IMPORTANT TOPICS – 2026

M.B.A. (Department of Management) | Ist Semester | University of Lucknow

Exam pattern (LU PG / NEP): Internal Assessment 30 + End Semester Exam 70 = 100. ESE: 10 questions, answer any 5, each 14 marks; MM 70; 3 hours.
Based on the new **MBA Regulations 2026** (Department of Management, University of Lucknow, session 2026-27) – MBACC 101 to 105 and MBAVAC 101. Star ratings combine the new syllabus with the LU MBA Sem I 2023 (New Course) papers – topics repeatedly asked in 2023 are marked ★★★.

★★★ = Must study | ★★ = High chance | ★ = If time permits

Quantitative Techniques — Paper MBACC 101

Unit I	★★	Primary and secondary data; classification and tabulation
	★★★	**Mean, median, mode, quartiles and percentiles (numerical)**
	★	AI tools for descriptive statistics; IKS – ancient census and data practices
Unit II	★★★	**Range, IQR, mean deviation, variance, standard deviation, CV (numerical)**
	★★★	**Correlation – scatter diagram, Karl Pearson, Spearman's rank (numerical)**
	★	IKS – ancient combinatorics (Pingala), prosody and astronomy
Unit III	★★★	**Regression lines, coefficient of determination, trend line (numerical)**
	★★★	**Probability – addition and multiplication laws, conditional probability, Bayes' theorem (numerical)**
	★★	AI in predictive modelling; Pingala's Chandahshastra
Unit IV	★★★	**Chi-square – test of independence and goodness of fit (numerical)**
	★★★	**Binomial, Poisson and normal distributions (numerical)**
	★	AI for feature selection and model evaluation
Unit V	★★★	**Matrices – types, operations, adjoint, inverse; solving linear equations (numerical)**
	★★	Business applications of matrices; matrices in neural networks; Kuttaka method

Managerial Economics — Paper MBACC 102

Unit I	★★★	**Nature and scope of managerial economics; marginal analysis and optimisation**
	★★★	**Determinants of demand; generalised demand function; elasticity – types, measurement, pricing applications (numerical)**
	★★	Demand forecasting methods; AI-enabled forecasting; Arthashastra on demand-supply
Unit II	★★★	**Production function (Cobb-Douglas marginal product – numerical); law of variable proportions; returns to scale; economies of scope**
	★★★	**Cost concepts; short-run and long-run cost curves**
	★	AI in production planning; Arthashastra on labour and quality standards
Unit III	★★★	**Profit maximisation vs stakeholder objectives; Baumol's sales maximisation, Marris' model; behavioural theory of the firm**
	★★★	**Information economics – asymmetric information, adverse selection, moral hazard, principal-agent, signalling and screening**
	★★	Environmental economics – externalities, carbon pricing, ESG

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Unit IV	★★★	**Pricing and output under perfect competition, monopoly, monopolistic competition, oligopoly**
	★★★	**Monopoly power (Lerner index); price discrimination; game theory – dominant strategy, Nash equilibrium; Bertrand and Stackelberg models**
	★	AI-based competitive analysis in digital markets
Unit V	★★★	**National income – GDP, GVA and measurement**
	★★★	**Theories of inflation and deflation**
	★★★	**Monetary and fiscal policy; AI use by central banks**

Marketing Management — Paper MBACC 103

Unit I	★★★	**Marketing – meaning, nature, scope; needs, wants, demands, value, exchange**
	★★★	**Company orientations – production to societal and digital-first orientation**
	★★	Marketing environment; marketing analytics and AI; sustainable and purpose-driven brands
Unit II	★★★	**Ansoff's growth grid and BCG matrix**
	★★★	**Segmentation, targeting and positioning; AI-powered segmentation**
	★★★	**Product life cycle – stages and strategies**
	★★	Consumer vs business markets; product classification
Unit III	★★★	**Pricing strategies – cost-based, value-based, competition-based**
	★★	Adapting price – geographical, psychological, promotional, dynamic pricing
	★★	Platform, subscription and usage-based pricing; responding to competitors' price changes
Unit IV	★★★	**Channel design – direct, indirect, hybrid, digital; omnichannel; channel conflict**
	★★★	**Integrated marketing communication (IMC) and the promotion mix**
	★★★	**Digital marketing – SEO, SEM, social media, influencer and content marketing**
Unit V	★★★	**Marketing control – annual plan, profitability, efficiency, strategic control; marketing audit**
	★★	Marketing metrics, KPIs and attribution
	★★	Emerging trends – conversational marketing, creator economy, metaverse, green marketing, privacy-first marketing

Organisational Behaviour and Management Practices — Paper MBACC 104

Unit I	★★★	**Evolution of management thought – Fayol's 14 principles, Weber's bureaucracy, neo-classical, modern**
	★★★	**Planning (types, process, barriers), decision-making; formal/informal organisation, span, departmentation; staffing; controlling and coordination**
	★★	Sustainability and ESG in managerial decisions
Unit II	★★★	**OB – meaning, nature, interdisciplinary nature; Robbins' model; challenges (hybrid work, gig workers, human-AI teams)**
	★★★	**Perception and attribution; attitudes and cognitive dissonance; learning theories and OB Mod**
	★★	Emotional intelligence; IKS – Svadharma, Pancha Kosha, Loka Sangraha
Unit III	★★★	**Motivation theories – Maslow, Herzberg, McClelland, self-determination, Theory X, Y, Z; job enrichment**
	★★★	**Power – bases; organisational politics**
	★★	Groups – types, Tuckman's stages; Purushartha, Nishkama Karma

Unit IV	★★★	**Group dynamics – punctuated-equilibrium model, roles and role conflict, social loafing, norms, cohesiveness, groupthink, group shift; Delphi and NGT**
	★★★	**Leadership – Fiedler, Hersey-Blanchard, transactional, transformational, servant leadership**
	★★	Virtual and AI-augmented teams; Arthashastra's Sama-Dana-Bheda-Danda
Unit V	★★★	**Organisational conflict – causes, negotiation, third-party intervention**
	★★★	**Organisational culture – OCTAPACE, Hofstede, Trompenaars**
	★★★	**Organisational change – Lewin's model, Kotter's 8 steps; digital transformation**

Accounting for Managers

Paper MBACC 105

Unit I	★★★	**Accounting concepts and conventions – identifying them in practical cases; purpose, scope, users**
	★★★	**GAAP, Ind AS and IFRS convergence; ethics in financial reporting**
Unit II	★★★	**Ratio analysis – identifying ratios for business problems; DuPont analysis (numerical)**
	★★★	**Common-size and trend analysis (numerical)**
	★★	Corporate annual report; BRSR
Unit III	★★★	**Cash flow statement – operating, investing, financing activities (numerical)**
	★★	Managerial uses and limitations; cash flow analysis for creditworthiness
Unit IV	★★★	**Cost behaviour – fixed, variable, mixed costs**
	★★★	**Absorption vs marginal costing; contribution and break-even analysis (numerical)**
	★★★	**Marginal costing decisions – make or buy, key factor, special order (numerical)**
Unit V	★★★	**Budgetary control; flexible budget (numerical); zero-based budgeting**
	★★★	**Responsibility accounting – responsibility centres**
	★★★	**Transfer pricing and performance appraisal**

Business Environment

Paper MBAVAC 101

Unit I	★★★	**Business environment – nature, significance; social-cultural and demographic environment; PESTLE**
	★★	Post-reform Indian economy; public, private and cooperative sectors
	★★	IKS – Varta; Kautilya's Arthashastra on economic management
Unit II	★★★	**Monetary policy and fiscal policy; inflation (CPI/WPI), GDP and budget deficits**
	★★★	**RBI and SEBI – roles; consumer protection and fair market practices**
Unit III	★★★	**Industry 4.0 and digital transformation of Indian industry**
	★★★	**Population change and economic development (India since 1971); demographic dividend, urbanisation; family businesses**
Unit IV	★★★	**ESG and sustainable development; IKS – Pancha Bhootas, Ishavasyam**
	★★★	**CSR and Lokasangraha; Dharma-centric governance**
Unit V	★★★	**India's foreign trade and balance of payments**
	★★★	**FDI; India in the WTO, IMF, G20 and BRICS**