

**Department of Business Administration
Faculty of Commerce
University of Lucknow**

Course Outlines B.Com. Semester I

1. Essentials of Management

Course Objectives

The course 'Essentials of Management' aims to equip students with the knowledge of concept of 'management' focusing on its various functional dimensions and their use in managing the activities of modern Businesses and Organizations.

Course Outcomes

Upon successful completion of this course the students will be able to:

- Map the evolution of 'Management' as a discipline and as a process that helps in the analysis of internal and external environment.
- Understand of the various aspects of Planning and decision making, and of Authority and Responsibility in a formal organization
- Organise, motivate and lead in an organization
- Understand Control functions and make simple applications

Unit I: Introduction, Nature of Management, Evolution of Management Thought, Management Process & Co-ordination, Managers need for understanding Internal and external environment

Unit II: Planning, Fundamentals of planning, Objectives, Policy & Strategy, Forecasting, Decision Making, Organizing, Organization Theory, Design of organization structure, Authority & Responsibility, Line and Staff Relationships, Departmentation, Delegation, Centralization and Decentralization.

Unit III: Staffing, Fundamentals of staffing, Recruitment & Selection, Training & Development, Performance Appraisal, Directing, Fundamentals of Directing, Motivation, Concept and techniques, Leadership Approaches and Communication.

Unit IV: Controlling, Nature and Scope of Control, Types of Control, Control Process, Management by Exception (MBE), Effective Control System, Control Techniques - Traditional and Modern.

Suggested Readings:

- Koontz, Essentials of Management, Tata Mc Graw Hill
- P.C. Tripathi, P.N. Pandey, Principles of Management, Tata Mc. Graw Hill
- V.S.P. Rao, Management Txt and Cases: Excel Publication

2. **Business Communication**

Course Objectives

The course helps students to develop an understanding of pre-requisites for Business Communication with focus on professional, oral and written communication skills.

Course Outcomes

Upon successful completion of this course the students will be able to:

- Apply principles of effective communication in their verbal and non-verbal communication.
- Write effective e-mails, memos, and business correspondence.
- Illustrate presentation skills
- Plan effective business meetings
- Identify communication barriers

Unit I: Introduction to Business Communication, Characteristics of Effective Organizational Communication, Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7 C's.

Unit II: Barriers to Communication, Facilitators to Communication, Effective Listening, Perception & Reality, Role of Opinion, Attitudes & Beliefs, , Mal-functions of communication, Business Etiquettes,

Unit III: Forms of Business Communication, Written Communication, Oral Communication, Nonverbal Communication, Technology of Business Communication, Peculiarities of Communication in Indian Organizations, Conflict Management.

Unit IV: Conduct of Meeting- Agenda, Notice, Notes, Minutes, Office Memorandum, Office Orders, Press Release, Business Letter Writing-Need, functions & Kinds, Layout of letter writing, Types of letter writing, Report writing- Problems, Organization and techniques of writing. Business Correspondence: Letter Writing, Inviting tenders and quotations, Designing quotations, Placing orders, Sales letters, Claim & Adjustment Letters and Social correspondence. Memorandum, Inter -office Memo, Notices, Agenda, Minutes of general business meetings. Time management in meetings. Modern communication forms: e-mail, video conferencing, social media communication.

Suggested Readings

- Lesikar: Business Communication:
- Partri VR: Essentials of Communication
- I M Sahai: Office Management:
- Senguin J: Business Communication: The Real World and Your Career
- I. M. Sahai: Adhunik Karyalaya Prabhandh

Course Outlines B.Com. Semester II

1. Human Behaviour at Work

Course Objectives

The main objective is to familiarize the students with basic concepts of human behavior which influence work performance. The other objective is to help the student understand the importance and role of individual personality, motives, perception, learning, group dynamics and leadership in shaping an employee's behavior.

Course Outcomes

Upon successful completion of this course the students will be able to develop an understanding of human perceptual process, motives and personality traits so that they are able to take action to make their behaviors effective. They would be able to discern the phenomenon of group dynamics and its influence on people's performance. The students would be able to understand the applicability of different leadership styles and motivational theories.

Unit I: Meaning and development of Organizational Behaviour, Need for Organizational Behaviour, Organizational Behaviour Models.

Unit II: Perception: Meaning, Significance of Perception for understanding Human Behaviour, Perception Process and Factors Influencing Perception; Personality: Concept, Factors influencing Personality, Theories of Personality: Meaning, types and theories.

Unit III: Learning: Concept, Process, Learning Theory and OB, OB Modification, Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation: Maslow's need hierarchy, Herzberg's two factor theory, Theory X,Y and Z, Work designing for creating motivating job.

Unit IV: Group Dynamics: Meaning Functions, Types, Reasons for joining Group, Stages of Group Development, Characteristics and Advantages, Disadvantages of Informal Groups, Group Norms, Group Cohesiveness, Group Think, Group Shift, Leadership: Meaning, style, approaches of leadership (Trait, Behaviour and Situational approach).

Suggested Readings

- Robins, Stephen P. - Organizational Behaviour
- Davis, K & Newstrom - Human Behaviour at Work
- Prasad, L.M. - Organizational Behaviour

3. Concepts in Valuation

Course Objectives

This course aims to equip students with the concepts of 'Time Value of Money' and how these concepts are used to estimate the value of various types of securities generating different streams of cash flows.

Course Outcomes

Upon successful completion of this course the students will be able to:

- Develop a thorough understanding of present and future value concepts
- Grasp the techniques to estimate and analyze all types of Annuities
- Fully understand the concepts of Fixed Income Securities and estimation of present and future values of their cash-flows
- Develop a thorough knowledge of the concepts of Variable income securities (Shares) along with the knowledge of their Issuance and Trading in Capital Markets

Unit I: Simple Interest, Compound Interest, Future (compound) value calculations, earning some compound rate of interest, I , per period, determining the value at some point in time in the future of a given amount invested today, Present value calculation of some amount to be received in the future.

Unit II: Annuity, ordinary annuity, annuity due, future value of annuity calculation, determining present value and future value of annuity stream of payments, Compounding frequency, the present value of perpetuities, Determining the present value of uneven cash flow streams, Determining the present value of deferred annuities, Net present value.

Unit III: The characteristics of fixed-income (debt and preferred stock) securities including a. Types of each form of security b. Features c. Users d. Advantages and disadvantages, Readings and interpreting financial market data, including stock and bond price quotations, capitalization of cash flows from the asset, as well as the risk-free rate. The value of a bond with a finite maturity date, the yield to maturity of a bond, the value of a perpetual bond, or perpetuity, Preferred stocks.

Unit-IV: The characteristics of variable income (common stock) securities – Stockholder rights, Features, Advantages and disadvantages, Methods of selling securities in the primary capital markets – public, cash offering, Direct placement, Rights offering to shareholders, The general dividend valuation model, constant growth dividend valuation model, Zero growth dividend valuation, non-constant growth dividend valuation model.

Suggested Readings

- Business Mathematics: D. C. Sancheti & V. K. Kapoor, Sultan Chand & Sons
- Business Mathematics: S. K. Shikla & Gurmeet Kaur, Sultan Chand & Sons
- Business Mathematics: Hazarika Padmalochan, Sultan Chand & Sons
- Business Mathematics: Qazi Zameeruddin,, Vijay K. Khanna, S.K. Bhambri: Vikas Publishing

Course Outlines B.Com. Semester III

1. Selling and Marketing Communication

Course Objectives

The purpose of this course is to aware the student with the concepts which are helpful in understanding selling activities and advertising expose the students to design of various elements of advertising.

Course Outcomes

Upon successful completion of this course the students will be able to demonstrate strong conceptual knowledge in the selling and advertising, students will be able to demonstrate its application for resolution of problems pertaining selling and advertising.

Unit I: Selling: Concept, Nature and Role in Marketing. Personal Selling: Evolving face of Personal Selling, Nature and importance of Personal Selling, Characteristics of a successful salesperson, Sales as a career option, Sales training, Consumer psychology and buying motives, Selling of consumer and Industrial Products (goods and services)

Unit II: Selling process: Prospecting, Pre-approach, Approach, Sales presentation and demonstration, Handling objections, Closing the sale, After sale service. Effective selling techniques, role of relationship marketing in personal selling, tools of selling, Motivating and Remunerating Salespersons.

Unit III: Advertising: Concept, role, functions, scope and types, Economic, Social, Legal and Ethical aspects of Advertising. Advertising Appeals: Meaning, types and methods, Advertising as a persuasive communication process. Advertising Design: Characteristics and basic elements of Advertising copy. Creation, Production and Planning of Advertisements. Advertising Budget: Types, components and process of preparing. Advertising Agency: Functions and selection of agency.

Unit IV: Advertising as a component of Integrated Marketing Communication, AIDA and DAGMAR model. Advertising Media: Types (Print, Outdoor, Electronic and other), Characteristics, merits and limitations of each media type. Media planning: Selection of media category; their reach, frequency, impact, cost and other factors influencing media choice. Problems in reaching rural and remote audience. Evaluation of Advertising effectiveness: Importance, difficulties and methods of measuring advertising effectiveness.

Suggested Readings

- Sales Management by Candiff & Still, Pearson
- Advertising Management by Batra, Aaker, Pearson

2. Introduction to International Business

Course Objectives

The course aims to equip students with the conceptual knowledge of characteristics of International Business focusing on the challenges and systems these businesses have to cope up with.

Course Outcomes

Upon successful completion of this course the students will be able to:

- Understand the nature and characteristics of International Businesses as contrasted with their domestic counterparts
- Develop basic understanding of Multilateral Organizations and their influence on International Businesses
- Grasp the idea of global institutions and systems which support the conduct of global businesses

Unit I: Historic view point of international business, Introduction and concepts of the modern international business, Domestic and international business comparison and contrast with advantages and disadvantages of both, Regional blocks: NAFTA, SAFTA, ASEAN, SAARC types, roles, functions and their effect on emerging global business environment.

Unit II: GAAT and WTO - structure, functions and roles in the current international business scenario, the modern world reasons for venturing into international business, Factors and variables involved in international business. International business strategies and entry modes and techniques. Indian and world MNCs with their merits and demerits.

Unit III: Comparison and contrast between domestic and international marketing, Advantages of international marketing, various types of international market intermediaries. Comparison and contrast between domestic and international Human Resource Management, cross-cultural issues, implications on the host and guest countries, Various types of global organizations.

Unit IV: International financial intuitions – structure, roles, functions, World Bank, IMF, UNTCAD, NABARD, ADB etc, Export documentation and financial support available in India –APEDA, EPZs, SEZs, Future trends in international business, concepts of BPO, FDI etc and their effects on the future of international business. India's attractiveness for FDI vis-à-vis other countries like China, Brazil, Malaysia etc.

Suggested Readings

- Justin Paul, International Business, Prentice Hall of India
- Jaiswal Bimal – International Business, Himalaya Publications
- Alan M. Rugman and Richard M.Hodgetts, International Business by Pearson Education.
- Subbha Rao.P- International Business.
- Varshney & Bhattacharya- International Marketing Management.

Course Outlines B.Com. Semester IV

1. Managing Human Resources

Course Objectives

The course aims to equip students with the conceptual knowledge of various functions and roles of Human Resource Management focusing on the ideas needed to successfully manage the workforce in an organization

Course Outcomes

Upon successful completion of this course the students will be able to:

- Develop the basic understanding about the importance of HR function
- Learn the various concepts of Human Resource Management processes required to Induct and Recruit the employees
- Develop the basic knowledge of Training and Performance Appraisal of employees
- Learn important issues related to Compensation and Wage Administration

Unit I: Nature and Concept of HRM: Human Resource Management: Importance of HRM and present-day challenges, Human Resource Planning: The process of Human Resource Planning, Limitations.

Unit II: Job Analysis: Process of Job-analysis and Design: Job Description, Job Specification and Job Design. Recruitment, Selection and Placement: Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment. Process of Selection-Stages; Socialization and Induction; Promotions, Demotions, Transfers and Separations.

Unit III: Training & Development: Training objective, Process and methods, Management Development, Performance Appraisal: Methods of Performance Appraisal, Possible Errors in Appraisal Process, Planning for Performance Improvement.

Unit IV: Compensation Planning: Objective of Compensation Planning, Theories underlying Motivation and Remuneration, Developing Pay Structures, Principles of Wage and Salary Administration, Current Trends in Salary Administration. Industrial Relations & Workers Participation in Management: Theories of Industrial Relations, Collective Bargaining, Workers' Participation in Management.

Suggested Readings

- Human Resource Management Text & Cases - Vsp Rao
- Human Resource Management Text & Cases - K. Ashwatappa
- Human Resource Management - Gary Dessler

3. Information Systems and E-Commerce

Course Objectives

The course aims to develop basic understanding of the Information Systems and E-commerce, and their role in Business Organizations with a focus on the development and application of various Information Systems using Information Technology.

Course Outcomes

Upon successful completion of this course the students will be able to:

- Develop the functional knowledge of Computer Systems
- Develop the thorough understanding of various Information Systems with particular focus on DSS, MIS, TP, EIS and, CRM Systems
- Understand the basic knowledge of the applications of Database Management Systems and their development
- Understand the concepts of E-Commerce with an application orientation

Unit I: Introduction to Computer systems, elements of a Computer System, types of Computers and their features, input, output and storage devices, types of software, networking and Internet, types of networks and networking devices, methods of Internet access, services available through Internet, business applications and benefits of computerization and Internet.

Unit II: Introduction to Information Systems, business applications and its benefits, functional and cross functional Information Systems, Transaction Processing Systems, Electronic Data Interchange, On Line Analytical Processing, Management Information Systems, Decision Support Systems, Executive Information Systems, Executive Support Systems, Enterprise applications, Supply Chain Management Systems, Customer Relationship Management Systems.

Unit III: Concept of Database and Database Management System, centralised and distributed Database Systems, Planning and designing of Information Systems, System Flow Charts, traditional System Development Life Cycle, modern System Development Methods, Implementing Information Systems as planned organizational change.

Unit IV: Concept of E-commerce, Digital Markets and Digital Goods, advantages and disadvantages of transacting online, types of E-commerce and M-commerce, E-commerce business models, e-payment systems, digital signatures.

Suggested readings

- Peter Norton – Introduction to Computers: McGraw Hill
- Leon - Introduction to Computers: Vikas Publications
- Satish Jain – Computers in Business Management: BPB Publications
- Kenneth C. Laudon – Management Information Systems: Pearson
- James A. O'Brien - Management Information Systems: McGraw Hill
- Girdhar Joshi - Management Information Systems: Oxford
- Waman S. Jawadekar - Management Information Systems: McGraw Hill
- S. A. Kelkar - Management Information Systems: PHI

Course Outlines B.Com. Semester V

1. Institutional Framework for Business

Course Objectives

The course objective is to introduce the students with the institutional framework which exists for the monetary policies, credit availability for small as well as large and rural as well as urban development, other developmental avenues for agricultural and small industries, etc. Further, it is intended to apprise students with the Capital and Investment related scenario and the institutions and people involved with stocks and related domains. Finally, students will also discuss the latest trends and developments like the insolvency and bankruptcy code, competitive commission, to name a few.

Course Outcomes

Upon successful completion of this course the students will be able understand how the institutional framework for business will empower them to better locate and employ the opportunities available during the course of fulfilling their duties in various managerial roles. They would be able to take better decisions and design and provide better value to both their respective organizations and the various stakeholders involved. The knowledge of the institutional mechanisms will stand in good stead for the budding entrepreneurs of tomorrow.

UNIT I: Introduction to Indian regulatory environment for business, Role and Functions of RBI Structure of commercial banking in India, mandatory provisions regarding SLR and CRR/NABARD: Role and functions, EXIM Bank and its facilitative role, Export Credit Guarantee Corporation of India (ECGC), SIDB and its various schemes for promotion of small business, Microfinance Institutions and Regional Rural Banks, Scope and functions of IRDA and PFDA

UNIT II: Regulatory bodies for financial and Investment markets in India: SEBI- roles and functions, Important guidelines for Issue of capital Intermediaries /market infrastructure institutions. Role and functions of Bankers to issue, Credit rating agencies, Merchant banks, Mutual funds, Portfolio managers, Underwriters

UNIT III: Role and functions of Stock exchanges, Stock exchanges in India, Prominent stock exchanges in India - BSE and NSE, Different types of instruments and brokers: equity and equity derivatives, corporate debt market segment, commodities derivatives market segment

UNIT IV: Overview of functions of: Competitive Commission of India, National Company Law Tribunal towards Insolvency and Bankruptcy code, Department of Industrial Policy and Promotion for FDI in India.

Suggested readings

- Indian Financial System, Pathak Bahrti, Pearson
 - Business Environment, Francis Cherunilam
2. Web- sites of RBI, SEBI, IRDA, BSE, NSE, IBEF etc.

2. Business Operations

Course Objectives

The objective of this course is to introduce the students with the intricacies of Business Operations. The course discusses the Locational and Layout issues, Material Handlings and work-study techniques involved in Business Operations. It also elaborates on the significance of Production Planning & control, Quality Control and Inventory management in the organizations.

Course Outcomes

Upon successful completion of this course the students will be able to comprehend the operational activities in any organization - Production based and/or Service Based. They will be able to effectively & efficiently execute different operational functions in any business organization.

Unit I: Introduction: Meaning, Nature and Scope of Production and Operation Management. Objectives of Operations Management. Duties and Responsibilities of Operations Management. Production Function. Systems approach to Operations Management. Manufacturing system: Mass, Batch, Job-Shop and Project.

Unit II: Plant Location: Nature, Factors considered in location and Methods. Plant Layout: Objective of good layout, Factors influencing layout and Types of layout. Material Handling Equipment: Importance, Objective, Principles, Factors affecting selection of equipment and types of handling equipment.

Unit III: Work Study: Method study and work measurement- Importance, Objectives, Application areas, Steps in method study and Techniques of work measurement. Production Planning and Control: Role and Scope of PPC in Operations Management, Factors influencing production planning and benefits of production control.

Unit IV: Inventory Management: Factors influencing and Objectives of inventory management. Techniques of inventory management. Quality Control and Materials Management.

Suggested Readings

- Production & Operations Management, by Upendra Kachru, Excel Books.
- Operations Now, by Byron J Finch, Tata Mc Grawhill
- Operations Management, by Gaither & Fraizer, Thomson South Western.
- Production & Operations Management: Ashwathappa and Bhat, Himalaya Publications.

Course Outlines B.Com. Semester VI

1. Company Law and Secretarial Practices

Course Outcomes

The course aims to provide the knowledge needed to incorporate a Company and legally administer all its affairs as per the Company Law in India.

Course Outcomes

Upon successful completion of this course the students will be able to:

- Understand the nature, types and formation of companies in India
- Understand and draft Memorandum of Association and Articles of Association
- Plan the management of Share Capital and its Issuance
- Understand the legal implications in appointment of company officials and conduct and scope of Company Meetings

Unit I: Definition & nature of Company, types of Companies, formation of Companies, Liability of promoters, Incorporation of Companies, Commencement of business

Unit II: Memorandum of Association (MOA), Contents, Doctrine of Ultra-vires, Articles of Association (AOA), Doctrine of Indoor Management & exceptions to it

Unit III: Prospectus, Statements in view of prospectus, Mis-statement & their remedies, share capital, Allotment of shares – definition of share, Share warrant, Share certificate, Difference between share & stock, Calls on shares, Types of shares, Voting rights, Right issues.

Unit IV: Management of Company, Appointment of directors, Legal Position, Duties & liabilities & Powers, Company Meetings- Statutory, Annual general meeting, extraordinary meeting, meeting of BOD, Guidelines for managerial remuneration, Quorum for different meetings, Kinds of resolutions, Provisions regarding borrowing, issue of debentures, dividend, bonus shares, and winding up.

Suggested Readings

- Sherlerkar - Company Law and Secretarial Practice
- Avtar Singh - Company Law

3. Entrepreneurship and Project Planning

Course Objectives

The course aims to develop the ideas of Entrepreneurship among students and provide them the insights into the management functions needed to set up and successfully run the Business Ventures.

Course Outcomes

Upon successful completion of this course the students will be able to:

- Develop the concepts of Entrepreneurship and its practical significance
- Develop the capability to identify business opportunities and work on them
- Learn to develop a Business Plan with sufficient focus on Technology, Human Resource and management of Financial resources
- Learn to source the funds and apply them efficiently

Unit I: Entrepreneurship: Concept and objective. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option.

Unit II: Creativity, Innovation and Entrepreneurship. bottlenecks to Creativity, sources of New Ideas, techniques for generating ideas, accessing Business Potential of an Idea, Idea to Opportunity: Opportunity recognition.

Types of New Ventures, Tax implications of various forms of Ventures.

Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights.

Unit III: Business Plan: Purpose and Contents of a Business Plan.

Marketing Plan: Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix.

Operation and Production Plan: Product Design and Specifications, Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices.

Organisation Plan: Planning HR requirements, Organisational Structure and Systems.

Financial Plan: Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet.

Unit IV: Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India.

Key Financial Indicators: Break-Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis.

Suggested Readings

- Arya Kumar, Entrepreneurship, Pearson, Delhi.
- Poomima M.CH., Entrepreneurship Development –Small Business Enterprises, Pearson, Delhi.
- Anil Kumar, S., et.al., Entrepreneurship Development, New Age International Publishers, New Delhi.
- A.Sahay, M. S. Chhikara, New Vistas of Entrepreneurship: Challenges & Opportunities,
- Rajeev Roy, Entrepreneurship, Oxford, New Delhi.