures; Balance of payment account and its components. International Organizations and Arrangements: WTO – Its objectives, principles, organizational structure and functioning; An overview of other organizations – UNCTAD, World Bank and IMF; Commodity and other trading agreements.	10	CO2
3	Regional Economic Co-operation	Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia. International Financial Environment: International financial system and institutions; Foreign exchange markets and risk management; Foreign investments-types and flows; Foreign investment in Indian perspective.	9	CO3
4	Organizational structure for international business operations	Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations. Developments and Issues in International Business: Outsourcing and its potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in international business; International business and ecological considerations	8	CO4
5	Foreign Trade promotion measures and organizations in India	Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad. Financing of foreign trade and payment terms.	8	CO5

Reference Books:	
1.	Charles, W.L. Hill and Jain, Kumar, Arun. International Business. New Delhi: Tata McGraw-Hill, Latest Edition
2.	Johnson, Derbe., and Colin Turner. International Business - Themes & Issues in the Modern Global Economy. London: Routledge. Latest Edition
3.	Cherunilam, Francis. International Business: Text and Cases. Prentice Hall of India, Latest Edition
4.	International Business by Prasanna Chandra., Latest Edition
5.	International Business and business studies by Donald Fisher and Ronald Jordan, Latest Edition
e-Learning Source:	
International Business By Dr.Ashwini.S Post Graduate Department of Commerce Vidyavardhaka First Grade College, Mysore. https://onlinecourses.swayam2.ac.in/cec20_mg12/preview	
International Marketing Indian Institute of Technology, Kharagpur and NPTEL via Swayam Help, https://www.classcentral.com/course/swayam-international-marketing-58474	

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

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

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

Effective from Session: 23/05/2015							
Course Code	BM310	Title of the Course	Fundamentals Of Management Information Systems	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic goal is to equip the learner to understand the information systems as a facilitator to the performance of business functions.						

Course Outcomes	
CO1	To describe the meaning and role of MIS in business organizations and differentiate between data and information.
CO2	To formulate the decision-making process and the application of MIS in decision making.
CO3	To learn the competitive strategies and understand the use of MIS in gaining competitive advantage.
CO4	To understand the use of MIS in different business functions.
CO5	To learn about latest concepts of technology and the trends in cyber world

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	The Information Age	Data, Information & systems, Data vs. information, Data manipulation & generating information What is System? Information Flows within sub-systems, Integration of business flows to generate management reports	9	CO1
2	Informatic on Systems In Decision Making	Decision making in business, The decision making process, Concept of gross system design an detailed system design, Information systems in strategic planning, Structured & unstructured problems, Decision support System components, Types of decision support systems, Executive information systems	9	COC2
3	Information Systems for Strategic Advantage	Competitive strategy concepts, Strategic roles for information systems, Improving business operations, Promoting business innovation, Locking in customers and suppliers, Creating switching costs, Raising barriers to entry, Building a strategic IT platform, Developing a strategic information base, Information Systems and the value chain	9	COC3
4	Information OSystems In Business Functions	Manufacturing & inventory control, Marketing sales & customer service, Human resources information services, Financial & accounting information system, Integration of business functions	9	CO4
5	Informati On Technolo Gy In Business	E-Commerce: The Internet, Intranet and extranets, Business to business trading, Business to consumer trading, E-Governance, Rules for successful online business transactions, M-Commerce	9	CO5

Reference Books:

- Introduction to Information Systems: James A. O'Brien, Latest Edition php publication.
- Information Technology & Management: William Cats Baril & Ronald Thompson, Latest Edition
- Management Information Systems: Suresh K. Basandra, Latest Edition

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc22_mg100/preview

<https://archive.nptel.ac.in/courses/110/105/110105148/>

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

PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	0	0	0	0	3	2	1	0
CO2	3	2	2	1	0	0	0	1	1	1	0
CO3	1	2	3	0	0	0	0	0	0	0	0
CO4	2	2	1	0	0	0	0	0	1	0	0
CO5	2	2	1	2	0	0	0	2	0	0	0

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

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

Effective from Session: 23/05/2015							
Course Code	BM311	Title of the Course	Introduction To Financial Markets	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	NONE	Co-requisite	NONE				
Course Objectives	This is an elective course of finance in the area of money and capital market in order to acquaint a student to have a thorough understanding of these markets to enable them to make investment.						

Course Outcomes	
CO1	To comprehend the importance of Indian Financial Market and the role of regulatory bodies in the growth of financial market in India
CO2	To describe the scope and object of primary market in India and the role of intermediaries in the financial market.
CO3	To pronounce the growth and development of secondary market and stock exchange mechanism in India
CO4	To understand the conceptual framework of Mutual funds in Indian.
CO5	To describe various instrument of Money market and their importance in the financial market of India.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Overview of Indian Financial Markets	Indian financial system: Structure, objective, significance, Liberalization of the financial system, Capital market reforms after 91, Role of RBI & SEBI in the development of financial markets	9	CO1
2	Primary market	Origin, Objective, and development, Functioning of primary market, and its contribution in Indian economy, Players in primary market, Instruments of primary Markets, Recent trends and regulations. Depository – meaning and function, types of depository in India- NSDL & CDSL, Demat & Remat- meaning and process.	9	CO2
3	Secondary market	Origin, development, objective of stock market in India, Nature and function of S.E., Organization of Indian S.E. and its membership, Regulation and control of S.E., NSE features and trading, BSE- Feature and Trading Automation of S.E. in India	9	CO3
4	Mutual funds	Objectives, Features and importance, SEBI Regulations, Classification of schemes	9	CO4
5	Money market	Organization, Features, Instruments, Regulations	9	CO5

Reference Books:	
Khan M.Y., Indian financial system, Mc Graw Hill, New Delhi, Latest Edition.	
Bhole & Mahakud, Financial Institutions and Markets, Mc Graw Hill, New Delhi, Latest Edition.	
Sarkhel & Salim, Indian Financial System, Mc Graw Hill, New Delhi, 2018. Latest Edition.	
Khan M.Y., Indian financial system, Mc Graw Hill, New Delhi, Latest Edition.	
e-Learning Source:	
https://in.coursera.org/learn/financial-markets-global	

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

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

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

Effective from Session: 23/05/2015							
Course Code	BM 312	Title of the Course	Investment Decision & Portfolio Management	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this elective course of finance is to acquaint the students with the finer aspects of portfolio making and investment decision criteria.						

Course Outcomes	
CO1	To comprehend the importance of Portfolio management in the lights of risk-return analysis.
CO2	To understand the traditional and modern approach of portfolio along with risk return framework.
CO3	To analyse the factors effecting selection criteria of portfolio using different approaches and models
CO4	To describe portfolio theories with the help of associated models.
CO5	To acquire conceptual knowledge of measurement, selection and evaluation of optimum portfolios.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Portfolio risk and return analysis, Significance of beta, Risk and investor preference	9	CO1
2	Portfolio Analysis	Traditional portfolio theory, Effects of combining securities, Use of diversification, Markowitz risk-return analysis, Mean variance criteria (MVC)	9	CO2
3	Portfolio Selection	Types of risks & investors perception and preference of risk, Selection of portfolio, Sharpe index model, Portfolios of two risky securities	9	CO3
4	Portfolio Theory	Relationship between the unleveraged and leveraged portfolios, Generating efficient frontier, Capital market theory and CAPM, Securities market line, Arbitrage pricing theory, Traditional portfolio selection	9	CO4
5	Performance Evaluation	Advantages of managed portfolios, Close ended and open-ended portfolio, Performance measurement of portfolios, Appraisal of some important mutual funds and their portfolios, Optimum portfolios.	9	CO5

Reference Books:	
Portfolio Management By S. K.Barua. Verma, Ragunathan (Tata McGraw Hill Publ.),2017	
Security Analysis & Portfolio Management By Jordan & Fischer. Latest Edition	
Investment analysis and portfolio management, By Prasanna Chandra (Tata McGraw Hill Publ.), Latest Edition	
Security Analysis & Portfolio Management Text and Cases (July 2019 Edition) , Vanita Tripathi	
e-Learning Source:	
Investment analysis and portfolio management - https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-and-portfolio-management	
Optimum portfolio selection - https://unacademy.com/lesson/optimal-portfolio-selection-with-ef-and-ic-markowitz-theory/7X2HRDNM	
Arbitrage pricing theory - https://unacademy.com/lesson/portfolio-management-arbitrage-pricing-theory-apt/J8EJ9WLW	

Course Articulation Matrix: (Mapping of COs with POs and PSOs)											
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	0	0	1	1	2	2	1	2
CO2	3	2	1	1	2	0	2	2	2	0	2
CO3	1	-	2	0	0	1	1	1	1	2	1
CO4	1	2	0	1	2	1	-	-	0	0	1
CO5	3	1	2	0	0	0	1	1	1	1	0

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

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

Effective from Session: 23/05/2015							
Course Code	BM313	Title of the Course	Marketing Communication	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The aim of this elective course of marketing is to impart to the students conceptual knowledge of marketing communication concept, methodologies of various components of marketing campaigns.						

Course Outcomes	
CO1	To apply their understanding of how the communication component plays a vital role in the conceptualization development and ultimate success of a marketing campaign by describing and critically evaluating previous campaigns and applying theories to concrete cases
CO2	To Demonstrate their knowledge of how the advertising strategy powerfully orients the tactics used throughout given campaign
CO3	To analyze how different media and platforms orient and impact the communication process
CO4	To Understand the role of publicity and public relations in marketing communication and can evaluate the effectiveness of sponsorship and event marketing.
CO5	To understand key components, features and processes of marketing promotional plans.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Marketing Communication	Introductory Perceptive: The marketing mix and promotion management, Definition of marketing communication, The communication process, Integrated marketing communication and practices.	9	COC1
2	Advertising-I	Overview of advertising, advertising management process, Setting advertising objectives, Creating advertising strategy, Message and appeals.	9	CO2
3	Advertising-I	Media strategy, Analysis of advertising media, advertising on internet, Elevating advertising campaign.	9	COC3
4	Public Relation and Direct Marketing	Publicity and public relation- Scope, importance and objectives for both internal and external customers, sponsorship marketing and event marketing, participation, sponsoring and event management, direct marketing and interactive communication- direct mailer, online marketing.	9	CO4
5	Sales Promotion	Definition, Scope and limitations, Trade promotions and trade allowances, Trade contest and incentives, POP material-window display, Demonstration and road shows, Couponing, Premiums, Price-off, Refunds and rebates, Contest and sweep stickers, Evaluating sales promotion plans.	9	CO5

Reference Books:

- Philip J. Kitchen and Patrick De Pelsmacker, Integrated Marketing Communication: A Primer , Routledge. Place of publication: London. Publication year: Latest Edition. Page number: iii
- Jaishiri, Jethwany, Advertising Management, Oxford Press, Published January Latest Edition , New Delhi 110011
- Shailesh Sengupta, Management of Public Relations & Communication, Vikas Publishers, Revised in Latest Edition
- Kenneth, E. Claw & Baack Donald "Integrated Advertising Promotion & Marketing Communication" Pearson Edited Latest Edition, New Delhi
- Nakkar, Subhashni, Booma & Shakher "Integrated Marketing Communication and Advertising" Latest Edition Edition, Himalya Publishing, Mumbai 400 004

e-Learning Source:

- Executive Program on Digital & Social Media Marketing Strategy, IIMC, Swyam, <https://iimc.emeritus.org/iimc-executive-programme-on-digital-and-social-media-marketing-strategy>
- Marketing Communication for Professional Marketer, Udemy, <https://www.udemy.com/course/winning-marketing-communications/>
- Integrated Marketing Communication, Udemy, <https://www.udemy.com/course/integrated-marketing-communication/>
- Integrated Marketing Communication By Prof. Vinay Sharma | IIT Roorkee, Swyam, https://onlinecourses.nptel.ac.in/noc22_mg38/preview

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

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

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

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

Effective from Session: 23/05/2015							
Course Code	BM314	Title of the Course	International Marketing Management	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this elective course of marketing is to acquaint the students with the environmental, institutional, decisional and procedural aspect of international marketing						

Course Outcomes	
CO1	To get the understanding of international marketing concept along with the EPRG and Self-Reference contexts.
CO2	To understand international marketing from the point of view of historical, cultural, environmental and custom related aspects.
CO3	To further understand international marketing from the point of view of political, legal and socialistic aspects. Also to get the knowledge of International Marketing research process.
CO4	To get the knowledge of international marketing mix for better catering to the needs of the consumers of international markets.
CO5	To provide the in depth knowledge of the international marketing channels and advertising avenues for the distribution of products and services on the global arena.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	International Marketing Concepts	Nature, Scope and tasks of international marketing, Difference between domestic and international marketing, international marketing concepts-EPRG scheme, Self-Reference criterion	9	CO1
2	The Environment Analysis-I	The foundation of cultural understanding 1) climate, topography and resources, 2) the demographic features, 3) economic environment economic integration and market groups, Cultural Analysis: - What is culture, its elements, knowledge, values and phenomenon of cultural changes, Business customs: Business customs and adaptation, required adaptation and their degrees, methods of doing business	9	CO2
3	The Environment Analysis-II	Political: Host and international political environment, political spectral, types of governance in the globe, quality and its effects on business assessment, risk on reduction techniques, Legal: Bases of legal system-common, Islamic and Marxist-Socialist, Jurisdiction in international legal disputes, intellectual property rights, new issues, commercial laws, International Marketing research: Scope, Process, Research objectives, gathering of data and problems, entry strategies for MNCs	10	CO3
4	International Marketing Mix-I	Product: - Meaning of noble product, international product planning, physical and mandatory requirement: standards, screening products for adaptation, analysis of products components, Price: - Pricing policy: objective and approach, price determination, Price escalation and other issues	8	CO4
5	International Marketing Mix-II	International distributions systems: Channel of distribution structures in the world, Distribution patterns-general and country specific, Alternative middlemen choices-country specific, factors affecting choices of channels, Locating, Selecting and administrating channel members, International advertising: Global advertising pattern, Global market segmentation and promotional strategy, International advertising programmes, Global advertising regulations, Creative challenges, Media-Planning and analysis	9	CO5

Reference Books:	
International marketing: Philips Cotler,2020	
International marketing: S.C Jain,2021	
International Marketing: Dr. Raghuranjan, PHP publication. Latest Edition	
International Marketing Management; Diwakar Publication. Dr. S.P. Jain, Latest Edition	
e-Learning Source:	
https://onlinecourses.nptel.ac.in/noc22_mg50/preview	
https://archive.nptel.ac.in/courses/110/107/110107112/	
https://onlinecourses.swyam2.ac.in/cec21_mg17/preview	
https://www.digimat.in/nptel/courses/video/110105157/L01.html	

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

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

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

Effective from Session: 23/05/2015							
Course Code:	BM 315	Title of the Course	Introduction To Industrial Relations	L	T	P	C
Year :	III	Semester:	VI	3	1	0	4
Pre-Requisite:	None	Co-requisite:	None				
Course Objectives	This elective course of human resource management aims to familiarizing the students in the Industrial relation system and practices operating in different economic, political culture context.						

Course Outcomes	
CO1	Students will be able to know about the conceptual aspect, objective, Functional approaches and Scope of Industrial Relations in India
CO2	Students will understand about Dispute over unfair labour practices, Form or Techniques of Strikes, Prevention of Strikes. Also, students will get to know about the concept & causes of indiscipline and disciplinary procedures in Industry
CO3	Students will be able to know about the procedure for interaction, negotiation and transaction with the use of tripartite and bipartite bodies.
CO4	Students will learn how to interact, negotiate and transact with Trade Unions along with understanding of significant concepts of worker Education and Worker participation in Management.
CO5	Students will learn about the procedure of Collective Bargaining, Grievance Handling Mechanism and Wage Negotiations in the industry.

Unit No.	Title of the Unit	Content of Unit	Conta ct Hrs.	Mapped CO
1	Concept approach & organization:	Conceptual aspect of Industrial relation system, 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	9	CO1
2	Industrial Conflicts & Discipline	Definition and essentials of a dispute, Dispute over unfair labour practices, Form or Techniques of Strikes, Prevention of Strikes. Discipline: Concept & causes of indiscipline, Disciplinary procedures, Code of Discipline in Industry	9	CO2
3	Tripartite and bipartite bodies	Tripartite Bodies: Indian Labour Conference, Standing Labour Committee & Industrial Committees & OTHER tripartite Bodies Bipartite Bodies: Works Committee & Joint Management Councils ILO & India	9	COC3
4	Trade Unions	History of Trade Union, Types & structure of Trade Union, Problems of Trade Union, Worker Education, Worker participation in Management	9	CO4
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	9	CO5

Reference Books:	
Ross, A. M. & Hartman, P.T. : Changing Patterns of Industrial Conflict, New York, John Wiley 2017	
Arun Monappa : Industrial Relations, Tata McGraw Hill. Latest Edition	
Pattanayak, Biswajeet: Human Resource Management, PHI, Delhi, Latest Edition	
Mamoria, Gankar & Mamoria: Dynamics of Industrial Relation, Latest Edition	
C.P. Tripathi, Personnel Management, Sultan Chand, Delhi Latest Edition	
e-Learning Source:	
https://www.udemy.com/course/industrial-relations/	
https://nptel.ac.in/courses/129105006	

Course Articulation Matrix: (Mapping of COs with POs and PSOs)											
PO-PSO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
C01	1	1	1	-	1	1	-	2	2	1	--
C02	2	2	-	1	-	-	1	-	-	--	1
C03	1	2	2	3	-	1	-	1	1	-	1
C04	2	3	1	-	1	-	2	1	-	-	-
C05	1	1	-	1	1	-	1	-	1	1	-

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

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

Effective from Session: 23/05/2015							
Course Code	BM316	Title of the Course	Introduction to Organisation Development	L	T	P	C
Year	III	Semester	VI	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of this elective course of human resource management is to understand the process and intervention for organizational development						

Course Outcomes	
CO1	Students will become aware about the Concept, evolution & progression of Organization Development with focus on theories, methods and models.
CO2	Students will acquaint with the process of Organization Development and the critical Success factors necessary for its achievement.
CO3	Students will learn about the development of OD facilitators and its association with Culture along with the role of Feedback in personal growth and Stress Management.
CO4	It will create understanding of various organization development interventions found within organizations and techniques of managing organizational change.
CO5	Students will be able to understand the implementation mechanism of OD Process along with the understanding of related concept of Business ethics, Work Organization and Quality of Work Life.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Concept & definition of organization development, History & progress of O.D. – Theories & methods, Goals / Objectives of O.D, O.D. Models, Management development Vs. Organization development	9	CO1
2	Condition and Process	Conditions for O.D. success, Organization development process, Action research & Organization development	9	CO2
3	Facilitators and Culture	Development of O.D. facilitators ,OD & Culture, Feedback – A key for personal Growth, Stress Management	9	CO3
4	Organisation Development Interventions	Overview of organization development interventions Team interventions, Inter-group, third party & Comprehensive interventions, Structural interventions & Managing organizational change	9	CO4
5	Implementation of Organisation Development process	Organizational learning and transformation, Future of organization development, Business ethics and OD, Work Organization and Quality of Work Life (QWL)	9	CO5

Reference Books:

Organization Development: French & Bell,2020
 Organization Development: French, Bell & Zawaki,2021
 Organization Development For Excellence: Kesho Prasad,2021
 Organization Design, Change & Development: MG Rao, VSP Rao,2020

e-Learning Source:

<https://nptel.ac.in/courses/110101146>
https://onlinecourses.nptel.ac.in/noc20_mg56/preview
<https://www.digimat.in/nptel/courses/video/110101146/L01.html>
<https://www.digimat.in/nptel/courses/video/110102016/L01.html>

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

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

Name & Sign of Program Coordinator	Sign & Seal of HoD
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