



**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

<b>Effective from Session 2020-2021</b>							
<b>Course</b>	BM 401	<b>Title of Course</b>	Principles of Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	This paper provides the basic knowledge of management principles and thought thereby inculcating the qualities required for managing businesses.						

<b>COURSE OUTCOME</b>	
<b>CO1</b>	Students would be able to gain comprehensive knowledge about management and would be able to analyse the contribution of different significant theories to the field of management
<b>CO2</b>	Students should be equipped with knowledge about effective planning and organizing to manage real world problems.
<b>CO3</b>	Students would be able to understand the concepts related to staffing and role of motivation towards employee productivity
<b>CO4</b>	Students would be able to understand and apply the knowledge about various leadership styles and the role of communication in organizations
<b>CO5</b>	Students would be able to understand the process of controlling and types of control methods. Also they would be able to implement the ways of effective change in management.

<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>
1	<b>Management Concept</b>	Concept, Nature, Importance and functions of management. Management as a process, Managerial skills, levels of management & roles, Contribution of Taylor, Fayol, Weber & Hawthorne studies, Concept of Social Responsibility & Ethics.	7	1
2	<b>Introduction to Functions of Management</b>	Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making. Organizing: Concept, Organization Theories, Forms of Organizational Structure, Delegation of Authority, Authority& Responsibility	7	2
3	<b>Staffing &amp; Directing</b>	Staffing: Concept, & importance of staffing, Introduction to HRM and its functions Directing: Concept, Direction and Supervision Motivation: Concept, Motivation and Performance, Theories Of Motivation: Maslow's Need hierarchy, Hertzberg's two-factor Theory , McClelland's Theory of Needs , Vroom's Theory of Expectancy, McGregor's Theory X and Theory Y,, Adam's Equity Theory, Approaches for Improving Motivation, Quality of Work Life, Morale Building	8	3
4	<b>Leadership &amp; Communication</b>	Leadership: The Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development. Communication: Communication Process, Importance of Communication, Communication Channels, Barriers to Communication	7	4
5	<b>Controlling &amp; recent trends</b>	Controlling: Concept, Types of Control, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, . Change and Development: Need for Change, Model for Managing Change New Trends in Organizational Change Management, Management of Virtual organisations	6	5

<b>Reference Books</b>
Koontz& Weirich Essential of Management, TMH,,Mar22,2012
V S P Rao, V Hari Krishna-Management: Text and Cases ,Excel Books Edition,May11,2011.
Ricky W. Griffin, Texas A&M University ,Cenage Publication,EditionMar2013.
Chuck Williams, Butler University, Principle of Management, Cenage Publication, Latest edition Jan 2013

<b>e-Learning Source</b>
<a href="https://nptel.ac.in/">https://nptel.ac.in/</a>
<a href="https://swayam.gov.in/nc_details/NPTEL Course A">https://swayam.gov.in/nc_details/NPTEL Course A</a>

<b>Course Articulation Matrix: (Mapping of COs with POs and PSOs)</b>									
<b>COURSE OUTCOME</b>	<b>PROGRAM OUTCOME</b>					<b>PROGRAM SPECIFIC COUTCOME</b>			
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	2	1	3	1	1	3	3	2
<b>CO2</b>	2	1	2	2	1	1	1	1	2
<b>CO3</b>	3	1	2	3	1	1	2	2	2
<b>CO4</b>	2	1	2	1	1	1	1	1	2
<b>CO5</b>	3	1	2	1	1	2	2	1	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM-402	<b>Title of Course</b>	Managerial Economics	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective of the course is to equip the students from the various economic issues that they are expected to face as managers at the firm level. The course also aims to make the students aware of the working of the markets, the determination of prices and the techniques of decision making that they can adopt to ensure that sound decisions are made						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to understand and apply the concept and principles managerial economics concepts to business decision-making by the end of this course.						
<b>CO2</b>	Upon completing this course, students will be able to analyze and evaluate the various aspects of demand and supply.						
<b>CO3</b>	By the end of this course, students will be able to critically analyze and apply the key concepts in theory of cost and production.						
<b>CO4</b>	Students will be able to understand, apply and analyze pricing strategies in a variety of market structures by the end of this course.						
<b>CO5</b>	Upon successful completion of this course, students will be able to comprehensively analyze and evaluate various macroeconomic concepts, and understand their implications for policy analysis and decision- making in business.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>			<b>Contact Hour</b>	<b>Mapped CO</b>	
1	<b>Introduction</b>	Importance, Nature, Scope and Role of Managerial Economics in Decision Making, Objectives of Business Firms, Profit as Business Objective - Accounting Vs Economic Profit.			8	1	
2	<b>Theory of Demand &amp; Supply</b>	Analysis of Individual Demand, Meaning of demand, Consumer demand-cardinal and ordinal utility, Derivation of individual demand curve, Analysis of market demand, Meaning, types and determinants of demand and Demand function, Elasticity of demand-Price, Income, Cross and Advertising elasticity of demand, Concept of Supply & Elasticity of supply.			10	2	
3	<b>Theory of Production and Cost</b>	Theory of production, Law of Variable proportions, Cobb-Douglas Production Function, Isoquant and Iso-cost curve analysis, factor productivity & return to scale, Economies of Scale, Cost concepts, Theory of cost- the cost output relationship in short run and long run, Concepts of Breakeven analysis, marginal and incremental analysis.			9	3	
4	<b>Market Structure &amp; Pricing Theory</b>	Pricing under different demands conditions: Perfect competition, Monopoly, monopolistic and Oligopoly, Kinked demand curve, Cournot's model, Cartels, Price Discriminations.			9	4	
5	<b>Macro economics Concept</b>	Concept of GDP, National Income Measurement - Net Output Method, Factor Income Method, Expenditure Method, Business Cycles-types and phenomenon, Inflation- Concept and Importance, Monetary approach, Concepts of CPI and WPI.			9	5	
Reference Books							
Dobbs, I. M., Managerial Economics, Oxford: Oxford University Press,2000							
Dwivedi, D.N., Managerial Economics, Vikas Publishing House Pvt. Ltd.,2009							
Mansfield, E., Managerial economics - Theory, Application and cases, New York,1996							
Salvatore, D., Managerial Economics in Global Economy, 4 <sup>th</sup> ed., Thompson - South- Western, 2001							
Smith, A., The Wealth of Nations, Modern Library edition, New York: Random House, 1937							
e-Learning Source							
<a href="https://nptel.ac.in/courses/110105075">https://nptel.ac.in/courses/110105075</a>							
<a href="https://onlinecourses.nptel.ac.in/noc23_mg43/preview">https://onlinecourses.nptel.ac.in/noc23_mg43/preview</a>							

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

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	MT402	<b>Title of Course</b>	Quantitative Methods	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective of the course is to teach the learner basic quantitative approach to managerial problems and to solve decision problems using quantitative and statistical techniques.						
COURSE OUTCOME							
<b>CO1</b>	To demonstrate and understand the quantities approach of mathematical and statistical analysis.						
<b>CO2</b>	To demonstrate and understand the matrices and calculus concept						
<b>CO3</b>	To understand the knowledge of central tendency.						
<b>CO4</b>	To understand the concept of probability with its laws and principles						
<b>CO5</b>	To demonstrate and implicated the decision theory and index number						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>			
1	<b>Mathematical and Statistical Analysis:</b>	An overview of the quantitative approach and its applications; Mathematical functions and their applications; Concepts and applications of derivatives; Overview of statistics, classifying data to convey meaning importance of learning statistics for managers.	8	1			
2	<b>Matrices and Calculus Concept</b>	Matrices: Minors and cofactors, Matrix inversion, Solution of simultaneous equations, Cramer's rule, Gauss elimination method; Differentiation & Integration (ILATE), Maxima and Minima, Application of calculus concepts in business management	8	2			
3	<b>Descriptive Statistics</b>	Measures of central tendency, Measure of dispersion, Co-efficient of variation, Skewness, Moments and kurtosis: Measures of skewness, moments about mean, arbitrary point, moments about zero or origin. Measures of kurtosis, Correlation and regression	8	3			
4	<b>Fundamentals of Probability</b>	Laws of probability, Bayes' theorem, Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions - Binomial and Poisson, Continuous probability distribution - Normal, binomial and Poisson	8	4			
5	<b>Index Number and Decision Theory</b>	Index numbers: Types and methods of their construction (Weighted & Un-weighted), Decision environment, Decision making under uncertainty and risk, Steps in decision theory approach. Types of decision making environments, Bayesian analysis, Decision tree analysis - maximin, minimax and regret.	8	5			
Reference Books							
Levin, Richard & Rubin, David, Statistics for Management, (First Indian Reprint 2004), Pearson Education, New Delhi							
Vohra, N. D., Quantitative Techniques in Management, Tata Mcgraw Hill, New Delhi							
Gupta, S. C, & Kapoor, V. K, Fundamentals of Mathematical Statistics, (11th Edition), Sultan Chandand Sons, New Delhi							
Dobbs, I. M., Mathematical statistics, Oxford: Oxford University Press, 2000							
e-Learning Source							
<a href="https://www.youtube.com/watch?v=VbbIAAmYrEM">https://www.youtube.com/watch?v=VbbIAAmYrEM</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	2	3	2	3	2	3	3	2
<b>CO2</b>	3	1	2	2	2	2	2	3	3
<b>CO3</b>	2	2	3	1	3	1	3	1	2
<b>CO4</b>	3	2	2	2	3	2	3	3	3
<b>CO5</b>	3	1	3	2	3	2	3	2	3

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	LN404	<b>Title of Course</b>	Business Communication	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	Developing the art of communication and learning language. Knowledge of Professional, Downward, Upward and Horizontal communication. Basic knowledge of Report writing Knowledge of writing as in minutes of meetings. Basic concepts of group discussion Understanding how to prepare for and give oral presentations. The course aims to educate the students in both.						
COURSE OUTCOME							
<b>CO1</b>	Professional Communication: Its Meaning and Importance, Essentials of Effective Communication, Barriers to Effective Communication						
<b>CO2</b>	To learn Type of communications: Downward, Upward and Horizontal Communication Meeting: Need and Importance, agenda of the meeting, planning for meetings, drafting MoM (minutes of the meeting). Memorandum Learning C V & Resume Writing, Rules for writing précis, Paragraph Writing, Development of Paragraph						
<b>CO3</b>	To converse in formal and informal situations. To be able to speak in GD and to prepare students for Interviews, Skills & Techniques.						
<b>CO4</b>	Basic knowledge of writing letters in different situations.						
<b>CO5</b>	Understanding Self concept and communication						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>Introduction to Communication</b>	Definition & Process of Communication, Importance of Communication in management, 7Cs, Verbal & Non-Verbal Communication, Barriers and gateway to Communication Corporate Communication: Definition, scope and importance.			8	1	
2	<b>Communication within organization</b>	Types: Downward, Upward and Horizontal Communication Meeting: Need and Importance, agenda of the meeting, planning for meetings, drafting MoM (minutes of the meeting). Memorandum			8	2	
3	<b>Employment Communication</b>	C/V Resume: Difference, Types of Resume, Drafting CV/Resume Interview: Types, preparing for interview Group Discussion: dos and don't's, how to prepare for a GD Presentation: purpose, manner of presentation, audio-visual-aids in presentation, delivering an effective presentation			8	3	
4	<b>Business Writing</b>	Letters: Formal. Informal letters, formats of business letters, Types of letters (enquiry, response to enquiry, complaint, response to complaint). Report: Definition, Types, structure.			8	4	
5	<b>Self Concept &amp; Communication</b>	Self concept and communication, self-talk, Self-reflection Freudian concept of self (id, ego, superego) JOHARI Window, SWOT Analysis			8	5	
Reference Books							
Gerson, Sharon J. Technical Writing: Process and Product (5 th edition). Prentice Hall, 2005.							
K. Floyd, Interpersonal Communication: The Whole Story. McGraw Hill, 2009.							
Greenbaum, Sidney and Nelson Gerald, An Introduction to English Grammar. Routledge, 2009.							
Swan, Michael, Practical English Usage. OUP, 2005							
Murphy, Raymond. English Grammar in Use. Cambridge University Press, 2019.							
Kumar, Sanjay and Pushp Lata., Communication Skills. Oxford University Press, Oxford 2011							
Raman, Meenakshi, and Sangeeta Sharma. Technical Communication: Principals and Practice. Oxford University Press							
Gerson, Sharon J. Technical Communication: Process and Product (9 th edition). Longman Pub., 2016.							
e-Learning Source							
<a href="http://www.uptunotes.com/notes-professional-communication-unit-i-nas">http://www.uptunotes.com/notes-professional-communication-unit-i-nas</a> -							
<a href="https://www.docsity.com/en/subjects/professional-communication/">https://www.docsity.com/en/subjects/professional-communication/</a>							
<a href="https://lecturenotes.in/download/note/22690-note-for-communication-skills-for-profession">https://lecturenotes.in/download/note/22690-note-for-communication-skills-for-profession</a>							
<a href="http://www.uptunotes.com/notes-professional-communication-unit-i-nas">http://www.uptunotes.com/notes-professional-communication-unit-i-nas</a> -							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	3	3	3	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3	3	3	3	3
<b>CO3</b>	3	3	2	3	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3	3	3	3	3

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021											
Course	CS403	Title of Course	Computer in Management	L	3	T	0	P	0	C	3
Year	I	Semester	I								
Pre-Requisite	None	Co-Requisite	None								
Course Objective	The learner acquaintance with computer hardware, To use software on a particular hardware, To know the basic Networking concepts.										
COURSE OUTCOME											
CO1	To understand the computers and its implication in Management.										
CO2	To understand the MS office and its use in management.										
CO3	To understand the network and how networking is useful.										
CO4	To understand the internet and its use in management.										
CO5	To understand the E-Commerce and how it is emerging a new mark.										
Unit No	Title of Unit	Content of Unit					Contact Hour	Mapped CO			
1	<b>Introduction to computers</b>	Introduction and definition of computer; functional components of a computer system- (Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers; Essential Components of computer Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices - Magnetic storage devices, Optical storage devices, Flash Memory etc. Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based oper					7	1			
2	<b>Introduction to MS office</b>	Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these software's for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical) Database Management System : Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS. MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access					7	2			
3	<b>Computer network</b>	Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)					7	3			
4	<b>Internet</b>	Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet					7	4			
5	<b>E-commerce</b>	Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management					7	5			
Reference Books											
Lucas. 2004. Information Technology for management . McGraw Hill.											
Nortón P, 1998. Introduction to computers 2nd ED.Tata McGraw Hill.											
Rajaraman V. 2006. Introduction to information technology. Prentice Hall of India.											
Ram KK, LMittal. KK & Karthik KK. 2007. MIS. Mac Vishnu Diwedi., Management Information System, Tata Mcgraw Hill, New Delhi											
<a href="https://nptel.ac.in/courses/106103068">https://nptel.ac.in/courses/106103068</a>											
e-Learning Source											
<a href="http://www.uptunotes.com/notes-professional-communication-unit-i-nas-">http://www.uptunotes.com/notes-professional-communication-unit-i-nas -</a>											
<a href="https://www.doccity.com/en/subjects/professional-communication/">https://www.doccity.com/en/subjects/professional-communication/</a>											
<a href="https://lecturenotes.in/download/note/22690-note-for-communication-skills-for-profession">https://lecturenotes.in/download/note/22690-note-for-communication-skills-for-profession</a>											
<a href="http://www.uptunotes.com/notes-professional-communication-unit-i-nas-">http://www.uptunotes.com/notes-professional-communication-unit-i-nas -</a>											

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	-	-	1	-	-	-
CO2	3	1	2	-	-	2	1	1	-
CO3	3	2	1	-	-	1	-	2	-
CO4	3	3	3	-	-	2	-	-	-
CO5	3	2	1	-	-	1	-	-	3

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021											
Course	CS404	Title of Course	Computer in Management Lab	L	3	T	0	P	0	C	3
Year	I	Semester	I								
Pre-Requisite	None	Co-Requisite	None								
Course Objective	The learner acquaintance with computer hardware, To use software on a particular hardware, To know the basic Networking concepts in practical form.										
COURSE OUTCOME											
CO1	To understand the computers and its implication in Management.										
CO2	To understand the MS office and its use in management.										
CO3	To understand the network and how networking is useful.										
CO4	To understand the internet and its use in management.										
CO5	To understand the E-Commerce and how it is emerging a new mark.										
Unit No	Content of Unit									Contact Hour	Mapped CO
1	New Document, entering & changing text, Aligning, Justifying, Bold, Italics, Underline, Borders & Shading, Table-Creation, Adding rows & columns, splitting & combining cells, Headers & Footers, Inserting pictures, graphs, chart, word Art, find& Replace, Page setup. Mail Merge,Creating of main documents & data source, Adding & Removing fields from data souce. Exercise, Make a file using Bold, italics, and underline, Set alignments (Left, right, &Center),Creating a file and use format painter Insert a table in a file and apply bullets and numbers in row and columns,Insert header and footer in a document, alignment of text in header and footer and insert a logo, page number of page and date, Apply watermark(text) in a document, Apply border and shading in page, Apply superscript and subscript wherever required in the document,Insert picture and text in textbox, Create a diagram or organization chart in document, Save an existing file with a different name and different location, Create a document and set line spacing, Write a letter for inviting 100 people using mail merge with minimum 4 fields (Name, Address, phone number, e-mail ID), Add one more field of your choice and remove the address field, Rename phone number field with contact number, Create a file using word ART, Create a document and insert a graph and chart in it, Set page margin (left, right, bottom) of 1inch and set gutter margin, Show the use of grouping option.									10	1
2	Cell, worksheet, work-book, cell entering-text value, formulae, insertion and deletion of row, column, and worksheet, auto sum tool, cell referencing function –sum, average, max, min., count, sum if, count if, if, v look up, Insert a new work sheet in an existing work sheet and also rename worksheet. □Set the width of column and rows, Merge cells, Sort the data in alphabetical manner, Filter the data accordingly, Create a mark sheet and apply conditional formatting in it, Apply validation to a selected area.									10	2
3	Creating presentation, adding slide, applying design templates, Master Slide, Adding special effects Exercise: Creating a power point presentation of 5 slides using custom animation. Insert 2slides in the existing presentation and change their background colour. Insert a chart and a picture in second slide. Show the use of master slide and duplicate slide. Prepare a slide showing slide transition. Insert a movie clip in a slide. Prepare 10 slides each having different design .Un loop the slide show.									10	3
4	Web browsing, E-mailing Exercise: Creating an Email ID, Gather the information on a given topic using search engine (Google) , Changing IP address of a computer, Show the use of internet search tool, Compress and decompress file and folders.									10	4
5	Text, Graphics, Animation, Audio, Video									10	5

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	1	2	1	2	2	1
CO2	1	1	2	1	2	3	3	2	1
CO3	1	2	1	3	2	1	1	2	2
CO4	2	2	1	1	1	2	1	1	2
CO5	2	1	1	1	3	1	2	2	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM403	<b>Title of Course</b>	Financial and Management Accounting	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	To familiarize students with basics of financial, cost and management accounting, to equip them techniques of business decisions based on accounting information, to use financial data in decision making.						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to understand the meaning and concept of accounting.						
<b>CO2</b>	Students will be able to apply the double entry system and preparation of final accounts.						
<b>CO3</b>	Students will be able to analyze the financial techniques and analysis of ratios.						
<b>CO4</b>	Students will be able to understand the techniques and effects of costing.						
<b>CO5</b>	Students will be able to evaluate the difference between standard costing and variance analysis.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>			
1	<b>Introduction</b>	Meaning, definition and needs of accounting business decisions; forms of accounting and users of accounting information; accounting standardization and role of AICPA; framework of accounting postulates; principles, conventions, concepts, procedures, methods etc; accounting equations and types of accounts, rule of recording business transactions.	9	1			
2	<b>Orientation in Accounting</b>	Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries.	9	2			
3	<b>Techniques of Financial Analysis</b>	Accounting Ratios - Meaning, Significance and Limitations, Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios Funds Flow Statement - Meaning and Need. Preparation and Interpretation, Cash Flow Statement - Meaning, Need, Preparation and Interpretation of break-even analysis; activity-based costing. Current Trends in accounting: i. Real Life Case Analysis from Indian Corporate and Government sectors ii. Accounting software- Tally (Practical)	9	3			
4	<b>Basics of Costing</b>	Costing as an aid to management; presentation of various costs in proper format; marginal costing and absorption costing; cost volume profit analysis, its assumption and calculation; managerial uses	9	4			
5	<b>Standard Costing and Variance Analysis</b>	Meaning and uses of standard costing; procedure of setting standards; variance analysis, one way and two-way analysis of variance; overall cost variance; material variance; labour variance and overhead variance; material price variance; material usage variance; material yield variance; material mix variance; labour cost and time variance; labour mix and yield variance; overhead volume and expenditure variance;	9	5			
Reference Books							
Dearden. J and Bhattacharya SK, Accounting for Management-Text and Cases, 2005, Vikas Publishing House Private Ltd, New Delhi.							
I.M. Pandey, Management Accounting, 2007, Vikas Publishing House Private Limited, New Delhi							
Hingorani, Ramnathan and Grewal, Management Accounting, 2005, S. Chand & Sons, New Delhi							
Richard A. Brealey, Stewart Myers and Franklin Allen. (2013). Principles of corporate finance. (11th ed.). McGraw Hill							
Prasanna Chandra. (2007). Financial Management Theory and Practice. (7th ed.). McGraw Hill.							
e-Learning Source							
Fundamentals of financial and management accounting ( <a href="https://www.coursera.org/learn/financial-accounting-polimi">https://www.coursera.org/learn/financial-accounting-polimi</a> )							
Introduction to Financial and Management Accounting ( <a href="https://www.classcentral.com/course/edx-introduction-to-financial-and-managementaccounting-3552">https://www.classcentral.com/course/edx-introduction-to-financial-and-managementaccounting-3552</a> )							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	1	2	1	1	2	2	1	1
<b>CO2</b>	2	2	2	2	2	2	1	2	1
<b>CO3</b>	2	1	1	2	1	2	1	1	1
<b>CO4</b>	2	1	1	2	1	2	1	1	1
<b>CO5</b>	2	2	2	2	2	2	1	2	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM404	<b>Title of Course</b>	Marketing Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services						
COURSE OUTCOME							
<b>CO1</b>	To familiarize the students with the fundamentals of marketing & to enable them to take better marketing decisions.						
<b>CO2</b>	To discuss and make the students understand the nuances and complexities involved in various product and pricing decisions.						
<b>CO3</b>	To equip the students to take effective segmentation, targeting and positioning decisions for products and services						
<b>CO4</b>	To develop the skills among students to enable them to design the Promotion-Mix strategies & advertising campaigns						
<b>CO5</b>	To make the students aware about the current trends in marketing to enable them to take proactive measures while taking marketing decisions.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>			<b>Contact Hour</b>	<b>Mapped CO</b>	
1	<b>Introduction</b>	An Introduction to Marketing Management. Nature and Scope of Marketing Management. Marketing Concepts. Elements of Marketing Management-Needs, Wants, Desire, Demands, Customer, Consumer, Markets and Marketers, Marketing Vs Selling, Consumer Markets and Industrial Markets.			7	1	
2	<b>Market Analysis</b>	The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process. Marketing Environment-Micro and Macro components and their impact on Marketing Decision Analysing needs and trends in political, economic, sociocultural and technical environment- PEST Analysis.			8	2	
3	<b>Market Selection</b>	Definition, Need and Benefits of Market Segmentation. Bases for Market Segmentation. Niche Marketing. Target Markets, Positioning and differentiation Marketing Mix and Extended Marketing Mix.			7	3	
4	<b>Product &amp; price Decisions</b>	Product Decision- Concept of a Product; Classification of Products; Major Product Decision; Product Line and Product Mix; Branding; Packaging and Labelling; Product Life Cycle- Strategic Implications; New Product Development Price Decision- Concept and meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting Price, Determination; Pricing Policies and Strategies			7	4	
5	<b>Promotion &amp; distribution Decisions</b>	Place Decision- Nature, Functions, and Types of Distribution channels; Distribution channel Intermediaries; Channel Management Decisions, Marketing Channel System-functions and flows. Promotion Decision-Communication Process; Promotion Mix, Advertising, personal selling, sales promotion, publicity and public relations; Media Selection; Advertising effectiveness; Sales promotion tools and techniques			6	5	
Reference Books							
1. Kotler, Philip, Marketing Management, Person Education Pvt. Ltd., New Delhi.Edition-14th.							
2. Saxena, Rajan., Marketing Management, Tata McGraw Hill, NewDelhi.Edition-3rd.							
3. Ramaswamy, V. Sand Namakumari, S., Marketing Management, Macmilan India, New Delhi. Edition-4th							
4. Lamb, Hairand Danniell. M.C.(2004). Marketing.(7 <sup>th</sup> ed.).Thomson							
5. Evans and Berman.(2005).Marketing.(2 <sup>nd</sup> ed.).Biztantra							
e-Learning Source							
Marketing Management Course Marketing Management relates to Marketing Business, Udemy, <a href="https://www.udemy.com/topic/marketing-management/">https://www.udemy.com/topic/marketing-management/</a>							
Marketing Fundamentals Courses,Udemy, <a href="https://www.udemy.com/courses/marketing/marketing-fundamentals/">https://www.udemy.com/courses/marketing/marketing-fundamentals/</a>							

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

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 405	<b>Title of Course</b>	Human Resource Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	I	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The Course aims at familiarizing the students with various aspects of HRM. The basic objective is to help the students to acquire and develop decision-making skills in relation to managing human resources of the organization. To understand HR Functions as a Strategic Partner in the formulation and implementation of Companies Strategies						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to define HRM, understand its objectives and scope, and describe its evolution, functions, sub-systems, and organizational structure.						
<b>CO2</b>	Students will understand HRM philosophy, evaluate HR policies, apply HR planning models, and conduct job analysis.						
<b>CO3</b>	Students will be able to comprehensively understand and apply the principles of recruitment and selection.						
<b>CO4</b>	Students will be able to understand and apply the concepts of training and development						
<b>CO5</b>	Students will design effective compensation strategies and integrate them with corporate HRM practices, while understanding emerging trends and global perspectives.						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>An Introduction</b>	HRM: Definition, Meaning, Objective, Importance & Scope. Evolution of HRM, Functions of HRM. HR Sub Systems. Organization Structure of HRM			7	1	
2	<b>Policy &amp; Planning</b>	HRM Philosophy. HRM Policy: Meaning Definition, Importance, Characteristics of Good HR Policy. Human Resource Planning Model, Barriers of HR Planning, Job Analysis Job Description & Job Specification.			7	2	
3	<b>Recruitment &amp; Selection</b>	Concept of Recruitment: Meaning, Definition, Importance, Recruitment Process and Barriers. Concept Of Selection: Meaning, Definition, Importance, Selection Process and Barriers. Sources of Testing: Aptitude test, Personality test, simulation exercises. Assessment Centre. Induction Programme.			7	3	
4	<b>Training &amp; Development, Performance Appraisal</b>	Training and Development Concept of Training & Development, Training Process, Identification of Training needs & setting Objective, Training Methods, Designing a Training Programme. Performance Appraisal Concept of Performance Appraisal System, Methods of Performance Appraisal system. Job Evaluation: Scope. Process and methods of job evaluation			7	4	
5	<b>Compensation &amp; Macro View of HRM</b>	Objective of compensation strategy, Components of remuneration: Wages & Salary, Incentives, Fringe Benefits, Non- Monetary Benefits Multi-dimensional Approach to compensation, Types Payment System, Macro View of HRM HR in India and International HRM basic concepts, Linkage between Corporate Strategy & HRM Strategy, Emerging Trends In Human Resource Management			7	5	
Reference Books							
Human Resource Management, Excel books: Rao V.S.P.							
Edwin Flippo. (1996). Personnel Management and industrial relations. McGraw Hill.							
Human Resources Management, written by Gary Dessler Latest edition.							
HR from the Outside In: Six Competencies for the Future of Human Resources Dave Ulrich,							
e-Learning Source							
<a href="https://onlinecourses.nptel.ac.in/noc20_mg15/preview">https://onlinecourses.nptel.ac.in/noc20_mg15/preview</a>							
<a href="https://in.coursera.org/specializations/human-resource-management">https://in.coursera.org/specializations/human-resource-management</a>							
<a href="https://www.careers360.com/courses-certifications/swayam-human-resource-management-courses-brp-org">https://www.careers360.com/courses-certifications/swayam-human-resource-management-courses-brp-org</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	1	2	1	2	2	1	2
<b>CO2</b>	2	2	1	1	2	1	1	2	1
<b>CO3</b>	1	2	2	3	2	1	1	1	1
<b>CO4</b>	2	3	1	2	1	1	1	2	2
<b>CO5</b>	1	1	2	1	1	1	1	1	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021											
Course	BM 406	Title of Course	Business Research Methods	L	3	T	1	P	0	C	4
Year	I	Semester	II								
Pre-Requisite	None	Co-Requisite	None								
Course Objective	The objective of the course is to inform the students about the basic concepts of research methods. This paper helps the students in doing research through forming research design, collecting data, performing sampling and at the end analyzing the data. This paper also helps in knowing the application of statistical tools to arrive at rationale decisions. It also helps in the use of SPSS in Statistical Operations & Hypothesis Testing.										
COURSE OUTCOME											
CO1	Students can grasp the concept of research by exploring its significance, role, methods, process, and its connection to management. This unit addresses the identification and formulation of research problems. It also delves into the feasibility of research and the development of a research proposal.										
CO2	Students can apply the fundamentals of research design and its various types to ensure proper execution of the research. This unit has helped students understand the role of scales in research.										
CO3	Students develop skills in designing schedules and questionnaires for primary data collection. This unit has enabled them to conduct pilot studies to evaluate the validity of their questionnaires. It also includes observation, interviews, and other methods of primary data collection.										
CO4	Students are able to analyze and evaluate the concept and types of sampling, recognizing its significance in research. The unit has also helped them understand sampling errors and the theory of sampling.										
CO5	Students are familiar with statistical analysis and hypothesis testing for data evaluation. They are introduced to using SPSS software and can accurately interpret data and present findings, ensuring adherence to ethical publishing standards when developing research reports.										
Unit No	Title of Unit	Content of Unit					Contact Hour	Mapped CO			
1	Business Research	Research: Meaning & Definition, Importance of Research, Role of Research, Measures of Good Research, Research Process, Research in Business, Manager-Researcher Relationship, Defining Research Problem, Making Research Objective and Formulation of Hypothesis, Feasibility Study and Research Proposal.					9	1			
2	Research Design, Measurement & Scales	Research Design: Types of Research Design-Exploratory, Descriptive and Experimental Studies. Concept of Measurement, Measurement of Attitudes, Problems in Measurement, Concept of Validity & Reliability, Scales of Measurement: Their Types & Properties.					8	2			
3	Data Collection Techniques and Questionnaire Design	The Sources and Collection of Data: Primary and Secondary Data Sources, Primary Data Collection by Observation, Interview, Questionnaire & Other Specialized Methods. Difference between Questionnaire & Schedule, Questionnaire Design and Testing of Questionnaire through Pilot Study					9	3			
4	Sampling, Data Preparation & Data Analysis	Sampling: General Concepts of Sampling, Sampling Procedures, Types of Sampling, Sample Size Determination, Practical Considerations in Sampling and Sample Size, Common Sources of Error in Sampling, Sampling Theory & Central Limit Theorem, Kaise-MeyerOlkin Test (KMO Test), Data Preparation & Data Analysis.					9	4			
5	Statistical Analysis, Hypothesis Testing, SPSS, Reporting Research Findings & Ethical Issues	Statistical applications: Central Tendency & Dispersion, Hypothesis Testing: Parametric and Non-Parametric Test, Parametric Test- t-test, z-test and ANOVA and Non-Parametric Test Chi Square Test, Kruskal-Wallis, Kolmogorov-Smirnov Test, Mann-Whitney U Test, Introduction to SPSS. Interpretation of Results, Steps in Research Report, Research Report Guidelines, Reporting Research Findings, Differences between Academic and Business Audience/ Ethical issues related to Publishing, Plagiarism and Self-Plagiarism.					10	5			
Reference Books											
Dipak Kumar Bhattacharyya, Research Methodology, Latest Edition, Excel Books											
C R Kothari, Research Methodology, Second Revised Edition, New Age International Publishers											
Donald Cooper & Pamela Schindler, Business Research Methods, 12th Edition, McGraw Hill											
Dr. Deepak Chawla & Dr. Neena Sondhi, Research Methodology: Concepts & Cases, 2nd Edition, Vikas Publishing House											
e-Learning Source											
<a href="https://onlinecourses.swayam2.ac.in/cec20_mg14/preview">https://onlinecourses.swayam2.ac.in/cec20_mg14/preview</a>											
<a href="https://www.coursera.org/browse/physical-science-and-engineering/research-methods">https://www.coursera.org/browse/physical-science-and-engineering/research-methods</a>											

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	3	1	1	1	2	2	3	3
CO2	3	3	1	1	1	2	2	2	2
CO3	3	3	1	2	3	1	1	3	3
CO4	1	3	3	1	2	1	1	3	3
CO5	2	3	3	1	2	1	1	3	3

Program Coordinator					Head of Department				
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM407	<b>Title of Course</b>	Financial Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	3	1	0	4
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	This is the foundation course in the area of Finance in order to acquaint a student to use various decision-making tools of finance in a business organization for the efficient utilization of financial resources.						
Course Outcome							
<b>CO1</b>	Students will be able to understand the nature and scope of financial management as well as time value of money and risk return trade off						
<b>CO2</b>	Students will be able to evaluate capital budgeting process and capital budgeting techniques						
<b>CO3</b>	Students will be able to analyze various capital structure theories and estimating cost of capital and leverage analysis.						
<b>CO4</b>	Students will be able to evaluate working capital requirement and management						
<b>CO5</b>	Students will be able to analyze the determinants of dividend decision in relation to various models of dividend policy						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>Introduction</b>	Introduction, Meaning, scope and development of financial management; Finance Function; Objectives of the Firm, Indian financial system, Risk and Return, Time value of Money and its relevance, computation of EMI, Annuity, Annuity due.			9	1	
2	<b>Capital Investment Decisions</b>	Capital Budgeting: Meaning, Process and Significance, Methods of project evaluation and selection: ARR, Payback and discounted payback, NPV, IRR, Benefit cost ratio and Terminal value Method, risk analysis in investment, Sensitivity Analysis.			10	2	
3	<b>Financing Decisions</b>	Cost of Capital: Cost of Equity, Debt, Retained Earnings and Overall Cost of Capital, Operating and Financial Leverages: Concept and significance, EBIT-EPS analysis, Capital structuring Theories: Net Income approach, Net Operating Income approach and MM approach.			9	3	
4	<b>Working Capital Decisions</b>	Working Capital: Meaning and significance, working capital cycle, Working capital Management, overall considerations in WCM; determinants and determination of working capital requirements; management of cash; management of receivables management of Inventories.			10	4	
5	<b>Dividend Decisions</b>	Ploughing back of profits forms of dividends, factors affecting dividend policy, Retained Earning Vs. Dividend Decision; Walter Model; Gordon Model; MM hypothesis. Contemporary issues in financial management.			7	5	
Reference Books							
Chandra P., Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill, New Delhi.							
Van Horn James C, Financial Management and Policy, Prentice Hall ofthIndia, New Delhi.							
Khan YM and Jain PK, Financial Management - Text and Problems, ,5 Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi.							
Reddy G.S., Financial Management: Theory and Practice,2nd Edition, Himalayan Publications, NewDelhi							
Michael C. Ehrhardt and Eugene F. Brigham. (2008). Corporate Finance. (1sted.). South-Western Pub							
e-Learning Source							
Financial Management Specialization ( <a href="https://in.coursera.org/specializations/financial-management">https://in.coursera.org/specializations/financial-management</a> )							
Financial Management ( <a href="https://www.classcentral.com/course/swayam-financial-management-17605">https://www.classcentral.com/course/swayam-financial-management-17605</a> )							
Fundamentals of Financial Management ( <a href="https://www.classcentral.com/course/swayam-fundamentals-of-financial-management-17618">https://www.classcentral.com/course/swayam-fundamentals-of-financial-management-17618</a> )							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	1	2	1	1	2	2	1	1
<b>CO2</b>	2	2	2	2	2	2	1	2	1
<b>CO3</b>	2	1	1	2	1	2	1	1	1
<b>CO4</b>	2	1	1	2	1	2	1	1	1
<b>CO5</b>	2	2	2	2	2	2	1	2	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021											
Course	BM408	Title of Course	Organisational Behaviour	L	3	T	0	P	0	C	3
Year	I	Semester	II								
Pre-Requisite	None	Co-Requisite	None								
Course Objective	The objective of the paper is to familiarize the students with basic management concepts and behavioural processes in the organization										
COURSE OUTCOME											
CO1	Students would learn about the basic concepts of the organization and the concept of OB enabling them to develop insights for managing and improving organizational dynamics.										
CO2	Students would understand the fundamentals determinants of individual behavior. It will help them to comprehend the role and impact of individual behavior on organizational behavior.										
CO3	Students would learn the basic behavioral aspects like learning and motivation in the light of enabling them to apply it in modifying individual behavior at workplace.										
CO4	Students shall be able to understand about the concepts of the group & interpersonal dimensions and develop a comprehensive framework for improving individual and group performance in various organizational settings.										
CO5	Students shall be implement knowledge of latest trends and developments in the field of organizational behavior.										
Unit No	Title of Unit	Content of Unit					Contact Hour	Mapped CO			
1	<b>Foundations of Organizational Behaviour</b>	The Nature and Functions of an Organization; Meaning and systematic study of O.B; Contribution of Behavioural Sciences to O.B; Developing Contingency Model to OB; Challenges and Opportunities in O.B.					6	1			
2	<b>Individual Dimensions in Organizational Behaviour</b>	Basic Individual Differences (ability & biographical characteristics); Personality: Meaning, Theories and Determinants; Values; Attitudes and job Satisfaction; Perception Process.					7	2			
3	<b>Foundation of Learning and Motivation</b>	Learning process; Theories of Learning: Classical Conditioning, Operant Conditioning and Social Learning; Motivation: Meaning, Theories of motivation-Maslow, Hertzberg, McClelland, McGregor; Process Theories (Vroom's Model); Contemporary Theories: Equity Theory, Attribution Theory).					7	3			
4	<b>Group and Interpersonal Dimensions</b>	Formation, Classification, Stages and Group Dynamics; Group Decision Making; Teams and Teamwork; Transactional Analysis; Stress and Conflict: Meaning and Causes of Stress, Types of Conflict (Intra Individual & Interactive), Coping Strategies for Stress and Conflict Leadership: Meaning, Style and Theories of Leadership-Trait, Behavioural and Situational Theories					8	4			
5	<b>Organizational Dimensions and recent trends</b>	Organizational Culture: Concept, Characteristics, Elements of Culture, Implications of Organization Culture, Organizational Change, Organizational Development, Gender Sensitivity, Competency Levels & Behavioural Dimensions, Culture based influences in International OB, Relationship Orientation for improved productivity & lack of formal authority.					7	5			
Reference Books											
Davis, Keith: Organizational Behaviour, Tata McGraw Hill. Edition-5th											
Robins, S.P and Sanghi, S.: Organizational Behaviour, Pearson Edition, New Delhi, Edition-13th.											
Prasad, L.M.: Organizational Theory and Behaviour, HPH, New Delhi. Edition-3rd											
Michael C. Ehrhardt and Eugene F. Brigham. (2008). Corporate Finance. (1st ed.). South-Western Pub											
e-Learning Source											
<a href="https://archive.nptel.ac.in/courses/110/106/110106145/">https://archive.nptel.ac.in/courses/110/106/110106145/</a>											
<a href="http://www.digimat.in/nptel/courses/video/110106145/L01.html">http://www.digimat.in/nptel/courses/video/110106145/L01.html</a>											

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	1	2	1	1	1
CO2	2	3	2	2	1	2	2	3	1
CO3	1	1	2	-	1	1	1	2	1
CO4	1	1	2	-	1	1	2	2	2
CO5	1	1	-	2	1	-	1	2	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM409	<b>Title of Course</b>	Production Operation & Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	3	0	0	3
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective is to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. The Course will help learners evolve an integrated perspective and developing Interface of operations management with other managerial areas.						
COURSE OUTCOME							
<b>CO1</b>	Students shall be able to define the role of operations in both manufacturing and service organizations and the significance of operations Strategy in the overall business.						
<b>CO2</b>	Students shall be able to explain the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location, also study the problems related to the various facility layouts.						
<b>CO3</b>	Students shall be able to describe the Inventory levels and order quantities and make use of various inventory classification methods.						
<b>CO4</b>	Students shall be able to analyze the different quality tools and the tools of statistical process control for analyzing a process in terms of quality.						
<b>CO5</b>	Students shall be able to evaluate the effectiveness and efficiency of operations by job and work design, process design, layout design and control of systems.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>			<b>Contact Hour</b>	<b>Mapped CO</b>	
1	<b>Introduction</b>	Operations Management - An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, Capacity Planning & Management, Systems for Product& Services.			9	1	
2	<b>Production Planning &amp; Control</b>	Facility Location & Facility Layout, Scheduling Techniques, Forecasting types and methods. Introduction to Network Analysis, PERT & CPM Cost crashing: Production & operations Control. Inventory Management			9	2	
3	<b>Inventory Management</b>	Inventory Management- Objectives, Factors, Process. Inventory control techniques- ABC, VED, FSN analysis, Economic Order Quantity, Materials Requirement Planning (MRP), Psystem & Q-system, Just-In-Time (JIT).			9	3	
4	<b>Quality Control</b>	Quality Control & Quality Assurance, Statistical Quality Control, Theory of Control Charts. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).			9	4	
5	<b>Work Study &amp; Emerging Issues</b>	Method study- Principle & Applications, Time study- Principle & Applications, Job Analysis & work sampling, Issueof Pollution controlling Production Management, Maintenance Management			9	5	
Reference Books							
Adam Everett E & Ebert Ronald J; Production & Operations Management: Concepts, Models & Behavior, PHI, Fifth Edition, New Delhi.							
Operations Management (McGraw-Hill Series in Operations and Decision Sciences)							
Operations Management: Processes and Supply Chains (11th Edition)							
Jack: Straight from the Gut by Welch, Jack, Byrne, John A. (October 1, 2003) Paperback							
e-Learning Source							
<a href="https://www.youtube.com/watch?v=eywQyLuTHNQ&amp;list=PLPf7aahSRKFVuCziM_YMAoYYnLLeX5j8F">https://www.youtube.com/watch?v=eywQyLuTHNQ&amp;list=PLPf7aahSRKFVuCziM_YMAoYYnLLeX5j8F</a>							
<a href="https://www.youtube.com/watch?v=aSd8Hbg-tuY">https://www.youtube.com/watch?v=aSd8Hbg-tuY</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	2	1	1	2	1	2	1
<b>CO2</b>	2	2	1	2	1	1	1	2	1
<b>CO3</b>	1	1	2	1	2	2	1	1	1
<b>CO4</b>	1	2	1	1	2	1	2	2	2
<b>CO5</b>	2	2	1	2	1	2	2	1	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 410	<b>Title of Course</b>	Consumer Behaviour	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective of this paper is to develop the understanding about the consumer behaviour for making marketing decisions. This paper will help to understand the process of the consumer decision making. This paper will help to know the impact of environment over the consumers.						
COURSE OUTCOME							
<b>CO1</b>	Gain an understanding of consumer behavior and the consumer decision-making process. Develop awareness of the characteristics and values of Indian consumers.						
<b>CO2</b>	Examine and apply the various internal and external environmental factors that affect consumer purchasing patterns. The unit has also provided insights into the influence of groups and family on consumer behavior.						
<b>CO3</b>	Students can explain consumer learning, perception, attitude and personality, which will deepen their level of consumer knowledge.						
<b>CO4</b>	Students can analyze and evaluate various consumer behavior models proposed by scholars. They can also develop a model that illustrates the consumer purchasing process to aid organizations in making effective decisions.						
<b>CO5</b>	Students can conduct real consumer surveys on current issues and apply consumer ethics to foster organizational development. This unit makes student well-versed in consumer research and ethics.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>			
1	<b>Introduction To Consumer Behaviour</b>	Meaning of Consumer Behaviour, Importance of Consumer Behaviour, Indian consumer characteristics, Achieving consumer satisfaction & delight, Developing consumer value, Consumer decision making process, Diffusion of Innovation.	10	1			
2	<b>Consumer Behaviour In Indian Environment</b>	Meaning of environmental influences, environmental influences on consumer behaviour-Individual determinants & influences of external environmental factors on consumer behaviour (in context with economic, cultural and social influences on Consumer Behaviour).Group influences and Family life-cycle influences on consumer behaviour.	9	2			
3	<b>Individual Consumer Knowledge</b>	Consumer learning: Meaning of consumer learning, Learning theories- Classical conditioning theory, Operant conditioning theory & Cognitive theory Consumer perception: Meaning of consumer perception, process of consumer perception Consumer attitude: Meaning of consumer attitude, formation of consumer attitude Consumer personality: Meaning of consumer personality, consumer traits.	9	3			
4	<b>Consumer Behaviour Models</b>	Economic Model, Psychological Model, Pavlovian Model, Input-Process-Output Model, Howarth Sheth Model, Engel-Blackwell-Kollat Model & Nicosia Model.	9	4			
5	<b>Consumer Research &amp; Consumer Ethics</b>	Consumer Research: Meaning of consumer research, importance of consumer research & Process of consumer research. Consumer Ethics: Meaning of consumer ethics, illegal actions & consumerism.	8	5			
Reference Books							
Schiffman, Kanuk, Kumar & Wisenblit, Consumer Behaviour, Tenth edition, Pearson Prentice Hall							
Loudon & Bitta, Consumer Behaviour, Fourth edition, Tata McGraw Hill							
Solomon, Consumer Behaviour, Eighth edition, Pearson Prentice Hall							
Gupta S.L. & Pal S., Consumer Behaviour, First edition, Sultan Chand & Sons							
e-Learning Source							
<a href="https://iimbx.iimb.ac.in/catalog/consumer-behaviour/">https://iimbx.iimb.ac.in/catalog/consumer-behaviour/</a>							
<a href="https://www.udemy.com/course/consumer-behavior-r/">https://www.udemy.com/course/consumer-behavior-r/</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	2	2	2	2	2	2	3	3
<b>CO2</b>	2	2	2	2	1	2	2	2	2
<b>CO3</b>	3	1	1	2	3	1	1	3	3
<b>CO4</b>	1	3	3	1	2	2	2	2	2
<b>CO5</b>	2	2	2	2	2	1	1	3	3

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
Course	BM 411	Title of Course	Marketing of Services	L	T	P	C
Year	I	Semester	II	3	1	0	4
Pre-Requisite	None	Co-Requisite	None				
Course Objective	The aim of this course is to acquaint the students with the concept of services marketing and other related issues viz services marketing mix, tools and techniques in services marketing research and other special aspects of services marketing						
COURSE OUTCOME							
CO1	Recall the fundamental concepts of service marketing and its functions						
CO2	Understand different models of service quality and identify the role and significance of various elements of service marketing mix						
CO3	Apply the knowledge in getting to know the customer requirement, measure service quality and design and deliver better services.						
CO4	Examine the behavior of consumer in Service Sector						
CO5	Select the appropriate application in different service organizations.						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>Concept of Service Marketing</b>	Concepts, contribution and reasons for the growth of services sector, unique characteristics of Services; Classification of service. Growth of the Service Sector, Difference between Services and Products. Service Continuum, Service Marketing, importance and features			7	1	
2	<b>Marketing Mix</b>	Marketing, Marketing mix in services marketing The seven Ps - Product Decisions - Pricing Strategies and Tactics Promotion of Services and Placing or Distribution Methods for Services, Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel. Service Marketing Triangle			7	2	
3	<b>Services Quality &amp; Tools and Techniques in Analyzing Services Market</b>	Service Quality, GAP Model of Service Services Quality, Measuring Effectiveness of Services Marketing, How to design a Service, Service life Cycle, Key Operational components of services planning, Internet as a service enabler.			7	3	
4	<b>Focus on Customer</b>	Consumer behavior in services, Factors influencing consumer buying behaviour, Stages to the Consumer Buying Decision Process, Relationship marketing: The service-based business plan, the future of service marketing; Technological changes and the services			7	4	
5	<b>Special Aspect of Service Marketing:</b>	Marketing of Services in area of financial services, Banking, Insurance, Tourism, Transportation, Hotel, Hospital, Consultancy services			7	5	
Reference Books							
Zeithmal Valarie, Services Marketing, Tata McGraw Hill Education							
Lovelock Christopher (Pearson Education), Services Marketing: Technology and Strategies							
Sinha P.K. & Sahoo S.C. (Himalya Publishing House) Services Marketing							
Marketing of Financial Services (BIZTANTRA) – 2013 by Dhananjay Bapat (Author)							
Services Marketing, C. Bhattacharya, Excel Books India, 2009							
e-Learning Source							
Service Marketing Concepts and Application, IIMB, <a href="https://www.edx.org/course/services-marketing-concepts-applications">https://www.edx.org/course/services-marketing-concepts-applications</a>							
Service Marketing in Totality, Udemy, <a href="https://www.udemy.com/course/services-marketing-in-totality/">https://www.udemy.com/course/services-marketing-in-totality/</a>							
Services Marketing: A Practical Approach Indian Institute of Technology, Kharagpur and NPTEL via Swayam Help, <a href="https://www.classcentral.com/course/swayam-servicesmarketing-a-practical-approach-7961">https://www.classcentral.com/course/swayam-servicesmarketing-a-practical-approach-7961</a>							
Service Marketing Planning and Management, eCornell, <a href="https://ecornell.cornell.edu/courses/hospitality-and-foodservicemanagement/services-marketing-planning-and-management/">https://ecornell.cornell.edu/courses/hospitality-and-foodservicemanagement/services-marketing-planning-and-management/</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	1	2	2	2	2	1	2	2
CO2	2	1	2	2	2	2	1	1	2
CO3	2	1	2	2	2	2	1	2	1
CO4	2	2	2	2	2	2	1	1	1
CO5	2	1	1	2	1	2	1	1	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 412	<b>Title of Course</b>	Sales & Distribution Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The purpose of this paper is to acquaint the student with concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.						
COURSE OUTCOME							
<b>CO1</b>	Students will analyze and apply sales management principles, including SPIN Selling, sales forecasting, and strategy development, to effectively manage diverse selling situations and optimize sales force performance.						
<b>CO2</b>	Students will design effective sales organization structures and evaluate the roles and qualities of sales executives about top management.						
<b>CO3</b>	Students will design and implement comprehensive sales personnel management strategies, including recruitment, training, motivation, compensation, and evaluation.						
<b>CO4</b>	Students will develop and manage sales budgets, set and achieve sales targets, optimize sales territories, and utilize sales technology and automation tools effectively.						
<b>CO5</b>	Students will analyze and design effective marketing channels, manage channel partners, and implement supply chain strategies for both domestic and international markets.						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>Sales Management, Personal Selling and Marketing Strategy</b>	Evolution of the Sales Department and the objectives of Sales Management Sales Management and Control, Theories of Selling , SPIN Selling ,Buyer Seller Dyads Diversity of Personal Selling situations , Sales Potential and Sales Forecasting Personal Selling Objectives and Strategy , Determining the kind of sales personnel and the size of the sales force , Determining sales related marketing policies			9	1	
2	<b>Organizing Sales Effort</b>	Functions of the sales executive, Qualities of effective sales executives and the relations with top management Types of sales organization structures Centralization and Decentralization in Sales Force Management Setting Up a sales organization Sales department relations			9	2	
3	<b>Sales Force Management</b>	Sales personnel management Recruitment and Selection Process Sales training programme Motivating sales personnel Types of compensation plans for sales personnel Sales meetings and sales contests Evaluating and supervising sales personnel.			9	3	
4	<b>Controlling the Sales Effort</b>	Sales Budget: Purpose and Procedure Sales Target: Types and Procedure Sales Territory: Purpose, Procedures, routing and scheduling Sales Technology and Sales Force Automation.			9	4	
5	<b>Distribution Management</b>	Marketing Channel Members, Types, Functions and Design Channel Intensity, Costs and Margins Channel Management for Rural Markets Managing Channel Partners: Roles, Objectives and Methods Channel Information Systems Supply Chain Management International Sales and Channel Management.			9	5	
Reference Books							
Still, R.R., Cundiff, E.W., Govani N.A.P., and Puri, S., Sales and Distribution Management – Decisions, Strategies, and Cases, New Delhi: Pearson India Education Services Pvt. Ltd							
Singh, R., Sales and Distribution Management: A Practical-Based Approach, New Delhi: Vikash Publishing House Pvt. Ltd							
Barry, B., Evans, J., Chatterjee, P. and Shrivastava, R., Retail Management: A Strategic Approach New Delhi: Pearson India Education Services Pvt. Ltd.							
Sahu, P K and Raut, K C : Salesmanship and Sales Management, Vikas Publishing House Pvt. Ltd. Edition -3 rd .							
Cundiff,still and Govoni : Sales Management, PHI, New Delhi.Edition-3 rd .							
e-Learning Source							
<a href="https://nptel.ac.in/courses/110105122">https://nptel.ac.in/courses/110105122</a>							
<a href="https://www.coursera.org/specializations/sales-management-bridging-gap-strategy-sales">https://www.coursera.org/specializations/sales-management-bridging-gap-strategy-sales</a>							

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

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 413	<b>Title of Course</b>	Retail Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective of this course is to develop in-depth knowledge about the various retail and merchandising systems and markets.						
COURSE OUTCOME							
<b>CO1</b>	Compare various retail formats and technological advancements for setting up appropriate retail business						
<b>CO2</b>	Identify the competitive strategies for retail business decisions						
<b>CO3</b>	Examine the site location and operational efficiency for marketing decisions for retail formats.						
<b>CO4</b>	Analyse the effectiveness of merchandising and pricing strategies for retailers.						
<b>CO5</b>	Assess and understand usage of IS for merchandising and retail pricing.						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>World Of Retailing</b>	Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your customers, focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.			10	1	
2	<b>Retail Environment and Customer Buying Behavior</b>	Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non-Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing			9	2	
3	<b>Retail Strategy &amp; Store Location</b>	Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.			8	3	
4	<b>Merchandising Management</b>	Managing Retail Business: Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.			8	4	
5	<b>Pricing And Retail promotion Mix</b>	Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management. Swapna Pradhan, Retailing management, TMH			10	5	
Reference Books							
Berman B & Evans J R, Retail Management, PHI							
Michael Lervy M & Weitz B W, Retailing Management, TMH							
Swapna Pradhan, Retailing management, TMH							
Best for Understanding Motivation: 'Drive' by Daniel H. Pink							
e-Learning Source							
<a href="https://onlinecourses.nptel.ac.in/noc22_mg51/preview">https://onlinecourses.nptel.ac.in/noc22_mg51/preview</a>							
<a href="https://onlinecourses.swayam2.ac.in/imb19_mg02/preview">https://onlinecourses.swayam2.ac.in/imb19_mg02/preview</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	1	2	3	2	2	2	2	3
<b>CO2</b>	2	2	2	2	1	2	1	2	2
<b>CO3</b>	2	2	2	1	2	1	2	1	1
<b>CO4</b>	2	2	1	1	1	1	2	2	1
<b>CO5</b>	2	1	2	1	2	2	1	2	3

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 414	<b>Title of Course</b>	Capital and Money Market	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	This is the foundation course in the area of money and capital market in order to acquaint a student to have a thorough understanding of these markets to enable them to make investment						
COURSE OUTCOME							
<b>CO1</b>	To comprehend different components of Indian financial system and the role and functions of SEBI.						
<b>CO2</b>	To explain the conceptual framework of primary market in relation with IPOs.						
<b>CO3</b>	To describe the role of intermediaries in the financial market.						
<b>CO4</b>	To understand the concept of secondary market and stock exchange mechanism in India.						
<b>CO5</b>	To comprehend conceptual and regulatory framework of Mutual funds in Indian.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>			<b>Contact Hour</b>	<b>Mapped CO</b>	
1	<b>Indian Financial System</b>	Components of Indian Financial System, Institutions, Instruments, Market and Services, Nature and role of financial system and Economic Development, Financial Sector Reforms, SEBI: meaning, scope, objective, powers and function of SEBI.			7	1	
2	<b>Primary Market</b>	Capital Market-Constituents, Functions, Capital Market Instruments, New Issue Market, Private Placements, New Issue Market-Meaning, Evolution of Primary Market in India, mode of issuing Securities, IPO Grading, Green shoe option, On-line IPO's, steps to Improve Primary Market Infrastructure.			8	2	
3	<b>Depositories and Custodians</b>	Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, Dematerialization: meaning of DEMAT, purpose and process of DEMAT.			8	3	
4	<b>Secondary Market</b>	Introduction, organization, Management and Memberships of stock exchanges, Margin Systems, and Drawbacks of Indian Stock Markets, Indian Stock Exchanges-Meaning of Stock exchange, Organization of Stock exchanges in India, Functions of Stock exchange, BSE, NSEI, OTCEI, National and Regional Exchanges, Reasons for failure of OTCEI, Barometer of Stock markets, Market indices, NEAT system: concept, hierarchy, logging in and logging off, order management, internet broking, WAP			15	4	
5	<b>Mutual Fund &amp; Money Market</b>	Money market: meaning, features, role of money market and Instruments, Mutual funds, Objectives, Features and importance, SEBI Regulations, Classification of schemes			7	5	
Reference Books							
Bhalla VK , Indian financial system ,Anmol publications Pvt. ltd							
Uma Kapila & Raj Kapila, Economic reform series							
Goel AK & Khan MS, Capital & Money Market, Himalaya Publication Pvt Ltd							
Ramesh Babu, Financial Markets and Institutions. 1 st edition, Concept publishing company,2006.							
Machiraju HR, Indian financial system, Vikas publishing house							
e-Learning Source							
<a href="https://www.youtube.com/watch?v=UwpBRm-LG44">https://www.youtube.com/watch?v=UwpBRm-LG44</a>							
<a href="https://www.youtube.com/watch?v=p1KD-Y1e2Hg">https://www.youtube.com/watch?v=p1KD-Y1e2Hg</a>							
<a href="https://www.youtube.com/watch?v=88S1wZGfuqk">https://www.youtube.com/watch?v=88S1wZGfuqk</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	1	1	1	1	3	1	1	1
<b>CO2</b>	1	1	2	1	1	1	2	1	2
<b>CO3</b>	1	2	2	1	2	1	2	1	2
<b>CO4</b>	2	1	2	2	1	2	1	1	2
<b>CO5</b>	2	1	2	1	1	1	2	1	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 415	<b>Title of Course</b>	International Finance	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	This is the foundation course in the area of International Finance in order to acquaint a student to various instruments and environment in international business.						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to understand and apply concepts related to International Financial Management and its significance, international financial system, international financial flows and international sources of finance.						
<b>CO2</b>	Students should be able to analyze and apply advanced concepts in exchange rate determination and mechanics of currency trading and international parity conditions.						
<b>CO3</b>	Students will be able to analyze different currency derivatives and swaps and apply this knowledge to develop and implement effective risk management strategies in foreign exchange and financial markets.						
<b>CO4</b>	Students will be able to evaluate foreign exchange risk and exposure and apply foreign exchange risk management methods.						
<b>CO5</b>	Students will be able to analyze and integrate strategies for of portfolio management, international project appraisal and international working capital management in global business operations by the end of this course.						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>Financial Management in Global Context</b>	IFM:concept and significance, Development in IFM, Foreign Exchange Markets and International Financial Markets, The Finance Function, International financial flows and balance of payments, International financial system & institutions, International Sources of Finance for the Firm, Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicates Loans), Securitized Financing( Euro note), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations.			10	1	
2	<b>Exchange Rate</b>	Exchange Rate Concepts, Trading, Mechanics of Currency Trading, Exchange Rate Quotations, Arbitrage and Two-point Arbitrage Calculations, Exchange rate determination, Fundamental Factors Affecting Exchange Rates, Structural Models of Exchange Rate determination, Law of one price, Purchasing power parity, The international Fisher effect, Inflation risk and its impact on financial markets.			10	2	
3	<b>International Finance Instrument</b>	Forward Contracts, Future Contract, Currency Swaps, Currency Options; Concept, types and strategies.			7	3	
4	<b>Foreign Exchange Risk Exposure</b>	Definition of Foreign Exchange risk, Accounting Exposure, Economic Exposure, Currency Risk– Sharing Methods.			8	4	
5	<b>Global Financial Management</b>	International portfolio investment, Financing of international trade, international working capital management, international project appraisal.			10	5	
Reference Books							
Hull, J.C.,(2010).“Options, Futures and other Derivatives”,7thEdition, Pearson Education.							
Gupta,S.L.(2009).Financial Derivatives: Theory, Concepts and Problems,3rdIndian Reprint, Prentice-Hall of India.							
Siddaiah, Thummuluri. (2011) International Financial Management, 2 ndEdition, Pearson Education							
Ramesh Babu, Financial Markets and Institutions.1stedition, Concept publishing company, 2006.							
M.Y. Khanand & P.K.Jain, Financial Management: Text, Problems and Cases, 6thEdition, Tata McGraw-Hill Education, 2011							
e-Learning Source							
<a href="https://onlinecourses.nptel.ac.in/noc23_mg34/preview">https://onlinecourses.nptel.ac.in/noc23_mg34/preview</a>							
<a href="https://nptel.ac.in/courses/110105031">https://nptel.ac.in/courses/110105031</a>							

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

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 416	<b>Title of Course</b>	Merchant Banking and Financial Services	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	This course caters to introduce the students to various areas of financial services prevalent in the economy and the role and services offered by merchant bankers.						
COURSE OUTCOME							
<b>CO1</b>	Students will be equipped with a comprehensive understanding of merchant banking along with its role, category and services.						
<b>CO2</b>	Students will be able to understand the intricacies of managing capital issues, including pre and post-issue processes, pricing, marketing strategies.						
<b>CO3</b>	Students will be able to understand gain insights into the evolution, role, and regulatory environment of financial services companies in India along with legal aspects of leasing, Hire purchase and securitization.						
<b>CO4</b>	Students will be able to understand the types, classification, operations, and management of mutual funds in India, as well as the key issues in venture capital financing.						
<b>CO5</b>	Students will be able to acquire a comprehensive understanding of various instrument of credit financing like factoring, bill discounting, forfeiting, credit rating, consumer finance, credit cards, and bank assurance.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>			<b>Contact Hour</b>	<b>Mapped CO</b>	
1	<b>Introduction to Merchant Banking Activities</b>	Merchant Banking: It's meaning importance and need of merchant banking in India, Activities and role of merchant banker Merchant Banker - category, types, and role, Merchant banking organizations, Merchant banking activities - Underwriting and brokerage, Securitization, and loan syndication, Merchant banker and Indian financial institutions			10	1	
2	<b>Managing Capital Issues</b>	Management of capital issues- pre and post issue management, Free pricing and marketing of capital issues, Modifications affecting issue management, Private placement of securities and bought out deals			10	2	
3	<b>Financial Services, Leasing and Securitization</b>	Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of Financial Services, Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalments sale. Securitization.			10	3	
4	<b>Mutual Funds and Venture Capital</b>	Introductions to mutual fund - types & classification of mutual fund schemes, operations and management of mutual fund in India, venture capital, issues in venture capital financing			8	4	
5	<b>Credit Financing</b>	Factoring, Bill Discounting, Forfeiting, Credit Rating, Consumer Finance, Credit Cards, Bank assurance			7	5	
Reference Books							
Bhole, L.M. (2009) Financial Institutes and Markets' 5th Edition, Tata McGraw Hill							
M Y Khan, (2009) . Financial Services, 6th Edition, Tata McGraw Hill.							
Varshney and Mittal. (2009) Indian Financial System, 10th Edition, Sultan Chand & Sons.							
Marketing of Services (BIZTANTRA) – 2013 by Dhananjay Bapat (Author)							
e-Learning Source							
Basics of merchant banking - <a href="https://unacademy.com/lesson/basics-of-merchant-banking/53SR2VE9">https://unacademy.com/lesson/basics-of-merchant-banking/53SR2VE9</a>							
Mutual funds - <a href="https://www.nseindia.com/learn/self-study-ncfm-modules-advanced-mutual-funds-module">https://www.nseindia.com/learn/self-study-ncfm-modules-advanced-mutual-funds-module</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	1	1	1	1	1	1
CO2	1	1	1	1	2	1	2	1	1
CO3	1	2	2	1	1	1	1	1	1
CO4	1	1	1	1	1	1	1	1	1
CO5	3	1	1	1	3	1	1	1	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 417	<b>Title of Course</b>	Security Analysis and Portfolio Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	This is the foundation course in the area of security analysis and portfolio management in order to acquaint a student to use various tools of security analysis and investment management for the efficient utilization of financial resources.						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to understand the knowledge of Investment, its options and the current issues regarding investment protection in India						
<b>CO2</b>	Students will be able to analyze the Risk and Return understood from the point of view of investment decisions.						
<b>CO3</b>	Students will be able to evaluate the environmental and technical analysis to get the best outcome of the investment decisions.						
<b>CO4</b>	Students will be able to analyze the portfolio analysis is important for investment. To be able to know the theories regarding it.						
<b>CO5</b>	Students will be able to evaluating the concept of portfolio management and its evaluation methods and theories.						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	<b>Introduction</b>	Concept of investment, objective of Investment, investment and speculation, investment and gambling, investment process, alternatives of investment, Securities and security markets, new issues markets- function, financial intermediaries, SEBI and its guidelines; Investor protection.			8	1	
2	<b>Risk-Return and Valuation</b>	Risk & Return: Concept of Risk, Measures of risk and return, calculation, systematic and Unsystematic risk components. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Valuation of Debentures/Bonds: nature of bonds, valuation			8	2	
3	<b>Environmental Analysis &amp; Technical Analysis:</b>	Efficient market theory, Fundamental Analysis: Economy analysis, Industry analysis, Company analysis, financial analysis, Technical Analysis: Dow theory, Elliot's wave theory, Relative strength Analysis, Moving average analysis			12	3	
4	<b>Portfolio Analysis &amp; Selection</b>	Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.			10	4	
5	<b>Performance Evaluation</b>	Performance measurement of portfolios- Sharpe ratio; Treynor ratio; Jensen's Alpha, Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry			7	5	
Reference Books							
Chandra P., Security Analysis & Investment Management, Tata McGraw Hill, New Delhi.							
Fischer & Jordan, Security Analysis & Portfolio Management, Pearson Education.							
Frank K.R.& Keith E. Brown, Investment Analysis & Portfolio Management, Cengage Learning Pvt. Ltd., NewDelhi.							
Gitman & Joehuk, Fundamentals of Investing, Pearson Addison Wesley. 5. Sharpe & Alexander, Investments, PHI Publication, New Delhi.							
M. Ranganatham and R. Madhumathi , "Investment Analysis and Portfolio Management"							
e-Learning Source							
Security Analysis & Portfolio Management( <a href="https://onlinecourses.nptel.ac.in/noc21_mg99/preview">https://onlinecourses.nptel.ac.in/noc21_mg99/preview</a> )							
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT ( <a href="https://www.nseindia.com/learn/self-study-ncfm-modules-intermediateinvestment-analysis-and-portfolio-management">https://www.nseindia.com/learn/self-study-ncfm-modules-intermediateinvestment-analysis-and-portfolio-management</a> )							
Security Analysis & Portfolio Management ( <a href="https://study.com/academy/course/finance-304-security-analysis-portfolio-management.html">https://study.com/academy/course/finance-304-security-analysis-portfolio-management.html</a> )							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	2	1	1	1	1	1	2	1
<b>CO2</b>	2	2	2	2	1	1	2	2	1
<b>CO3</b>	1	1	2	1	1	2	2	1	1
<b>CO4</b>	1	1	1	2	1	2	1	2	2
<b>CO5</b>	1	2	1	2	2	1	2	1	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 418	<b>Title of Course</b>	Corporate Compensation Strategy	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The basic objective of this course is to expose the learner to the legal provisions & their manifestation in the current business scenario & to formulate & administer an effective strategic compensation strategy						
COURSE OUTCOME							
<b>CO1</b>	Students shall acquire a comprehensive understanding of compensation management, different types of wages, and wage policies, enabling them to develop and implement effective compensation strategies and policies.						
<b>CO2</b>	Students would develop a thorough understanding of important labor laws and their role in shaping compensation practices and legal compliances.						
<b>CO3</b>	Students would learn about various wage payment systems, job evaluation techniques, incentive rates, and prevalent compensation practices and apply this knowledge to manage effective and fair compensation strategies.						
<b>CO4</b>	Student would learn about Job Analysis, Factors affecting compensation, Basic, DA, HRA, Overtime, Annual Bonus, Fringe Benefit & Incentives, PF, Gratuity, compensation Structure Design with Linkage to Personnel Functions.						
<b>CO5</b>	Student would learn about Institutions Involved in Wage and Salary Fixation, Fair Wage Committee, Tripartite or Bipartite Negotiation, Collective bargaining, Wage Board, Pay Commission, Tribunals.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>			
1	<b>Compensation</b>	Objectives, Nature and concept of compensation, ,Types of wages & its Definitions Minimum, Need, Based, Fair, Living, Money, Real, Wages, Multi-Dimensional Approach to Wages, Wage Policy Objective & Its Need, National Wage Policy & Income Policy	10	1			
2	<b>Compensation Legislation</b>	Need of Legislative Control, Workers Compensation Act, 1923, Payment of Wages Act 1936, Minimum Wages Act 1948,ESI Act 1948, Payment of Bonus Act 1965, Equal Remuneration Act 1976	10	2			
3	<b>Compensation Payment Systems</b>	Systems of Wage Payments- Time, Piece, Payment by Results, Balance or Debt, Job Evaluation, Incentive rate, Compensation Payment system in Different Countries	10	3			
4	<b>Compensation Structure</b>	Job Analysis, Factors affecting compensation, Basic, DA, HRA, Overtime, Annual Bonus, Fringe Benefit & Incentives, PF, Gratuity, Compensation Structure Design with Linkage to Personnel Functions,	8	4			
5	<b>Wage &amp; Salary Fixation Machinery</b>	Institutions Involved in Wage and Salary Fixation, Fair Wage Committee, Tripartite or Bipartite Negotiation, Collective bargaining, Wage Board, Pay Commission, Tribunals	7	5			
Reference Books							
Sarma A.M. Understanding Wage system,9th Edition, Himalaya Publications							
R.S. Dwivedi - Personnel Management in Indian Enterprises, 4th Edition (Vrinda Publications)							
A Handbook of Employee Reward Management and Practice by Michael Armstrong							
Compensating New Sales Roles: How to Design Rewards That Work in Today's Selling Environment by Jerome A. Colletti and Mary S. Fiss							
e-Learning Source							
<a href="https://www.coursera.org/learn/compensation-management">https://www.coursera.org/learn/compensation-management</a>							
<a href="https://www.linkedin.com/learning/topics/compensation-and-benefits">https://www.linkedin.com/learning/topics/compensation-and-benefits</a>							
<a href="https://ecornell.cornell.edu/certificates/human-resources/compensation-studies/">https://ecornell.cornell.edu/certificates/human-resources/compensation-studies/</a>							
<a href="https://eddy.com/hr-encyclopedia/compensation-strategy/">https://eddy.com/hr-encyclopedia/compensation-strategy/</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	2	3	2	2	2	2	3	2
<b>CO2</b>	2	2	3	2	2	1	2	2	2
<b>CO3</b>	1	1	1	2	2	2	2	2	1
<b>CO4</b>	1	1	1	2	1	2	1	2	1
<b>CO5</b>	2	1	2	1	1	1	1	1	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 419	<b>Title of Course</b>	Industrial Relation	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective of this syllabus is to bring a clear conceptual understanding to the students regarding the Industrial relations system, its modus operandi and the role of parties involved therein.						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to understand the concept of HRD and different approaches in India.						
<b>CO2</b>	Students can relate the industrial conflicts and disputes as reasons for strikes and lockouts.						
<b>CO3</b>	Students will be able to understand the different workings of organizations in Human Resource Development.						
<b>CO4</b>	The students will understand the function and importance of the Trade Union.						
<b>CO5</b>	To students will be able to understand and relate the wage system and Grievance handling system in India.						
Unit No	Title of Unit	Content of Unit			Contact Hour	Mapped CO	
1	Industrial Relation	Concept approach & organization :HRD in Perspective, Importance, concept, scope and concept of IR, Objective of Industrial Relations, Functional approaches of IR -Systems Approach, Oxford Approach, Marxist approach, Human Relation Approach & Gandhian Approach, Scope of Industrial Relations, IR in India.			10	1	
2	Industrial Conflicts & Discipline	Definition and essentials of a dispute ,Classification of Industrial Dispute & its Impact,Cause of Industrial conflict, Dispute over unfair labor practices, Form or Techniques of Strikes ,Prevention of Strikes, Lock out, Discipline: Concept, Code of Discipline in Industry, Disciplinary procedures			10	2	
3	Tripartite And Bipartite bodies, ILO	Tripartite Bodies: Concept & Importance & Evolution ,Indian Labor Conference, Standing Labor Committee & Industrial Committees & other Tripartite Bodies Bipartite dies: Concept & Importance & Evolution of Bi-Partite Bodies Works Committee & Joint Management Councils ,ILO & India.			10	3	
4	Trade Unions	Concept ,Features ,Functions, structure of Trade Union ,History of Trade Union, Origin & Reasons for slow growth, Types & structure of Trade Union Problems of Trade Union, Worker participation in Management, Trade Union Act,1926.			7	4	
5	Collective Bargaining, Grievance Handling & Wage Negotiations	Collective Bargaining: Meaning, types & Principles of CB Process of Collective Bargaining, Collective Bargaining in India, Levels at which CB have been conducted - Plant Level, Industry Level & National Level Pre-requisites of a Successful Collective Bargaining Grievance Procedure: Concept & principles of Grievance Handling, Essential conditions of successful handling of Grievances, Causes of Grievances, Procedure for Grievance Settlement, Model Grievance Handling Procedure.			8	5	
Reference Books							
Industrial Relations & Collective Bargaining -S.K.Bhatia,Nirmal Singh, Edition 1st, Publisher, Deep & Deep Publishing House.							
Industrial Relations-Amit Agarwal-Pacific Publications-Edition-Ist , 2009.							
Industrial Relations P Venkataraman-Edition, Ist, Aph Publications.							
Industrial Relations and Labour Laws” by S C Srivastava.							
Industrial Relations, Trade Unions and Labour Legislation” by P R N Sinha and Sinha InduBala.							
e-Learning Source							
<a href="https://nptel.ac.in/courses/122102007">https://nptel.ac.in/courses/122102007</a>							
<a href="https://onlinecourses.nptel.ac.in/noc22_mg52/preview">https://onlinecourses.nptel.ac.in/noc22_mg52/preview</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	2	1	3	1	2	2
CO2	2	2	1	3	2	1	3	1	2
CO3	2	3	1	2	3	2	1	2	2
CO4	3	2	2	1	2	1	3	1	1
CO5	2	3	1	2	2	2	2	1	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 420	<b>Title of Course</b>	Training Methodology	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective of the course is to provide the learner an insight about how training needs of any organization are determined and fulfilled to develop the employees for better performance. The course focuses on updating management skills.						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to integrate training and development programs with the company's strategic goals and conduct comprehensive assessments of employee training needs to support organizational success.						
<b>CO2</b>	Students will be able to apply a variety of training and development methods effectively in real-life scenarios to enhance employee skills and organizational performance.						
<b>CO3</b>	Students will be able to design, develop, and effectively conduct training and development programs tailored to meet organizational needs and enhance employee performance.						
<b>CO4</b>	Students will be able to evaluate the effectiveness of training and development programs by assessing their impact on learning outcomes and overall organizational performance.						
<b>CO5</b>	Students will be able to design and implement various employee development approaches and programs while adapting to emerging trends in training methodologies.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>			<b>Contact Hour</b>	<b>Mapped CO</b>	
1	<b>The Training Context</b>	History of training, Philosophy of training, Definition of training, Concepts of training: Nature, Scope, Challenges, Forces influencing Training.			10	1	
2	<b>Strategic training and Its Dynamics</b>	Strategic Training: Models of training-Faculty, Customer, Matrix, Corporate University and Business Embedded Model. Role of training in HRD, Learning process & principles, Training process & dynamics, Training and development strategies			10	2	
3	<b>Training Needs Analysis</b>	Training need analysis: The process and Approaches of TNA, Organizational Analysis, Requirement Analysis, Task, Knowledge, Skill and Ability Analysis, Person Analysis, Team Work for conducting TNA, Output of TNA. Methods of training, Designing of training programs, Development of training systems, Evaluation of training and development			10	3	
4	<b>Trainer And Training</b>	Training techniques and trainers role, Training styles-Selecting Trainer, selecting and preparing the Training Site, Pre Training Communication, Facilitation of Training with focus on Trainee. Transfer of Training Conditions Of Transfer, Facilitation of Transfer with focus on Organizational Intervention (Supervisor Support, Peer Support, Trainer Support, Reward System, Climate, etc.) Learning styles, Role of a trainer, Action research in training			8	4	
5	<b>Employee Development Career Management And Future of Training and Development</b>	Approaches to Employee Development, Development Planning Process. Types of development programmes-seminar, conferences, symposia. Career Management-Models of Career development Emerging trends in training methodologies			7	5	
Reference Books							
Telling Ain't Training- 2nd Edition, by Harold D. Stolovitch and Erica J. Keeps, Latest edition.							
Employee Development on a Shoestring, by Halelly Azulay, 2012.							
Training and Development by Steven A. Beebe, Timothy P. Mottet and K. David Roach, 2012							
Mapping the training program: Michalak							
Training & Development: Lynton & Pareek							
e-Learning Source							
<a href="https://onlinecourses.nptel.ac.in/noc21_mg73/preview">https://onlinecourses.nptel.ac.in/noc21_mg73/preview</a>							
<a href="https://www.classcentral.com/course/swayam-training-and-development-58571">https://www.classcentral.com/course/swayam-training-and-development-58571</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	1	1	1	2	2	1	1
<b>CO2</b>	1	2	2	1	1	1	1	3	1
<b>CO3</b>	1	2	2	2	3	1	1	1	1
<b>CO4</b>	2	1	1	1	1	1	3	2	2
<b>CO5</b>	1	1	3	1	1	2	1	1	1

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	BM 421	<b>Title of Course</b>	Organization Development	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	The objective of the course is to help students understand the process and intervention for organizational development learn OD as a viable Strategy for changing and improving Organizational effectiveness and understand OD in Global Perspective.						
COURSE OUTCOME							
<b>CO1</b>	Students will be able to critically analyze and apply various organizational development (OD) theories, models, and methods to assess and enhance organizational effectiveness.						
<b>CO2</b>	Students will be able to identify and evaluate the conditions necessary for successful organizational development.						
<b>CO3</b>	Students will be able to understand and apply strategies for effective OD facilitation.						
<b>CO4</b>	Students will be proficient in designing and managing a range of organizational development interventions.						
<b>CO5</b>	Students will be able to analyze and apply concepts of organizational learning and transformation, evaluate the future trends in organizational development						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>			
1	<b>Introduction To OD</b>	Definition Nature & Characteristics of organization development. History & Process of O.D. Theories & methods, Goals / Objectives of O.D, O.D. Models, Management development Vs. Organization development	10	1			
2	<b>Condition For OD&amp; Process</b>	Conditions for O.D. Success. Action research: Process, History and Examples. OD Process	10	2			
3	<b>Facilitators &amp; Culture</b>	Development of O.D. facilitators ,OD & Culture, Feedback: Characteristics of effective feedback, survey Feedback, Stress Management	10	3			
4	<b>Organization Development Interventions</b>	Overview of organization development interventions: Characteristics of effective interventions, Designing Intervention, Intervention Process. Team interventions, Intergroup, third party & Comprehensive interventions, Structural interventions & Managing organizational change.	8	4			
5	<b>Strategic Interventions</b>	Organizational learning and transformation, Future of organization development, Business ethics and OD, Work Organization and Quality of Work Life (QWL),Restructuring Organization, Job Enrichment, Ethical Issues In OD	7	5			
Reference Books							
Organization Development by French & Bell, Pearson Education, 2017							
Organization Development by French, Bell & Zawaki, Mc Graw Hill, 2005							
Organization Development For Excellence by Kesho Prasad, Delhi Macmillan India Limited, 2000							
Organization Design, Change & Development, MG Rao, VSP Rao, Discovery Publishing House, 1999							
e-Learning Source							
<a href="https://onlinecourses.nptel.ac.in/noc20_mg56/preview">https://onlinecourses.nptel.ac.in/noc20_mg56/preview</a>							
<a href="https://nptel.ac.in/courses/110102016">https://nptel.ac.in/courses/110102016</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	1	1	2	1	1	1	2	1
<b>CO2</b>	1	2	1	2	1	2	2	2	2
<b>CO3</b>	1	1	1	2	2	2	2	2	1
<b>CO4</b>	2	1	2	1	3	1	2	2	2
<b>CO5</b>	2	1	3	1	2	3	2	2	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW**  
**DEPARTMENT OF BUSINESS MANAGEMENT**

<b>Effective from Session 2020-2021</b>							
<b>Course</b>	CS 405	<b>Title of Course</b>	Database Management System	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	To introduce students with the applications of system designed to manage organizational data resources and to enable better understanding of database in corporate environment.						

**COURSE OUTCOME**

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

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

**Reference Books**

Elmasri, Navathe : Fundamentals of Database System, Pearson Education  
 Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International  
 Pratt, concept of data base management, Vikas  
 Date : An Introduction to Database System, Pearson Education

**e-Learning Source**

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

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

COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	-	-	3	-	1	-	2	-
<b>CO2</b>	-	-	-	-	2	-	3	-	-
<b>CO3</b>	1	2	3	-	-	-	-	2	1
<b>CO4</b>	-	2	1	-	3	2	-	-	-
<b>CO5</b>	2	-	2	2	-	-	3	3	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	CS 406	<b>Title of Course</b>	Computer Application in Business	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	To enable learners understand the use of IT in business and driving change by providing them thorough understanding of fundamental principles and trends in the developing field.						
COURSE OUTCOME							
<b>CO1</b>	To enable the comparison and use (comparison of several dimensions' of various MSS viz. TPS / MIS/ DSS/ ES / EIS/KMS).						
<b>CO2</b>	To understand the Inventory Systems; their sub systems, description and organizational levels.						
<b>CO3</b>	To explain the Enterprise Resource Planning (ERP) - Features, capabilities and Overview of Commerce Software.						
<b>CO4</b>	To understand the Concept & Application, Remote Transaction Processing.						
<b>CO5</b>	To explain the Bluetooth, smart cards and other eminent technologies.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>			<b>Contact Hour</b>	<b>Mapped CO</b>	
1	<b>Introduction</b>	Framework for decision support in a business, Management support systems (MSS)-their attributes, comparison and use (comparison of several dimensions' of various MSSviz.TPS/MIS/DSS/ES/EIS/KMS).			10	1	
2	<b>Functional Systems</b>	Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory Systems; their subsystems, description and organizational levels.			10	2	
3	<b>Enterprise Applications</b>	Enterprise Systems Overview, Supply Chain Management, Customer Relationship Management & Knowledge Management. Enterprise Resource Planning (ERP) -Features, capabilities and Overview of Commercial Software.			10	3	
4	<b>Computer networks &amp; Business Process Outsourcing</b>	Computer networks-Overview, types of computer network (LAN,WAN,MAN), network topologies Concept & Application, Remote Transaction Processing, Documentation and Other Applications- Resource Requirement			8	4	
5	<b>Intellectual Property Right &amp; emerging trends</b>	IPR Overview and its implications, Batch Processing System, EDI, Electronic Fund Transfer, GPS, mobile communication, Bluetooth, smartcards and other eminent technologies			7	5	
Reference Books							
Turban, Aronson: Decision Support System & Intelligent System, Pearson							
Sadagopan: ERP: A Managerial Perspective, Tata McGraw							
Simchi- Levi: Designing & Managing the Supply Chain, TMH.							
Blanc: Computer Application for the New Millenium, Vikas Publishing							
DavidL euin: Designing & Managing the Supply Chain, TMH							
e-Learning Source							
<a href="https://nptel.ac.in/courses/110104096">https://nptel.ac.in/courses/110104096</a>							

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

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	CS 407	<b>Title of Course</b>	E-Business	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	To equip the students with understanding of concepts and applications of e-business thereby helping them to increase awareness and managerial skills related to technology						
COURSE OUTCOME							
<b>CO1</b>	To understand the concept of Electronic Business in managerial perspective.						
<b>CO2</b>	To understand Relationship Between E - Commerce & Networking.						
<b>CO3</b>	To gain knowledge of Model Based On Transaction Type, Model Based On Transaction Party.						
<b>CO4</b>	Overview, Strategic Methods for developing E – Commerce.						
<b>CO5</b>	To Explain WAP Definition, Hand Held Devices, Mobility & Commerce.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>			
1	<b>Introduction to E-Business</b>	Electronic Business: Overview, Definitions, Advantages & disadvantages. Electronic Commerce: Overview, Definitions, Advantages & Disadvantages of E - Commerce, Threats of E - Commerce, Managerial Prospective, Rules & Regulations For Controlling ECommerce.	10	1			
2	<b>Technologies</b>	Relationship Between E - Commerce & Networking, Different Types of Networking For E - Commerce, Internet, Intranet & Extranet, Protocols - ISO - OSI, TCP / IP, IP Addressing, Client - Server, Web - Server, EDI Systems, Intelligent Systems.	10	2			
3	<b>Business Models &amp; security issues of ECommerce:</b>	Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Security issues: Overview, E - Commerce security threats ,Security Standards, Firewall, Cryptography, Key Management, Password Systems.	10	3			
4	<b>E-Strategy &amp; e-governance</b>	Overview, Strategic Methods for developing E - Commerce. Four C's: Convergence, Collaborative Computing, Content Management & Call Centre, Customer Premises Equipment (CPE),e-governance	8	4			
5	<b>Applications of e-business</b>	WAP Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security. E - logistics, E - Marketing, e-SCM, e-CRM,ERP -a business backbone, Cyber laws	7	5			
Reference Books							
Turban, Aronson : Decision Support System & Intelligent System , Pearson							
Sadagopan :ERP : A Managerial Perspective, Tata McGraw							
Simchi - Levi : Designing & Managing the SupplyChain, TMH.							
Blanc : Computer Application for the New Millenium, VikasPublishing							
David Leuin : Designing & Managing the SupplyChain, TMH							
e-Learning Source							
E-Business By Prof. Mamata Jenamani,   IIT Kharagpur, <a href="https://youtu.be/vzb5gyms-6">https://youtu.be/vzb5gyms-6</a>							
E-commerce Technologies By Mrs. G. Selva Jeba   Madurai Kamaraj University, Madurai, Tamil Nadu, <a href="https://youtu.be/Yd0vjpJkr9o">https://youtu.be/Yd0vjpJkr9o</a>							
BCOS-184: E-Commerce By Dr. Subodh Kesharwani   Indira Gandhi National Open University (IGNOU), New Delhi, <a href="https://youtu.be/l2hfAMozfNE">https://youtu.be/l2hfAMozfNE</a>							

Course Articulation Matrix: (Mapping of COs with POs and PSOs)									
COURSE OUTCOME	PROGRAM OUTCOME					PROGRAM SPECIFIC COUTCOME			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	1	-	2	1	2	1	2	2
<b>CO2</b>	1	2	1	-	2	1	2	2	1
<b>CO3</b>	2	-	1	2	2	2	1	2	2
<b>CO4</b>	2	1	2	1	2	2	1	2	2
<b>CO5</b>	2	1	1	2	1	2	2	1	2

Program Coordinator	Head of Department
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**INTEGRAL UNIVERSITY, LUCKNOW  
DEPARTMENT OF BUSINESS MANAGEMENT**

Effective from Session 2020-2021							
<b>Course</b>	CS 408	<b>Title of Course</b>	Advanced Decision Support System	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Year</b>	I	<b>Semester</b>	II	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-Requisite</b>	None	<b>Co-Requisite</b>	None				
<b>Course Objective</b>	To provide thorough understanding of DSS and to develop potential of the learners in creating applications.						
COURSE OUTCOME							
<b>CO1</b>	To understand the Concept, Process, Simon's model.						
<b>CO2</b>	To explain Characteristics and Objectives: Comparison with EDP/MIS						
<b>CO3</b>	To understand Components of Decision support Systems						
<b>CO4</b>	To understand Concepts, database.						
<b>CO5</b>	To enable Data Mining: Automated Analysis, constructing data warehouse system.						
<b>Unit No</b>	<b>Title of Unit</b>	<b>Content of Unit</b>	<b>Contact Hour</b>	<b>Mapped CO</b>			
1	<b>Decision-making</b>	Concept, Process, Simon's model, Programmed versus non programmed decisions, quantitative tools. Decision models: Decision making under assumed certainty, Managerial risk taking and organizational decision n making, Modelling uncertainty	10	1			
2	<b>Introduction to DSS</b>	Characteristics and Objectives: Comparison with EDP/MIS. Levels of Decision Support System: Specific, Generator and tools-Forecasting packages, Statistical packages; Relationship	10	2			
3	<b>Role and application of DSS</b>	Components of Decision support Systems: Data Subsystem, Model Subsystem, and User interface, Quantitative models and modeling in DSS.	10	3			
4	<b>Data Warehousing</b>	Concepts, data base structure, getting data into the data warehouse.	5	4			
5	<b>Data Mining</b>	Data Mining: Automated Analysis, constructing a data ware house system. Group. Decision support Systems, Expert system and its integration with DSS. Executive Support System, Applications for decision making.	10	5			
Reference Books							
Turban, Aronson: Decision Support System & Intelligent System, Pearson							
Dr. Sushila Madan: Management in formation and Control System, Taxman							
Loshin Pete, Murphy P.A.: Electronic Commerce ,Jaico Publishing Housing.							
Murthy: Decision Support System, Himalaya Publishing							
DSS: Strategy Technologies & Applications, Tata McGraw Hill							
e-Learning Source							
<a href="https://nptel.ac.in/courses/110105147">https://nptel.ac.in/courses/110105147</a>							

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

Program Coordinator	Head of Department
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