



Integral University, Lucknow

Effective from Session: 2020-21							
Course Code	BM542	Title of the Course	Corporate Tax Planning & Management	L	T	P	C
Year	II	Semester	III	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To develop the knowledge of the concept of Tax Planning.						

Course Outcomes	
CO1	Imbibe conceptual knowledge of tax planning and its related terms.
CO2	Understand the significance of tax planning in the formation of an organization.
CO3	Understand the tax for corporate and NRIs.
CO4	Understand the investment and capital gain and its tax implication.
CO5	Understand buy or make decisions and various types of leverages

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Meaning of Tax planning, Tax avoidance, Tax evasion and Tax management, Objectives of Tax planning, Concept of diversion of income and application of income, Ethical question, Recognized methods of Tax planning Tax holidays, Deductions, Reliefs & Rebates.	8	CO1
2	Tax Planning	Tax Planning through form of Business Organization — Individual, HUF, Firm, LLP (Limited Liability Partnerships), Association of Persons/Body of Individual	8	CO2
3	Corporate Tax	Tax planning for companies, Cooperatives, NRI & Trusts {Preferably Numerical Questions}	8	CO3
4	Tax Planning	Specific Areas of Tax planning — Tax planning in respect of capital gains, Investment income, Structure of salaries {Preferably Numerical Questions}	8	CO4
5	Tax Consideration	Tax consideration in respect of specific decisions, Own or lease an asset, Make or Buy, Financial Leverages — Share V/s Debentures, Export V/s Domestic Sales	8	CO5

Reference Books:	
Mehrotra H.C: Income Tax Law & Accounts; Sahitya Bhawan, Agra, 2014, India New Delhi	
Dinker Pagare: Income Tax Law and Practice; Sultan Chand & Sons, New Delhi, 2016, India	
Singhania, V.K., “Income Tax Law and Practices”, Taxmann Publication.2018, India New Delhi	
Chandra, Mahesh, S.P. Goyal and D.C. Shukla, “Income Tax Law and Practice”, Pragati Prakashan, Delhi, 2015, India	
e-Learning Source:	
https://youtu.be/ICKkfcshTw	
https://youtu.be/NiQCDDxR5rY	

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

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

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

Effective from Session: 2020-21							
Course Code	BM545	Title of the Course	Company Law	L	T	P	C
Year	II	Semester	III	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this course is to provide the knowledge of concepts of the company Act 2013 to the students.						

Course Outcomes	
CO1	To discuss the details about formation of Company and the various documents which are required for its formulation like prospectus, shares, capital etc.
CO2	To discuss about various types of shares, its purchase and transfer
CO3	To discuss the details about dividend, its payment, declaration and penalties in case of nonpayment.
CO4	To discuss the role of directors, their power, authorities, qualification etc.
CO5	To discuss the laws related inquiry, investigation, prevention of oppression and winding up process etc.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Formation of companies, Memorandum of association, Article of association, Incorporation of Companies, Effect of Registration, Commencement of Business, Rules of alteration on Memorandum and Articles; Prospectus: Public offer and private placement, Deemed Prospectus, Shelf Prospectus, Red Herring Prospectus, Liabilities and punishment on misstatement in Prospectus	08	CO1
2	Share	Kinds of Share Capital, Voting Rights, Payment of Dividends, Application of Share Premium, sweat Equity Shares, Issue and redemption of preference shares, transfer and transmission of securities, Further issue of shares, Issue of bonus shares, power of Companies, Powers of company to change share capital and purchase of own securities, prohibition of acceptance of other deposits from public.	08	CO2
3	Share Dividend	Declaration and payment of dividends; declaration of dividends, Unpaid dividends, Investors education and protection fund, Right of dividends, Punishments on failure of declaration of dividends; Accounts and audit of companies	08	CO3
4	Appointment and Qualification	Appointment and Qualification of directors, Manner of selection, Directors Identification Number (DIN), Appointment of additional directors, Nominee directors, Alternate directors, Duties, removal, Resignation of directors; Qualification and disqualification of director; Corporate Social Responsibility (CSR)	08	CO4
5	Inspection	Inspection, Inquiry and investigation; Prevention of oppression and mismanagement; Winding up of company	08	CO5

Reference Books:	
Gulshan J. J., Business Law Including Company Law, New Age International Publisher, 2014, India New Del	
Kapoor and Dhamija, Principles of Mercantile Law, 22 nd Edition, Taxman	
Singh Avtar, Principles of Mercantile Law, Eastern Book Company, 2014, India, New Delhi	
Anil Kumar, Company Law, Taxmann Publication, 2017, India Haryana	
e-Learning Source:	
https://onlinecourses.nptel.ac.in/noc22_mg52/preview	
https://onlinecourses.swayam2.ac.in/cec20_hs23/preview	

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

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

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

Effective from Session: 2020-21							
Course Code	BM547	Title of the Course	Entrepreneurship & Small Business Management	L	T	P	C
Year	II	Semester	III	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this course is to develop an understanding of basic concepts in the area of entrepreneurship and also highlight the role and importance of entrepreneurship for economic development.						

Course Outcomes	
CO1	To be familiarized 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 how far different institutions have helped in the overall development of Entrepreneurship.
CO3	To understand the concept of entrepreneurial motivation and its applicability to different sectors of the economy for overall development.
CO4	To know the importance of rural entrepreneurship and how rural entrepreneurship can help in the overall economic development of India.
CO5	To make students aware about how small business are formed in the light of the legal and regulatory framework in India.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Concept of entrepreneur, Distinction between entrepreneur and manager, Functions of entrepreneurs. Concept and nature of entrepreneurship, Role of entrepreneurship in economic development.	8	CO1
2	Development of Entrepreneurship	The emergence of the entrepreneurial class in India, Environmental factors affecting entrepreneurship, Location mobility of entrepreneurs, Entrepreneurship development programs, Institutions for Entrepreneurship Development, and Entrepreneurial performance in India.	8	CO2
3	Entrepreneurial Motivation	Concept and theories of motivation, Motivation for starting enterprises, Testing Entrepreneurial motivation, developing achievement motivation, and entrepreneurial behavior.	8	CO3
4	Rural Entrepreneurship	Meaning of Rural Entrepreneurship, the need for Rural Entrepreneurship, rural industrialization in retrospect, the problem of Rural Entrepreneurship, and the development of Rural Entrepreneurship.	8	CO4
5	Establishing a Small Enterprises	The startup process, project identification, selection of the project, project formulation, assessment of project feasibility, analysis of a project, preparation of project report, selection of site/location and legal consideration.	8	CO5

Reference Books:

- Robert Hisrich, Michael Peters and Dean Shepherd: Entrepreneurship (TMH), The 9th Edition.
- Gupta, V.B. & N.P. Srinivasan: Entrepreneurial Development (Sultan Chand & Sons) Edition 2011.
- Vasant Desai: Management of a Small-Scale Industry (Himalaya publishing house) Edition 2012.
- Vasant Desai: Management of a Small-Scale Industry (Himalaya publishing house) Edition 2009.
- Gupta, V.B. & N.P. Srinivasan: Entrepreneurial Development (Sultan Chand & Sons) Edition 2008.

e-Learning Source:

- https://onlinecourses.nptel.ac.in/noc21_mg70/preview
- <https://www.edx.org/learn/entrepreneurship>

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
CO2	-	1	-	1	-	-	-	1	-
CO3	2	1	1	1	1	1	1	3	1
CO4	1	3	1	-	-	1	2	1	1
CO5	1	1	2	2	1	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: 2021-22							
Course Code	BM570	Title of the Course	Performance Analysis & Management	L	T	P	C
Year	II	Semester	III	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this course is to provide fundamental knowledge about performance analysis with management.						

Course Outcomes

CO1	To understand the importance of Strategic Performance Management in the Planning and Control of the organization.
CO2	To understand how strategic objectives are formulated.
CO3	To understand and apply various risk assessment techniques to know the impact of risk and uncertainty on business.
CO4	To understand the role of Performance Management systems in Business Integration.
CO5	To understand the role of Information Systems in Performance Management.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1.	Strategic Planning and Control Mechanism	Strategic planning & control – measuring progress towards achieving strategic objectives – planning & control at strategic & operational levels – managing conflict between strategic long-term objectives & short-term decisions – use of models such as SWOT, BCG matrix, Porter’s generic strategies, and Porter’s five forces in strategic planning.	08	CO1
2.	Development and Assessment of Performance Hierarchy	Purpose, structure & content of mission statement, vision statement, and corporate objectives – identify Critical Success Factors (CSF) of an organization and its linkage with mission/vision & objectives – development of Key Performance Indicators (KPI) for measuring & monitoring performance.	08	CO2
3.	External Influences on an Organization	Impact of risk & uncertainty on performance by applying different risk assessment techniques – use of expected value, decision tree, and tools like maximax, maximin, and minimax regret – use of PESTEL to assess the impact of external influence.	09	CO3
4.	Changes in Business Structure and Performance Management	Information needs at different hierarchical levels in a manufacturing & service organization – influence of business process reengineering in improving performance – the role of performance management systems in business integration using McKinney’s 7-S structure and value chain – the impact of organization structure & culture on performance.	10	CO4
5.	Designing Management Information Systems	Role of information system in performance management – integration of management accounting information with the use of Enterprise Resource Planning Systems (ERPS) – lean information systems – internal & external sources of management information – the impact of big data analysis – use of technology in recording & processing information such as RFID, unified databases, access controls, data security – use of various management reports evaluating performance, contents & structure of management report.	10	CO5

Reference Books:

Soumendra Narian Bagchi, Performance Management, Cengage India Private Ltd., 2017

Herman Aguinis, Performance management, Pearson Education India, 2016.

A. S. Kohli, T, Deb, Performance Management, Oxford Higher Education, 2018.

Prem Chadha, Performance Management, Macmillan, 2012.

Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2016.

e-Learning Source:

<https://www.youtube.com/watch?v=Hj8K6C4kc98>

<https://www.youtube.com/watch?v=nyxzl6jv5SY>

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

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

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

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

Effective from Session: 2021-22							
Course Code	BM571	Title of the Course	Business Analysis	L	T	P	C
Year	II	Semester	III	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	This paper underpins the knowledge, skills, and expertise required to assess business strategies and their impact on business performance. The objective is to equip students with the tools & techniques for assessing strategic positions, developing strategic choices, and implementing the chosen strategy through change management.						
Course Outcomes							
CO1	To understand the development of strategic choices and strategic objectives of different types of organizations.						
CO2	To understand the importance of strategic choices based on strategic analysis.						
CO3	To understand the importance of technological developments in the current business world and the importance of risk assessment and the ways to deal with different types of risk mapping.						
CO4	To understand the impact of the finance function within the organization and the use of non-financial performance indicators.						
CO5	To understand the role of disruptive technologies and their impact on organizational culture and performance.						
Unit No.	Title of the Unit	Content of Unit				Contact Hrs.	Mapped CO
1.	Concept of strategy and internal competencies and resources	Understand & explain the fundamental nature of strategy & strategic decisions in different types of organizations – use of the Johnson, Scholes, and Whittington (JSW) model – strategic position, strategic choices, and strategy action – use of models such as PESTEL, Porter’s Diamond in assessing environmental impact – Assessing competitive position using models like Porter’s five forces and Porter’s value chain -Identify organization's capabilities and competencies in light of the strategic position – assessment of these for sustaining competitive position – use of SWOT model to assess organization’s abilities to access its capabilities.				09	CO1
2.	Strategic choices and actions	Evaluate the suitability, feasibility & acceptability of different strategic choices – pros & cons of strategic choices for product/market diversification in a globalized environment – pricing strategies including the 7-P model and its impact on competitive position – managing the organization's portfolio & strategies related thereto using the Boston Consulting Group (BCG) matrix – use of Ansoff’s matrix for developing generic strategies – evaluate different choices such as mergers, acquisitions, alliances, joint ventures, and franchises - Implementing strategic plan – aspects of the change management process – challenges of change management – organizing & enabling success – business change life-cycle – Harmon’s process- strategy matrix – improving processes in an organization.				09	CO2
3.	Use of technology in developing strategic alternatives and risk management	Use of mobile & cloud technology with their benefits & risks – cloud v/s owned hardware & software – use of big data & data analytics for strategy development – use of data analytics for decisions regarding product development, marketing & pricing – explain the value chain of E-business – IT systems security & control - Identification, assessment & measurement of risk – framework of risk management systems – concepts of risk appetite and risk response – strategic & operational risks – assessing severity & probability of risk events – TARA framework for risk responses by management – monitoring of risks management strategies.				09	CO3

4.	Finance function in planning & decision making, Organization control & audit	Relationship between business strategy and financial objectives – developments in financial technology – alternative structures for finance function such as partnering, outsourcing, shared or global business services – the role of finance function in investment decisions, financial reporting, tax implications, financial KPIs and ratios use of advanced cost and management accounting techniques - Features of effective internal control system – information flow for internal control – evaluating the effectiveness of internal control system – the role of internal control systems to help prevent fraud, errors & waste – the importance of internal audit function – audit independence – effective audit committee – reporting on internal control & audit – linkage with financial reporting.	09	CO4
5.	Innovation and Change Management	Enabling organization success through organizing, disruptive technology, talent management & performance excellence using concepts of FinTech, POPIT, Baldrige model, and empowerment - Different types of strategic change & its implications – assess organization culture using Balogun & Hope Hailey’s contextual features – managing change using Lewin’s 3 stage model – assessing the effectiveness of organizational processes & change therein using Harmon’s process- strategy matrix – leading and managing change projects – post-project reviews.	09	CO5

Reference Books:

ACCA Study Material, Kaplan, BP, 2020.

Kazmi A., Business Policy and Strategic Management, Tata Mc Graw Hill, 2018.

Kachru U., Strategic Management, Excel Books, 2017.

Cliff Bowman, Business Policy and Strategy, Prentice Hall of India, 2016

Trehan A., Strategic Management, Wiley, 2015.

e-Learning Source:

<https://www.youtube.com/watch?v=f9DzS6NdgwU>

<https://www.youtube.com/watch?v=UBVzucVpG7k>

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	1	2	-	2	1
CO2	2	2	2	1	1	1	1	1	1
CO3	2	2	2	3	1	2	-	2	-
CO4	2	3	3	1	2	2	1	2	1
CO5	3	3	3	3	2	2	-	3	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: 2021-22							
Course Code	BM572	Title of the Course	Financial Statement Reporting	L	T	P	C
Year	II	Semester	III	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	This paper aims to underpin the expert knowledge and understanding of corporate reporting practices in a globalized environment. The paper includes fundamental ethical & professional principles related to corporate reporting. It also covers the interpretation of financial statements for different stakeholders.						

Course Outcomes

CO1	Reporting financial performance and financial positions in accordance with accounting & reporting standards.
CO2	Apply the principles of consolidations in preparing group financial statements including group cash flow statements and accounting for associates & joint arrangements.
CO3	Understand and apply the accounting treatment for changes in group structures.
CO4	Understand and apply the accounting treatment of foreign transactions & entities.
CO5	Appraise and assess the impact of current issues on financial reporting.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1.	Reporting financial performance	Recognition and measurement principles for transactions related to - Leases (books of lessee and lessor) – financial instruments (financial assets, financial liabilities, equity, impairment of financial assets, hedge accounting) – employee benefits (including defined contribution plans & defined benefit plans) impact of current reporting issue in corporate reporting.	13	CO1
2.	Group financial statements	Definition and application of business combination concept – identifying the acquirer & applying the control principle – the cost of business combination – principles of recognition & measurement of identifiable assets & liabilities in acquisition – a business combination achieved in stages – circumstances when group financials must be prepared and situations in which group accounting can be exempted – group financial statement including cash flows – consolidating joint arrangements & associates.	10	CO2
3.	Changes in group structure	Acquisition of subsidiary with a view to sale – implications of the loss of control over subsidiary on group accounts – group accounts of a complex group including vertical and D-shaped group, the concept of effective ownership – accounting for acquisition in stages – disposal of entities with or without loss of control.	10	CO3
4.	Foreign transactions & entities	Principles of identifying the functional currency of a parent entity – Consolidation of a foreign subsidiary & associate – applying the rules for the translation of foreign currency balances into the functional currency of a parent – accounting for foreign assets & liabilities.	05	CO4
5.	Current developments	Environmental & social reporting – the convergence between national & international reporting standards – the practice of integrated reporting.	07	CO5

Reference Books:

- ACCA-approved study material, Kaplan, 2021
- R. Narayanswamy, Financial Accounting: A Managerial Perspective, PHI, 2014.
- Ramchandran N. & Kakani R., Financial Accounting for Management. TMH, 2011.
- Khan M.Y. and Jain P.K., Financial Management, Tata McGraw Hill, 2017.
- Maheshwari S.N. & Maheshwari S. K., A textbook of Accounting for Management, Vikas Publishing House, 2019.

e-Learning Source:

<https://www.youtube.com/watch?v=OT5RdoJakhY>

<https://www.youtube.com/watch?v=5qAk2myl5hg>

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	2	2	1	1
CO2	3	3	3	2	1	2	2	1	1
CO3	2	2	2	1	1	1	-	1	1
CO4	2	2	3	2	2	2	1	2	2
CO5	3	3	3	1	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: 2021-22							
Course Code	BM574	Title of the Course	Strategic Financial Management	L	T	P	C
Year	II	Semester	III	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To develop the knowledge and skill expected of a finance manager, in relation to investment, financing, and dividend policy decisions in a globalized environment. The paper also deals with the role of the financial manager in financial reconstruction and business reorganization.						

Course Outcomes

CO1	To understand the role of a senior financial advisor in the global environment against the backdrop of ethical framework and governance.
CO2	To understand the finance function in a multi-national organization.
CO3	To understand sources of international finance.
CO4	To understand the financial evaluation of mergers & acquisitions for the stakeholders, particularly the shareholders.
CO5	To understand the financial evaluation of business reorganization and financial reconstruction.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1.	Role of senior financial advisor	Organizational Goals - Management of Financial Resources - Assessment of Organizational Performance and Financial Risk - Framework for Risk Management - Capital Investment Monitoring - Advising Board of Directors - Best Practice in Financial Management - Inter-connectedness of Functional Areas - Resolution of Stakeholder Conflicts Ethical Framework - Ethical Financial Policy for Financial Management - Sustainability and Environment Issues - Integrated Reporting and Governance.	09	CO1
2.	Finance in a multi-national organization	Theory and Practice of Free Trade - Role of International Financial Institutions and Markets and their Impact - New Developments in Macroeconomic Environment - Financial Planning Framework for a Multinational Organization - Dividend Policies - Transfer Pricing of Goods and Services across International Borders.	08	CO2
3.	International corporate finance	Sources of international finance - Euro bonds, Euro Dollar & Foreign currency bond markets - the concept of Islamic financing & products thereof such as Murabaha, Mudaraba, Musharaka, Ijara, and Sukuk bonds - the role of IMF and WTO.	08	CO3
4.	Mergers & acquisitions	Use of Mergers and Acquisitions for Corporate Expansion - Evaluation of Acquisition Proposals - Developing an Acquisition Strategy - Choosing Appropriate Target - Creating Synergies - Reasons for Failure - Reverse Takeovers - Global Regulatory Framework - Key Aspects of Takeover Regulation - Defensive Tactics for Hostile Takeover.	10	CO4
5.	Business reorganization & financial reconstruction	Business Re-organization - Meaning and Types - Divestments, Demergers and Spin-Offs, Management Buy-Outs and Buy-Ins, Firm Value - Reconstruction Schemes - Types of Financial Reconstruction - Financial Reconstruction and Firm Value - Leveraged Buy-Outs - Market Response to Financial Reconstruction.	10	CO5

Reference Books:

- Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education, 2017.
- Prasanna Chandra, Corporate Valuation: A Guide for Analysts - Managers and Investors, McGraw Hill Education, 2014.
- A.N Sridhar, Strategic Financial Management, Packt, 2012.
- ACCA Advanced Financial Management Study Text and Exam Kit, Kaplan Publishing, 2021
- Prasanna Chandra, Strategic Financial Management, McGraw Hill Education, 2017.

e-Learning Source:

- <https://www.youtube.com/watch?v=urSJV0Xwhnc>
- <https://www.youtube.com/watch?v=hbbayDZh1kl>

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	1	2	2	2	1	2
CO2	3	2	3	1	1	1	2	1	1
CO3	2	2	2	1	1	1	1	1	2
CO4	2	2	3	2	2	2	1	1	1
CO5	3	3	3	2	2	2	1	1	2

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

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

Effective from Session: 2020-21									
Course Code	BM 548	Title of the Course	E-Commerce	L	T	P	C		
Year	II	Semester	IV	3	1	0	4		
Pre-Requisite	None	Co-requisite	None						
Course Objectives	The basic objective of this course is to make the student familiar with the mechanics for conducting business transaction through electronic means.								
Course Outcomes									
CO1	Be able to understand the concept of Digital Marketing & E-commerce in today's scenario.								
CO2	To able to create and maintain a good website and blog posts								
CO3	Be able to understand and apply SEO and Email Marketing in today's modern world								
CO4	To apply Social Media Marketing techniques via various platforms								
CO5	To implement various Analytics tools of online marketing								
Unit No.	Title of the Unit	Content of Unit			Contact Hrs.	Mapped CO			
1	Introduction to Digital Marketing	Introduction to Digital Marketing & Website and Blog Development: Introduction to Digital Marketing and its Significance; Traditional Marketing Vs Digital Marketing; Digital Marketing Process; The contemporary digital revolution, digital transformation framework. Types of websites, Keywords, Understanding Domain and Webhosting, Building Website/Blog using CMS WordPress, Using Word Press Plug-ins; Blog Creation: Including Headlines, Links, Posts; Using various plugins like Eliminator			9	CO 1			
2	SEO & Email-Marketing	SEO & Email-Marketing: Introduction to SEO; SEO Keyword Planner Tools; On Page SEO Techniques: Indexing and Key Word Placement, Content Planning & Optimization, Display Advertising, Various SEO Plug-in, Off –Page SEO Techniques; Email Marketing- Introduction and Significance, campaigns using Mail Chimp; Email Marketing Strategy and Monitoring.			9	CO 2			
3	SEM & Social Media Marketing	SEM & Social Media Marketing: Introduction to SEM, Mobile Marketing, Video Marketing on YouTube. Introduction to Social Media Marketing: Facebook, Instagram, Linked-in, Twitter, Google G Suit and online marketing campaigns on these Social Media platforms. Content Marketing, Content creation process, Influencer marketing			9	CO 3			
4	Marketing Strategies & Analytics Tools	Using Marketing Strategies & Analytics Tools: Understanding Digital Marketing Strategies, Using Marketing analytics tools to segment, target, and position; Online PR and reputation management, Digital Marketing Strategies and its ROI. Using Google Analytics and other social media analytics tools. Using Apps and Gamification.			9	CO 4			
5	Applications of E-Commerce	Applications of E-Commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model, Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems, Electronic Data Interchange (EDI)			9	CO 5			
Reference Books:									
Vandana, Ahuja; Digital Marketing, Oxford University Press India, November 2015.									
Seema Gupta; Digital Marketing, McGraw Hill Education; First edition, November 2017									
Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page, 2014.									
Ravi Kalakota: Frontiers of E-Commerce, Pearson.									
e-Learning Source:									
https://www.youtube.com/watch?v=taN56LK9APw									
Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
PO-PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO									
CO1	2	1	-	2	1	2	1	2	2
CO2	1	2	1	-	2	1	2	2	1
CO3	2	-	1	2	2	2	1	2	2
CO4	2	1	2	1	2	2	1	2	2
CO5	2	1	1	2	1	2	2	1	2

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

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

Effective from Session: 2020-21											
Course Code	BM550	Title of the Course				Industrial Economics		L	T	P	C
Year	II	Semester				IV		3	1	0	4
Pre-Requisite	None	Co-requisite				None					
Course Objectives	To familiarize and acquaint the student with the current theory and empirical work in Industrial economics. It starts by examining the internal structure of firms. It then moves on to the analysis of various aspects of strategic interaction between firms and the determinants of industrial structure.										
Course Outcomes											
CO1	To give the knowledge about the basics of Industrial Economics. A brief review of the most important basic industries of India and the concept of localization for a better understanding of the critical positioning of industries.										
CO2	To provide the historical base of the industrialization in India pre as well as post-independent India.										
CO3	To assess the industrial finance system in India. Also, to touch on the enclosing topics of labour participation and public sector undertakings in the Indian context										
CO4	To give a better understanding of the industrial legislation and labour welfare measures adopted in India.										
CO5	To make an assessment of the FDI system in India as well as a measurement of the industrial performance.										
Unit No.	Title of the Unit	Content of Unit						Contact Hrs.	Mapped CO		
1	Introduction to Industrial Economics	Development of Industries & its importance. Appraisal of important Indian industries: Iron & Steel, Engineering, Sugar, Paper, Cotton & Synthetic Textile, Jute, Cement and Petrochemicals. Localization of Indian industries & Principle of Localization.						8	CO1		
2	Development of Industries in India	Pre-Independence Development of Industries, Industrial Development of Five-Year Plans, Industrial Policy in India & its effects. Public Sector undertakings and New Challenges before PSUs.						8	CO2		
3	Industrial Finance in India	Main Sources of Industrial Finance Necessity & Significance of Industrial Finance Specialized Institution of Industrial Finance. Labour Participation in Management Small Scale Industries New Challenges before SSIs.						8	CO3		
4	Industrial Legislation in India	Legislation in India: Industrial Development & Regulation, the problem of industrial labour & labour welfare measures.						8	CO4		
5	Role of Foreign Capital in Industrial Development (FDI) in Indian Industries	Role of Foreign Capital in Industrial Development (FDI) in Indian industries, Portfolio Investment in Industries. Measurement of Industrial Performance: Herfindahl-Hirschman Index.						8	CO5		
Reference Books:											
G. Rosen – Industrial Change in India, Publisher: Riverdale Co Pub (1 June 1988), ISBN-13 : 978-0913215203											
S.C. Kuchchdail – Industrial Economy of India, 1965, Edition: [5th ed.], Publisher: Chaitanya Pub. House, Allahabad											
M.Mehta – Structure of Indian Industries, Journal of the American Statistical Association, Vol. 51, No. 276 (Dec., 1956), pp. 690-693 (4 pages), Published by: Taylor & Francis, Ltd. on behalf of the American Statistical Association											
V.V. Giri – Labour Problem in Indian Industries, Asia Publishing House; 3rd Revised edition (21 June 1973), ISBN-13 : 978-0210336922											
R.R. Barthwal- Industrial Economics: An Introductory Textbook, New Age International Private Limited; Fourth edition (1 August 2021); New Age International Pvt Ltd, ISBN-13 : 978-8195175543											
e-Learning Source:											
https://onlinecourses.nptel.ac.in/noc22_hs69/preview											
https://onlinecourses.swayam2.ac.in/nce19_sc18/preview											
https://www.classcentral.com/course/swayam-indian-economy-some-contemporary-perspectives-23004											
https://www.teacheron.com/online-industrial_economics-tutors											
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	-	1	-		
CO2	2	1	1	1	1	-	-	1	-		
CO3	2	2	2	2	1	2	1	1	1		
CO4	2	2	2	1	1	-	-	1	2		
CO5	2	1	1	2	1	2	1	2	1		

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

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

Effective from Session: 2020-21							
Course Code	BM576	Title of the Course	Advanced Financial Management	L	T	P	C
Year	II	Semester	IV	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To develop the knowledge and skill expected of a finance manager, in relation to investment, financing, and dividend policy decisions in a globalized environment. The paper also deals with the role of the financial manager in investment appraisal, fund raising and financial risk management.						
Course Outcomes							
CO1	Using advanced investment appraisal techniques & estimating the cost of capital						
CO2	Understanding the cost of capital and capital structure theories						
CO3	Financing of investment including international investments						
CO4	Advanced risk management techniques						
CO5	Mergers and acquisitions						

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mappe d CO
1	Advanced Investment Appraisal Techniques	Merits & demerits of traditional techniques like NPV and IRR – use of modified IRR – the concept of duration and modified duration – adjusted present value method (APV) (impact of financing on project NPV) – use of options theory in evaluating investment projects having embedded real option (using Black-Scholes model) – Assessing Value at risk (VaR model) – multi-period capital rationing (linear programming (only setting up LP problem & interpreting the output) – estimating the project-specific cost of capital using MM model and process Beta and CAPM	8	CO1
2	Cost of Capital	Approaches to capital structure – capital structure theories and their impact on the cost of capital & company valuation – use of MM prepositions in financial management	5	CO2
3	International Project Appraisal	Financial evaluation of international projects – estimating exchange rates using purchasing power parity (PPP) and interest rate parity (IRP) equations – applying Fischer equation – estimating cash flows and estimating the relevant cost of capital – effect of double taxation avoidance agreements – exchange controls & withholding taxes	10	CO3
4	Advanced Risk Management	Role of the treasury in financial risk management – organizing treasury function (centralized v/s decentralized) – transaction, translation & economic risks related to currency fluctuations – currency hedging tools (internal – the currency of the invoice, leading & lagging, matching, netting and external – forwards, futures, options & swaps, money market) candidates are expected to illustrate working knowledge of setting up the hedging – managing interest rate risk through different techniques (internal – matching & smoothing, asset/liability management, external – forward rate agreement (FRA), futures, options, and swaps)	15	CO4
5	Mergers & Acquisition	Principles of Business Valuation - Asset-Based Models - Market-Based Models - Cash-Based Models - Valuation of High Growth Start-Ups & firms with Product Options - Methods of Financing Mergers - Assessing a Given Offer - Effect of an offer on Financial Position and performance	7	CO5

Reference Books:

- ACCA – Advanced Financial Management, Kaplan Publishing, 2020.
- A.N Sridhar, Strategic Financial Management, Packt, 2012.
- Jorian, Financial Risk Manager, Wiley, 2011.
- Prof. John Hull, Basics of Futures & Options, Pearson Education, 2018.
- Boyd, Westfall and Stasch, Auditing: Test and Cases, Richard D. Irwin, Homewood, Illinois, 2012.

e-Learning Source:

- <https://www.youtube.com/watch?v=DHziZ0zMphI>
- <https://www.youtube.com/watch?v=BKbXjfhLf0w>

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

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

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

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

Effective from Session: 2020-21							
Course Code	BM551	Title of the Course	Financial Market	L	T	P	C
Year	II	Semester	IV	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The purpose of this course is to provide an understanding of the structure, operations and trends in the Capital market, fixed-income securities, market, forex market and an overview of derivatives market and the role played by financial institutions in these markets						

Course Outcomes	
CO1	To explain the conceptual framework of primary and secondary market in India.
CO2	To describe the peculiarities of fixed income security market.
CO3	To explain the intricacies of various derivative products like forward, futures and swap.
CO4	To provide conceptual understanding of structure operation and trends in commodity market.
CO5	To describe the role of stock exchange indices in setting up the trend of capital market.

Unit No.	Title of the Unit	Content of Unit	Conta ct Hrs.	Mapped CO
1	Financial Market	Structure, Participants, Trend - Role of central bank and commercial banks	8	CO1
2	Capital Market	Capital market- Instruments, Players, trading - Primary and secondary market - Role of stock exchanges and stock indices.	8	CO1 & CO5
3	Fixed Securities	Fixed Income securities market - Structure and trends - G-sec market - Call Money Market, TB Market, Repo and CBLO, Bonds market, trading in G-sec market. Interest rate - theories, determinants, dynamics of short-term and long-term rates Trading in bond market - term structure of interest rates - yield curve - trends. Debt securitization and Structured Products.	8	CO2
4	Derivatives Market	Derivatives market - Stock derivatives, Forex derivatives - Futures, Forward, Swaps, Credit derivatives	8	CO3
5	Commodity Markets	Commodity Markets - Structure, Operations and trends.	8	CO4

Reference Books:

Mishkin, Fredrick S. and Stanley G. Eakins, Financial Markets and Institutions, Pearson Education India, 2016, India New Delhi

Kidwell, David S., Backwell, D. W., Whidbee, David A., and Sias Richard W., Financial Institutions, Markets and Money, Wiley, 2017.

Reserve Bank of India – Various publications

Goel Amit Kumar, Capital & Money Market, Himalaya Publication House, 2018, India New Delhi

e-Learning Source:

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

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

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

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

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

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

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

Effective from Session: 2020-21							
Course Code	BM579	Title of the Course	Advances Performance Management	L	T	P	C
Year	II	Semester	IV	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The basic objective of this course is to provide fundamental knowledge about Performance management.						

Course Outcomes	
CO1	Understand and apply financial and non-financial performance metrics in the Private Sector
CO2	Understand and evaluate performance measures in division-listed organizations.
CO3	Understand and evaluate different methods of reward practices
CO4	Understand the objectives of performance measurement in Public Sectors and the associated difficulties in measurement
CO5	Understand and evaluate the application of different management accounting techniques in relation to quality management

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Performance measurement in the private sector	Primary performance objectives – measuring financial KPIs such as ROCE, ROI, EPS, EBIDTA, Residual income, Economic value added (EVA), liquidity & gearing ratios –non-financial performance indicators	10	CO1
2	Divisional Performance and Transfer Pricing	Evaluation of performance in the divisional organization – use of ROI, RI, and EVA tools –divisional performance and manager’s performance assessment – effect of transfer pricing on divisional performance – transfer pricing methods and objective of goal congruence – transfer pricing in an international environment	09	CO2
3	Performance Management Systems-PMS	Components of a PMS - Developing PMS in the context of an organization – use of technology in the PMS – reporting for different management levels using PMS – PMS and reward system	08	CO3
4	Performance measurement in a not-for-profit organization (NFP)	Assess diversity of performance objectives in NFP organization – difficulties in measuring the performance of NFPs – use of league tables in managing performance –Value-for-money (VFM) approach – use of non-financial performance indicators	08	CO4
5	Alternative views of Performance Management	Use of management accounting techniques such as Kaizen costing, target costing, JIT, and TQM – six sigma approach – performance measurement models such as balanced scorecard, building blocks, performance pyramid – value-based and activity-based performance measurement – performance issues in complex structures such as joint ventures, alliances -predicting & preventing corporate failures using Z-score and A-score models - Process automation and the internet of things - Artificial intelligence – The use of presentation techniques such as data visualization.	10	CO5

Reference Books:

ACCA Study Material 2020 by Kaplan, BPP, 2020.

Jim Collins, Jerry Porras, Built to Last: Successful Habits of Visionary Companies, HarperCollins, 2014.

Paul Niven, Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results, Wiley, 2012.

Bob Frost, Measuring Performance: Using the New Metrics to Deploy Strategy and Improve Performance, Measurement International, 2010.

Robert Bacal, Performance Management, McGraw Hill Education, 2012.

e-Learning Source:

<https://www.youtube.com/watch?v=9rrETBhEDdI>

https://www.youtube.com/watch?v=_0-ooqsaCck

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

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

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

Effective from Session: 2020-21							
Course Code	BM553	Title of the Course	Advertising Management	L	T	P	C
Year	II	Semester	IV	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing						

Course Outcomes	
CO1	To discuss the details of basic communication tools and methods in advertising
CO2	To discuss about various advertising concepts and publicity
CO3	To develop an understanding about creativity in advertising and various types of interactive media and its usage
CO4	To study the organization and know the role of advertising agencies.
CO5	To analyze the various issues in advertising and study the recent developments and regulations in advertising

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Communication Basics	Communication and marketing; Communication process; Communication response hierarchy models; Cognitive processing of communication; EKB model; Marketing communication mix; Integrated marketing communication – an introduction	8	CO1
2	Introduction to Advertising	Advertising - Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach; Determination of Target Audience and positioning; Advertising budget – factors influencing budget decision and methods	8	CO2
3	Advertising Message and Media Decisions	Creativity and advertising; Creative process; Creative appeals and execution styles; Developing advertising copy for print ad - headline, body copy, logo, illustration, and layout. Media Decisions –Types of media, Advertising through the Internet and interactive media; Developing media plan; media selection and scheduling	8	CO3
4	Organization and Evaluation of Advertising Efforts	Centralized and decentralized systems; In-house agency arrangements; Advertising agencies – selection, compensation, and appraisal of the advertising agency; managing advertising agency relations; IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques.	8	CO4
5	Advertising in India	Social and regulatory aspects of advertising in India. Recent developments and issues in advertising	8	CO5

Reference Books:

- Aaker, David A., Rajeev Batra, and John G. Mayers, Advertising Management, Pearson, 2018.
- Ruchi Gupta, Advertising: Principles and Practice, S.Chand, 2017
- S.A. Chunawala, Advertising, Sales & Promotion Management, Himalaya Publication, New Delhi 2016
- Kavita Krishnamurthi & Nisha Rana, Advertising Management, Global Vision Publishing house,2016
- Neeru Kapoor, Concept Building Approach to Advertising and Personal Selling, Cengage,2022

e-Learning Source:

- <https://www.youtube.com/watch?v=puxFAP0GZbg>
- <https://www.youtube.com/watch?v=teQDiqgg9w>

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

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

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

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

Effective from Session: 2020-21							
Course Code	BM554	Title of the Course	Customer Relationship Management	L	T	P	C
Year	II	Semester	IV	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To develop the conceptual and theoretical knowledge of customer relationship management						

Course Outcomes	
CO1	To understand the concept of Customer relationship management.
CO2	To develop and know about the process of CRM.
CO3	To analyze the strategy and planning of CRM.
CO4	To apply the tools of CRM
CO5	To know how to implement the CRM

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Concept and Applications	Introduction to CRM and eCRM What is the customer? How do we define CRM? CRM technology components, customer lifestyle, customer interaction. Difference between CRM and eCRM, features of eCRM	8	CO1
2	Process of CRM	Sales Force Automation (SFA) Definition and need of SFA, barriers to successful SFA functionality, the technological aspect of SFA, data synchronization, flexibility, and performance, reporting tools	8	CO2
3	Planning and Strategic forms of CRM	Enterprise Marketing Automation (EMA) Components of EMA, marketing campaign, campaign planning, and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management	8	CO3
4	Tools of CRM	Call center Meaning, customer interaction, functionality, technological implementation, what is ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration), web-enabling the call center, automated intelligent call routing, logging & monitoring	8	CO4
5	Implementations of CRM	Implementing CRM Pre-implementation, kick-off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, roll out and system hand off ongoing support, system optimization, follow up. Introduction to Application Service Provider (ASP), who are ASPs? Their role and function, advantages and disadvantages of implementing ASP. Impact of CRM on Marketing Channels Meaning, how does the traditional distribution channel structure support customer relationship, and emerging channel trends that impact CRM? Case Studies: 1. CRM at the speed of light by Paul Greenberg, YMH 2 nd edition. 2. Customer Relationship Management by V Kumar, Werner J Reinartz, WILRY India edition. 3. Customer Relationship Management by Kristin Anderson and Carol Kerr, TM	8	CO5

Reference Books:

- M. Chaturvedi & A. Chaturvedi, Customer Relationship Management- An Indian Perspective, Excel Books, Inc. 2017.
- Rai A. K, Customer Relationship Management, Prentice Hall India Learning Private Limited, 2015.
- K. Govinda Bat, Customer Relationship Management, Himalaya Publishing House, 2017
- Dr. Shamsher Singh, Customer Relationship Management, Himalaya Publishing House, 2018
- Dr. M. Pandya Nayak, Customer Relationship Management, Himalaya Publishing House, 2020

e-Learning Source:

- <https://www.youtube.com/watch?v=T3cpQio764U>
- <https://www.youtube.com/watch?v=6KLUm-Ych74>

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

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

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

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

Effective from Session: 2020-21							
Course Code	BM555	Title of the Course	Human Resource Policy and Practices	L	T	P	C
Year	II	Semester	IV	3	1	0	4
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The main objective of this subject to introduce in M.Com is to let students familiar with human resource theories, tools and best practices and how are being utilized in the human resource field.						

Course Outcomes	
CO1	The students will learn about the objectives, Scope, Evolution, Development, and functions of HRM and Strategic HRM.
CO2	The students will learn about the concept, policies, and procedures of recruitment, selection, placement, training and development, and Career planning.
CO3	Students will understand the concept and application of theories of motivation, Job analysis, Job evaluation, and Performance appraisal.
CO4	Students will understand the procedure and policies relating to wage and salary administration, Incentives and Benefits, Employee health and safety, Employee discipline, and grievance-handling mechanisms.
CO5	It will enable students to understand the role of Industrial Relations in view of Trade Unionism, Collective bargaining, Employee empowerment and Worker’s participation in Management.

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Introduction	Definition, Objectives, Scope and functions of HRM- Evolution and Development of HRM-Environment of HRM-Strategic HRM – Human Resource planning and developing manpower strategies.	8	CO1
2	Recruitment	Recruitment and selection process – Placement, induction and Placement -staff training and Development -Career planning.	8	CO2
3	Motivation	Motivation and productivity theories of motivation, tools of motivation-Job description, analysis and evaluation-Motivation and job enrichment-Performance monitoring and appraisal.	8	CO3
4	Wages and Salary	Wage and salary administration -Incentives and Benefits-Employee health and safety -Employee discipline -Employee grievance handling.	8	CO4
5	Industrial Relation	Industrial Relations – Trade Unionism – Collective bargaining – Employee empowerment – Industrial democracy and Worker’s participation in Management.	8	CO5

Reference Books:

- Human Resource Management, Text & Cases by K. Aswathappa.
- Human Resource Management, by S. Khandkar, S. Chand Publications.
- Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya.
- Human Resource Management by Gary Dessler, Pearson Education
- S.S.Khanka, Human Resource Management, S.Chand & Co. Ltd., New Delhi, 2003

e-Learning Source:

- https://onlinecourses.nptel.ac.in/noc21_mg21/preview
- <https://nptel.ac.in/courses/122105020>
- https://onlinecourses.nptel.ac.in/noc19_mg51/preview

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

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

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

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

Effective from Session: 2020-21							
Course Code	BM556	Title of the Course	Training & Development	L	T	P	C
Year	II	Semester	IV	3	1	0	4
Pre-Requisite	None	Co-requisite	None				

Course Objectives To develop an in-depth understanding of the modern concepts and techniques of training and development, trainer styles for Employee development, and career management within organizations.

Course Outcomes

CO1	Students will understand the concept of training, scope, challenges, and forces influencing employees' Training and development.
CO2	Students will get to know about various Strategic Training Models focused on Faculty, Customer, Matrix, Corporate University including Business Embedded Model. They will also understand the role of training in HRD along with Training and development strategies.
CO3	It will enable a student to identify the training needs, choose an appropriate method of conducting training, design training programs and evaluate training effectiveness.
CO4	Student will learn about training techniques and trainer's role in training. Also they will understand Training styles, preparation of Training Site, Pre-Training Communication, Facilitation, Learning styles, and action research in training.
CO5	Students will get to know about employee development programme types, Planning Processes, and Models of Career development along with emerging trends in training methodologies.

Unit No.	Title of the Unit	Content of Unit	Cont act Hrs.	Mapped CO
1	Introduction to Training	History of training, Philosophy of training, Definition of training, Concepts of training: Scope, Challenges Forces influencing Training.	8	CO1
2	Strategic Training and its Dynamics	Strategic Training: Models of training-Faculty, Customer, Matrix, Corporate University and Business Embedded Model. Role of training in HRD, Training process & dynamics, Training and development strategies.	7	CO2
3	Training needs Analysis	Training needs 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.	9	CO3
4	Trainer and Training	Training techniques and trainers role in training, Training styles-Selecting Trainer, selecting and preparing the Training Site, Pre Training Communication, Facilitation of Training with focus on Trainee. Transfer 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	CO4
5	Employee development and career management	Approaches to Employee Development, Development Planning Process. Types of development programme - seminar, conferences, symposia. Career Management- Models of Career development Emerging trends in training methodologies.	8	CO5

Reference Books:

Lynton & Pareek, Training & Development, 2017, New Delhi.

Michalak, Mapping the training program, 2015, New Delhi.

Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd Noida 2017, India, New Delhi.

Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd New Delhi, 2015, India.

Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay 2018.

e-Learning Source:

https://onlinecourses.nptel.ac.in/noc22_hs63/preview

<https://www.coursera.org/projects/training-and-development-with-eduflow>

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

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

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

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

Effective from Session: 2020-21							
Course Code	BM557	Title of the Course	Dissertation Project	L	T	P	C
Year	II	Semester	IV	0	0	4	2
Pre-Requisite	None	Co-requisite	None				
Course Objectives	To equip the student with the knowledge of actual functioning of the market and organization and problems faced by them for exploring feasible solutions and suggestions						

Course Outcomes	
CO1	To systematically identify relevant theory and concepts, and use appropriate methodologies and evidence, apply appropriate techniques and draw conclusions
CO2	To apply qualitative and/or quantitative evaluation processes to data collected from different sources
CO3	To understand and apply ethical standards of conduct in the collection and evaluation of data and other resources
CO4	Communicate research concepts and contexts clearly and effectively both in writing and orally

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Guidelines	At the end of second semester examination, every student of MCOM will undergo for a survey in any manufacturing, service or financial organization. During the course of survey, project in charge will assign a problem/project to the student. The student, after the completion of survey will submit a report to the College/Institute, which will become a part of fourth semester examination. However, the report must be submitted by the end of fourth semester. The report prepared by the student will be named as dissertation. The report should be based on original/actual data from the company assigned. It should reflect in depth study of micro problem assigned by the department where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone the survey. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the report will contain the study of micro research problem. The average size of report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and hard bound copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper. The report will have a certificate issued by project incharge of the College. This should be attached with the report. The report will be evaluated by internal examiner as per annexure 1 and external examiner as per annexure 2. It will carry total of 100 marks divided into written report of 50 marks by external examiner and presentation of 50 marks in front of a panel of at least three faculty members appointed by Director/ Principal of the college. The external marks will be awarded by the external examiner to be appointed by the examination division		
2	Format	The format of the report is given below: Research Methodology λ Literature Review λ Objective of the Research Undertaken λ (a) Top Sheet of transparent plastic. (b) Top cover. (c) Preliminary pages. References λ. Conclusions λ Results and Analysis λ		

Reference Books:

Geoff Farina; Francesco Erspamer; Caterina Mongiat Farina, How to Write a Thesis by Umberto Eco; 2015

William Waters, Destination Dissertation by Sonja K. Foss; William Waters, 2015

Steven R. Terrell, Writing a Proposal for Your Dissertation: Guidelines and Examples (Kindle Edition)

e-Learning Source:

<https://www.udemy.com/course/dissertationwriting/>

<https://alison.com/course/the-essentials-of-thesis-writing>

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

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

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

Effective from Session: 2020-21

Course Code	BM558	Title of the Course	Comprehensive Viva Voce	L	T	P	C
Year	II	Semester	IV	0	0	0	0
Pre-Requisite	None	Co-requisite	None				
Course Objectives	The objective of this course is to judge the understanding as well as application of the knowledge gained by the students by the end of the second year of the course.						

Course Outcomes

CO1	
CO2	
CO3	
CO4	
CO5	

Unit No.	Title of the Unit	Content of Unit	Contact Hrs.	Mapped CO
1	Guidelines	<ol style="list-style-type: none"> The comprehensive viva voce is scheduled to be held at the end of IV Semester in second year This is also to see the articulation of what is being learnt by them and see their relevance in the practical field. The total marks of viva are 100. The internal marks will be awarded by taking the presentation of the students in the front of a panel of at least three faculty members to be appointed by Director/Principal of the college. The external marks will be awarded by the external examiner to be appointed by the examination division. 		

Reference Books:

e-Learning Source:

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

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

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

Name & Sign of Program Coordinator	Sign & Seal of HoD
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