

Bhavan's Vivekananda College of Science, Humanities and Commerce

(Accredited with 'A' grade by NACC)

Department of Management Studies

BBA- First year (2016-2017)

Subject: Financial accounting – semester-I

Lesson plan

| Month     | Total no. of classes | Unit      | Topic   | No. of classes | remarks |
|-----------|----------------------|-----------|---|----------------|---------|
| June      | 8                    | I         | Introduction-1 FA- origin and growth-1, objectives-1, functions-1, limitations,-1,Users-1, science or art book keeping, accounting-1, branches-1,   |                |         |
| July      | 19                   | II        | Basic terms, systems of accounting- 2 , accounting cycle, concepts & conventions-3, types of accounts and rules,-1 accounting equation- problems-6 Journal, journalizing,-1 journal entries-7   |                |         |
| August    | 16                   | II<br>III | Ledger- 4, Trial balance, suspense account-4 subsidiary books- cash book , two column and three column cash book- (problems) Two column and three column cash book-8 (problems)   |                |         |
| September | 15                   | IV<br>V   | Capital and revenue expenditure-1 final accounts- preparation of trading account, profit and loss account and balancesheet.-10 (problems) Trading account Vs Profit & Loss account Vs Balancesheet-1, Depreciation- meaning , types-1, causes of depreciation, importance of depreciation-1 , SLM-1, method of depreciation |                |         |
| October   | 4                    |           | SLM, WDV methods of depreciation( problems)-3, Revision-1   |                |         |
|           |                      |           | Total classes   | 62             |         |

10/11/2016



## Bhavan's Vivekananda College

of Science, Humanities & Commerce  
Sainikpuri, Secunderabad – 500094  
(Autonomous College - Accredited with 'A' grade by NAAC)

**Department of Management Studies**

**BBA- First year (2016-17)**

**Subject: Principles of Management – semester-I**

### Lesson plan

| Month     | Total no. of classes | Unit           | Topic  | No. of classes | remarks |
|-----------|----------------------|----------------|--|----------------|---------|
| June      | 8                    | I              | Management: Meaning, Definition, Nature, Purpose, and Importance- Management as Art, Science & Profession- Management Vs Administration Vs Organization;   | 8              |         |
| July      | 19                   | I<br>II<br>III | Levels of Management- Sills & Roles of Managers- Functions of Management-Styles of Manager.<br><br>Industrial revolution-Scientific Management- Administrative Management Contribution of Max Webber-Human Relations Movement Mc Gregor Theory X,Y,Z Systems theory of Management- Contingency theory<br><br>Planning - Meaning - Need & Importance,   | 18             |         |
| August    | 16                   | III<br>IV      | - types and levels - advantages & limitations. Planning Process, Management By Objectives (MBO) Planning premises - Environmental uncertainty and contingency planning Decision making-Process of decision making- Types of decision making (Risk, certainty and uncertainty) characteristics of good decision making process.<br><br>Definition, meaning, nature, process of organizing - Authority, types of authority, responsibility, accountability, delegation of authority, | 17             |         |
| September | 15                   | IV<br>V        | process of delegation and barriers to delegation, centralization vs decentralization, span of control<br>Organizational Structure: Definition, Types: Formal and Informal, Tall (Vertical) and Flat (Horizontal) – Functional ,<br>Line and Staff structure advantages and disadvantages – Overcoming line and staff conflict,.<br><br>Co-ordination – Need of co-ordination – Types – Techniques – Distinction between co-ordination  | 16             |         |

|         |   |   |  |    |  |
|---------|---|---|--|----|--|
|         |   |   | and co-operation - Requisites for excellent co-ordination - Control Definition, concept, need, importance, Types of control - Process, |    |  |
| October | 4 | V | Tools and techniques of controlling(in brief) - Effective control system.  | 4  |  |
|         |   |   | Total classes  | 60 |  |



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Department of Management Studies

BBA- First year (2016-2017)

Subject: Organizational Behaviour – semester-II

Lesson plan

| Month    | Total no. of classes | Unit          | Topic  | No. of classes | remarks |
|----------|----------------------|---------------|--|----------------|---------|
| November | 13                   | I<br><br>II   | Concept of OB - Disciplines that contribute to OB - Opportunities for OB (Globalization, Workforce diversity, customer service, innovation and change, networked organizations, work-life balance, people skills, positive work environment, ethics)<br><br>Individual Behaviour: (i) Attitude, Concept and components of attitude, Major job attitudes.   | 10             |         |
| December | 15                   | II<br><br>III | ii) Personality: Concept of personality; Big Five model.<br>Motivation: Concept; Early and Contemporary theories (Hierarchy of needs, Two factor, McClelland, Goal setting, Equity theory) Interpersonal Behaviour: (ii) Johari Window; Transactional Analysis – ego states, types of transactions, life positions, applications of T.A.<br><br>(i) Groups and Work Teams: Concept; Five stage model of group development; | 17             |         |
| January  | 15                   | III<br><br>IV | Group Cohesion , Groups and teams; Types of teams; Creating team players from individuals; (ii) Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories ( Fiedler)<br><br>Concept of culture, Impact (functions and liability, Creating and sustaining culture, Employees and culture - Creating positive and ethical cultures.   | 16             |         |
| February | 13                   | IV<br><br>V   | Concept of Change, Forces of change, Planned change, Resistance, Approaches (Lewin's model, Organisational development)<br><br><b>Conflict and Power &amp; Politics</b><br>Concept of conflict; Conflict process - Negotiation Definition, Strategies & Process - Power Definition, Bases of Power, Power tactics  | 13             |         |

|       |   |   |  |    |  |
|-------|---|---|--|----|--|
| March | 4 | V | Organizational Politics - Causes and consequences of political behaviour | 4  |  |
|       |   |   | <b>Total classes</b>   | 60 |  |



**Bhavan's Vivekananda College of Science,**  
**Humanities & Commerce**  
**Department of Management Studies**  
BBA 2nd year lesson plan-2016-2017  
Subject: Fundamentals of Marketing I

| Month(No. of classes) | Name of the topic   | No. of classes required | Remarks |
|-----------------------|---|-------------------------|---------|
| June(17)              | <u>Unit 1:</u><br>Basic marketing concepts: market – types:<br>Consumer, business, rural markets,<br>philosophies of marketing, marketing<br>management, marketing management<br>process, need, want, customer, customer<br>value, marketing mix.   | 2<br>3<br>5<br>7        |         |
| July(20)              | <u>Unit 2:</u><br>Micro Environment: The company,<br>suppliers, marketing intermediaries,<br>customers, competitors, publics.<br>Macro Environment: Demographics,<br>Economic environment, Natural<br>Environment, Political Environment,<br>Cultural Environment, Impact of marketing<br>environment on marketing decision<br>variables. | 10<br>10                |         |
| Aug(17)               | <u>Unit 3:</u><br>Market evolution, Market development,<br>Market fragmentation, Market profile, MIS<br>– Components of MIS - Market research,<br>Steps in Marketing Research, Market<br>penetration.   | 4<br>4<br>9             |         |
| Sept(16)              | <u>Unit 4:</u><br>Nature of demand, Market demand,<br>Demand situations and tasks of marketing,<br>Measures of market demand, Demand<br>forecasting,<br><u>Unit 5:</u><br>Segmenting consumer markets, business<br>markets, International markets, market<br>targeting, mass marketing, niche marketing.                                  | 8<br>8                  |         |

Total no. of classes required

70

*Y. Madhura*



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Department of Management Studies

**BBA- Second Year 3<sup>rd</sup> SEM (2016-2017)**

**Subject: Human Resource Management - 1**

**Lesson plan**

| Month     | Total no. of classes | Unit      | Topic  | No. of classes | Remarks |
|-----------|----------------------|-----------|--|----------------|---------|
| June      | 17                   | I         | Concept – Definition –Scope – Importance – Role and Functions of HRM-Personnel Management Vs HRM – Current and Future Challenges in HRM , Jobs and Careers in HRM- Strategic HRM   | 17             |         |
| July      | 20                   | II<br>III | Human Resource Planning – Meaning and Definition ,Objectives Human Resource Planning (HRP)- Process of HRP - HRP Forecasting and supply Techniques –Benefits and Barriers to HRP, Effective HRP<br><br>Job Analysis concept , meaning -Job analysis process, Job Description – Job Specification | 20             |         |
| August    | 17                   | III<br>IV | Job Design Concept, approaches and Techniques, Job Rotation , Job enlargement and Job Enrichment.<br><br>Recruitment – Meaning and Objectives , Process and Sources of Recruitment- Selection – Concept Process  | 17             |         |
| September | 16                   | IV<br>V   | Types of Tests , Types of Interviews , Recruitment V/S Selection.<br><br>Placement Meaning and Process ,Induction – Defenition-Meaning-Types and Process, Socialization stages , Employee Mobility Promotion – Demotion – Retirement - Transfer – Separation                                     | 16             |         |
|           |                      |           | <b>Total Classes</b>   | <b>70</b>      |         |



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Department of Management Studies

BBA 2nd year lesson plan-2016-2017

Subject: Fundamentals of Marketing II

| Month(No. of classes) | Name of the topic  | No. of classes required | Remarks |
|-----------------------|--|-------------------------|---------|
| Nov(13)               | <u>Unit 1:</u><br>Products, product assortment, product development, product form, product line, product mix, branding, product positioning, product life cycle, Different types of PLCs, Pricing products, Methods of pricing,        | 3<br>3<br>3<br>4        |         |
| Dec(15)               | <u>Unit 2:</u><br>Channels of distribution: Types of Channels, Levels of Distribution Channels, Channel Decisions, Promotion mix- Advertising, Sales Promotion, Public Relations and Publicity, Personal selling and Direct Marketing. | 5<br>10                 |         |
| Jan(15)               | <u>Unit 3:</u><br>Introduction to Online Marketing, Online Consumer, Online Marketing: Advantages and Disadvantages, Challenges of Online Marketing, Online Marketing Strategies- SEO-Search Engine Optimisation.                      | 4<br>4<br>7             |         |
| Feb(13)               | <u>Unit 4:</u><br>Strategic planning at business level, Importance of marketing planning, Designing overall marketing plan, Contents of marketing plan. Marketing control, Marketing Audit.  | 5<br>5<br>3             |         |
| Mar(4)                | Services Marketing: Service Concept, Goods-Services continuum, 4Is of Services, Services Marketing Mix, Service Marketing Triangle, Measuring service Quality, Service gaps model.   | 2<br>2                  |         |

Total no. of classes required

60

*Y. Madhavi.*





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Department of Management Studies

BBA- Second Year 4<sup>th</sup> SEM (2016-2017)

Subject: Business Communication Lesson plan

| Month    | Total no. of classes | Unit | Topic   | No. of classes | Remarks |
|----------|----------------------|------|---|----------------|---------|
| November | 13                   | I    | Unit I: Communication (12 periods)<br>Concept of Communication- Process of Communication – Barriers to effective communication – Overcoming barriers – Typology of Communication – Oral Communication – Listening Process – Elements of good oral communication – relevance of feedback.  | 13             |         |
|          |                      | II   | Unit II: Non Verbal Communication(12 periods)<br>Nonverbal Communication – Types  |                |         |
| December | 15                   | II   | relevance of nonverbal communication – Negotiation process – Its relevance in business - effective negotiation strategy –Negotiation process and phases involved.   | 15             |         |
|          |                      | III  | Unit III: Business Presentations (12 periods)<br>Business presentations – Ingredients of effective presentation – types of presentations – process and structuring presentations –  |                |         |
| January  | 15                   | III  | team presentations – nonverbal dimensions in presentations - Powerpoint Presentation – Templates – Use of infographics.   | 16             |         |
|          |                      | IV   | Unit IV: Report Writing(12 periods)<br>Business report writing – Types of reports – Essentials of good report – structure and contents of presentation.<br><br>Business letters – Different types – effective business letters – styles and format features of good business letters.     |                |         |
| February | 13                   | IV   | Email Writing– Pros and Cons – Structure of Email   | 13             |         |
|          |                      | V    | Unit V: Resume – Curriculum vitae – contents of good resume – different styles of resume writing.<br>Group Discussion – Objective – Approaches for effective group discussion – Group discussion techniques – ingredients of good discussion – evaluation parameters of group discussion. |                |         |

|              |          |          |  |           |  |
|--------------|----------|----------|--|-----------|--|
| <b>March</b> | <b>4</b> | <b>V</b> | Interview – Concept – Types of interviews – interview facing techniques – components of effective interview – Do’s and Don’ts in a good interview. | <b>3</b>  |  |
|              |          |          | <b>Total Classes</b>   | <b>60</b> |  |



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**BBA IV semester II year (2016-17)**  
**Subject: Elements of Financial Management**

| Month         | Particulars  | No of classes | Remarks |
|---------------|--|---------------|---------|
| November(13)  | <b>Unit 1</b> :introduction to financial management-1, functions – 1, approaches -1, objectives-1, decisions-1, Risk Vs Return – 1, Time value of money : concept & reasons-1, CV of single amount, series of cash flows, Annuity due and Deferred Annuity- 3, PV of single cash flow, series of cash flows, annuity due and deferred annuity- 4 | 13            |         |
| December (15) | <b>Unit 2</b> :Capital budgeting – concept & types-1, Pay Back period and average rate of return – 3, IRR, NPV, Discounted PBP, profitability index-6.<br><b>Unit 3</b> : sources of finance :<br>Long term and short term capital-1, Equity-2, preference-1, debentures -1  | 20            |         |
| January (15)  | Cost of equity-2, cost of preference-2, cost of debentures-2, weighted Average cost of capital-2, retained earnings-1<br><b>Unit 4:</b> working capital<br>Concept ,types, factors of WC-1, calculation of operating cycle-1, estimation of working capital- 4   | 17            |         |
| February(13)  | Estimation of working capital-3, current assets and liabilities approach of WC-1<br><b>Unit 5:</b> Dividend Theories: dividend function and types of dividend theories-3, walters model-3, Gordon model-3,   | 16            |         |
| March(4)      | Miller Modigliani model – 2<br>Revision of the syllabus - 2  | 60            |         |

*Revised*  
10/11/2016



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Department of Management Studies

BBA- Second Year 4<sup>th</sup> Sem (2016-2017)

Subject: Human Resource Management - 2

Lesson plan

| Month    | Total no. of classes   | Unit | Topic   | No. of classes | Remarks |
|----------|--|------|---|----------------|---------|
| November | 13   | I    | HRD – Need, Scope and objectives- Future of HRD - Training and Development - Concept of training and objectives - Difference between training and development - Process of Training: Training Need Assessment - Training methods – Evaluation - Benefits of training - Management Development Programme.  | 13             |         |
|          |  | II   | Career Planning and Development - Career – Career planning – Career anchors - Career stages.  |                |         |
| December | 15   | II   | Career planning process -Career development – Individual career development and organizational career development - Mentoring and Counseling Performance Appraisal: Performance Appraisal – Concept - Process of Performance Appraisal – Methods of Appraisal - Errors in Performance Appraisal   | 16             |         |
|          |  | III  | Compensation and Benefits — Objectives – Function – Compensation Structure – Concept of Wage (minimum, fair and living wage) and Concept of salary - Factors affecting wage and salary administration -   |                |         |
| January  | 15   | III  | Job Evaluation meaning and Methods - Wage differentials - Incentive Plans – Individual Incentives – Individual Incentives (Taylor's and Merrick's differential piece rate system) —Group Incentives (Scanlon and Rucker incentive plan) – Organization wide incentive plan (Profit Sharing – ESOPS - Gain Sharing Plans ) Fringe benefits, Executive compensation | 16             |         |
| IV       | Social Security Measures and Legislation in India -IR – Meaning and Importance of IR (Dunlop IR Model)- Factors affecting IR - |      |   |                |         |

|                 |           |           |  |           |  |
|-----------------|-----------|-----------|--|-----------|--|
| <b>February</b> | <b>13</b> | <b>IV</b> | Trade unions - Types of Trade Unions - Employee Discipline -Objectives - Indiscipline - Disciplinary Procedure - Employee Grievance - Grievance redressal mechanism - Collective bargaining -Participative Management. | <b>13</b> |  |
|                 |           | <b>V</b>  | HRIS - HR Audit - HR Research - HR Accounting (Lev and Schwartz, Flamholtz and Hermanson's Models)-  |           |  |
| <b>March</b>    | <b>4</b>  | <b>V</b>  | Diversity Management   | <b>2</b>  |  |
|                 |           |           | <b>Total Classes</b>   | <b>60</b> |  |



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**Investment Management (BBA III Year ) 2016-17 – Finance Elective II**

| Month             | Particulars                           | No of Classes | Remarks |
|-------------------|---------------------------------------|---------------|---------|
| June<br>(16)      | Overview of the subject               | 2             |         |
|                   | Definition of Investment Management   | 1             |         |
|                   | Classification of assets              | 1             |         |
|                   | Types of financial assets             | 2             |         |
|                   | Real assets                           | 1             |         |
|                   | Financial assets Vs real assets       | 1             |         |
|                   | Investment alternatives               | 2             |         |
|                   | Sources of investment information     | 1             |         |
|                   | Investment Vs Gambling Vs Speculation | 2             |         |
|                   | Measurement of Risk and Return        | 3             |         |
| July<br>(19)      | Measurement of Risk and Return        | 3             |         |
|                   | Beat and its measurement              | 3             |         |
|                   | Fundamental Analysis                  | 1             |         |
|                   | Economy Analysis                      | 2             |         |
|                   | Industry Analysis                     | 2             |         |
|                   | Company Analysis                      | 2             |         |
|                   | Test                                  | 1             |         |
|                   | Valuation of common stock             | 1             |         |
|                   | Constant growth model                 | 2             |         |
|                   | Two stage growth model                | 2             |         |
| August<br>(19)    | Two Stage Model                       | 2             |         |
|                   | Earnings approach                     | 2             |         |
|                   | Valuation of debt                     | 2             |         |
|                   | Yield to Maturity                     | 4             |         |
|                   | Yield to Call                         | 4             |         |
|                   | Introduction to Technical analysis    | 1             |         |
|                   | Types of Charts                       | 3             |         |
| Chart Patterns    | 1                                     |               |         |
| September<br>(11) | Chart Patterns                        | 3             |         |
|                   | Efficient Market Hypothesis           | 5             |         |
|                   | Technical vs Fundamental Analysis     | 3             |         |
| October<br>(5)    | Review of unit I, II and III          | 5             |         |
| November<br>(20)  | Introduction to Portfolio Management  | 2             |         |
|                   | Traditional Approach                  | 2             |         |

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6/6/16

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|---------------|--|---|--|
|               | Modern Approach  | 2 |  |
|               | Optimal Portfolio  | 1 |  |
|               | Markowitz model  | 2 |  |
|               | Calculation of risk and return of portfolio – two securities | 9 |  |
|               | Portfolio evaluation   | 2 |  |
| December (18) | Sharpe's Model   | 5 |  |
|               | Treynor's Model  | 5 |  |
|               | Jensen's Model   | 5 |  |
|               | Sharpe Vs Treynor Vs Jensen                                  | 3 |  |
| January (12)  | Relative evaluation methods                                  | 6 |  |
|               | Revision and discussion of old question papers               | 6 |  |

*Records  
6/6/16*



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**Department of Management Studies**

Subject: Leadership (BBA III year EI)

Academic Organizer 2016-17

| <b>Month</b>       | <b>Name of the Topic</b>   | <b>No. of classes</b> | <b>Remarks</b> |
|--------------------|--|-----------------------|----------------|
| <b>June (16)</b>   | Unit: I<br>Nature and Importance of Leadership - 4<br>Leadership Effectiveness -3<br>Leadership roles - 2<br>leadership Motives - 2<br>Leadership as a process – 2<br>Measures of success and failure of Leadership - 3  | <b>16</b>             |                |
| <b>July (19)</b>   | Effective Leadership behaviors- 2<br>Ohio State and Michigan Leadership studies – 5<br><br>Unit: II<br>Leadership styles- Participative Leadership- 3<br>Nature and consequences of participative Leadership - 3<br>Guidelines for Participative Leadership- 3<br>delegation and empowerment of participative Leadership - 3 | <b>19</b>             |                |
| <b>August (19)</b> | Charismatic Leadership - 3<br>Transformational Leadership- Attribution and self-concept theory of charismatic leadership 3<br>Transformational leadership V/S Charismatic Leadership. 4<br><b>Unit: III Leadership in Teams and decision Groups</b>  | <b>19</b>             |                |



|                       |  |            |  |
|-----------------------|--|------------|--|
|                       | Nature of Teams-2<br>Determinants of Teams- 2<br>Effective Team characteristics and Team building - 2<br>Performance leadership in different types of Teams - 3  |            |  |
| <b>September (11)</b> | Individual Vs Group Vs Teams - 2<br>Nature of Group -3<br>Group size - Developmental sizes of Group - 4<br>Group Roles - 2   | <b>11</b>  |  |
| <b>October (5)</b>    | Group Norms – 2<br>Group Cohesion – 3  | <b>5</b>   |  |
| <b>November (20)</b>  | Unit IV: <b>Contingency theories of leadership</b><br>Normative Decision Model-Situational Leadership Model - 5<br>Contingency Model – The Path-Goal Theory - 5<br>Gender and Leadership- 5<br>Leadership in different cultures- 5                           | <b>20</b>  |  |
| <b>December (18)</b>  | Managing Diversity 5<br><b>Unit V: Leadership Skills</b><br>Basic Leadership skills – 2<br>Communication-Listening-Assertiveness 4<br>Providing Constructive Feedback- 4<br>Guidelines for Effective Stress Management- 3                                    | <b>18</b>  |  |
| <b>January (12)</b>   | Building Technical Competence- 2<br>Building Effective Relationships with superiors and peers 2<br>-Setting Goals-Punishment-Conducting Meetings-Managing Conflict-Negotiation 5<br>Problems solving- Improving Creativity- Building high Performance Team 3 | <b>12</b>  |  |
|                       | <b>Total Classes</b>   | <b>120</b> |  |



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**BBA III semester II year (2016-17)**

**Subject: Financial Statement Analysis**

| Month         | Particulars  | No of classes | Remarks |
|---------------|--|---------------|---------|
| June(17)      | Unit : 1 introduction to financial statements<br>Introduction of financial statements -1, definition and concept of financial statement analysis -1, objectives and features – 2, advantages and disadvantages of financial statement analysis -1<br>Types of financial statements – 2, vertical and horizontal statement -1, tools of financial statement analysis – 4<br><br>Unit :2 comparative and common size statement analysis<br>Definition and introduction of comparative statements – 1, evaluation of comparative income statement and balance sheet – 2 | 17            |         |
| July (20)     | evaluation of comparative income statement and balance sheet – 3, definition of common size statement analysis -1, evaluation of common size income statement and balance sheet – 4<br>trend analysis : definition , features – 1, evaluation of trend percentages – 4<br>unit :3 Ratio analysis : meaning, features -2, advantages and disadvantages – 1, classification of ratio's -1, liquidity ratio's -3,   | 20            |         |
| August (17)   | leverage ratios – 3, turnover ratios- 3, profitability ratio-3, decision based on ratio analysis -1<br>unit : 4 funds flow analysis<br>concept (meaning, features, working procedure) – 2, statement of changes in working capital- 4, funds from business operations -1   | 17            |         |
| September(16) | funds from business operations -3, sources & application of funds -2 , advantages of funds flow – 1<br>unit : 5 cash flow analysis<br>cash flow statement – concept – 2, preparation of cash flow statement – 5 advantages of cash flow -1, funds flow vs cash flow -2   | 16            |         |
|               | Total  | 70            |         |

*Dr. Chait*  
8/6/2016



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**BBA III Year V Semester 2017**  
**Subject: Leadership and Change Management**

| Month   | Particulars  | No of classes | Remarks |
|---------|--|---------------|---------|
| June 11 | <b>Unit I: Introduction and Theories of leadership</b>   | <b>12</b>     |         |
|         | Definition- Nature and importance of leadership  | 1             |         |
|         | Leadership effectiveness- Characteristics of Effective Leader –  | 1             |         |
|         | Determinants of Leadership (leader, follower and situation), leader follower relationship -                      | 1             |         |
|         | leadership vs. Management  | 1             |         |
|         | Leadership Roles-Leadership Traits- Leadership Motives.  | 2             |         |
|         | Trait theory   | 1             |         |
|         | Behavioral theories  |               |         |
|         | Ohio State Leadership studies  | 4             |         |
|         | Michigan Leadership studies  |               |         |
| July 18 | Contingency theories of leadership (Fiedler, Path goal Theory)   | 1             |         |
|         | <b>Unit II: Leadership behaviors, Attitudes and Styles</b>   | <b>12</b>     |         |
|         | Leadership behaviors and Attitudes- Super Leadership (Leading others to leading themselves)-                     | 1             |         |
|         | Leadership Styles - Participative Leadership   | 1             |         |
|         | Grid Styles  | 1             |         |
|         | The Entrepreneurial Leadership Style and Gender Differences in Leadership Style- Selecting Best Leadership Style | 1             |         |
|         |  | 1             |         |
|         |  | 1             |         |
|         | Charismatic Leadership - Types of charismatic leaders and their communication style                              | 2             |         |
|         | Transformational leadership - attributes of transformational leaders -   | 2             |         |

|              |  |           |  |
|--------------|--|-----------|--|
|              | Transformational leadership Vs Charismatic leadership                                    | 1         |  |
|              | <b>Unit III: Developing Team Work</b>  | <b>12</b> |  |
|              | Team leadership vs. solo leadership  | 1         |  |
|              | Leader's role in the team based organization   | 1         |  |
|              | Leaders action that fosters teamwork leadership development                              | 1         |  |
|              | Out-door training and Team Development   | 1         |  |
|              | Leader Member Exchange Model-Succession and Future:                                      | 1         |  |
|              | Development through self-awareness and self-discipline,                                  | 2         |  |
|              | Development through Experience and Education   | 2         |  |
|              | Leadership development programmes - Evaluation   | 2         |  |
|              | Leadership succession  | 1         |  |
|              | <b>Unit IV: Introduction to Change</b>   | <b>12</b> |  |
|              | Concept and Need for change,   | 1         |  |
|              | Types of change -  | 1         |  |
|              | Forces of change -   | 1         |  |
|              | Imperatives of change  | 1         |  |
|              | Determining factors of change  | 1         |  |
|              | Characteristics of effective change  | 1         |  |
|              | Theoretical framework of organizational change   | 2         |  |
|              | Impact of change.  | 1         |  |
|              | Perspectives of change -Individual change, group change and institutional change         | 2         |  |
|              | Organizational change vis-à-vis Organizational transformation                            | 1         |  |
|              | <b>Unit V: Process of Planned Change</b>   | <b>12</b> |  |
|              | Introduction- Drivers of change in business,   | 1         |  |
|              | Alternative strategies of change   | 1         |  |
|              | Process of change  | 1         |  |
|              | Models of Change, Process Models (Lewins Model of, Scheins Model, Action Research Model) | 1         |  |
|              | Content Models (Dissipative equilibrium Model, Burke- Litwin Model)                      | 2         |  |
|              | Integration of Change Models (Six Box Model, Tichy's TPC frame work) -                   | 2         |  |
| August 16    |  |           |  |
| September 13 |  |           |  |

|           |  |             |  |
|-----------|--|-------------|--|
| October 2 | Resistance to change and overcoming resistance to change.<br>Change Agent - role of change agent<br>Competencies of change agents<br>Leadership & change - Challenges of executing change for Organizational effectiveness | 2<br>1<br>1 |  |
|           | <b>Total</b>   | <b>60</b>   |  |

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**Bhavan's Vivekananda College**  
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**BBA III year (2016-17) Management Accounting**

| Month          | Particulars  | No of classes | Remarks |
|----------------|--|---------------|---------|
| June (16)      | Unit 1 : management accounting<br>Definition -1, objectives -1, scope -2, functions -2, features -1, tools & techniques – 2, advantages & limitations -2, relationship between financial accounting and management accounting -2<br>Unit :2 cost accounting<br>Definition of cost, costing and cost accounting -1, objectives -1, features -1,                       | 16            |         |
| July (19)      | functions -1, advantages and limitations -2, elements of cost -2, classification of cost -2, cost sheet (evaluation)-10<br>Cost unit vs cost centre -1, cost estimation vs cost ascertainment -1,  | 19            |         |
| August (19)    | cost allocation vs cost apportionment-1, cost reduction vs cost control -1, distinction between cost accounting & financial accounting -1, cost accounting vs management accounting -1<br><br>Unit 3: Ratio Analysis<br>Meaning of financial ratios -1, features-1, advantages & disadvantages -1, classification -2, liquidity ratios – 5, profitability ratio's -5 | 19            |         |
| September (11) | , leverage ratio's -5, turnover ratios-5 , decision based on the analysis – 1,   | 11            |         |
| October (5)    | Decision based on the analysis – 2<br>Unit 4: marginal costing<br>Definition of marginal costing -1, definition of absorption costing -1, differences between marginal and absorption costing -1,  | 5             |         |
| November (20)  | income determination under marginal costing -2, absorption costing -2, merits and demerits of marginal costing -2, marginal cost equation -2, CVP analysis -4, p/v ratio -4, breakeven point -4  | 20            |         |
| December (18)  | margin of safety -4<br>B.E charts : introduction -1, graphic method of B.E analysis -3, merits & demerits of B.E charts-2,<br><br>Unit :5 Budgeting & Variance Analysis<br>Definition of budget, budgeting & budgetary control – 1, objectives -1, characteristics -1, essentials of budgetary control-  | 18            |         |



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BBA III year (2016-17) Management Accounting

|                 |   |     |  |
|-----------------|---|-----|--|
|                 | 1, organization of budgetary control system -1, budget centre and manual – 1, budget committee & period -1, budgeting Vs forecasting -1   |     |  |
| January<br>(12) | advantages & limitations of budgeting -1, standard cost and costing -1, types-2, steps in evaluation of standard costing -5, standard costing Vs estimated cost -1, standard costing Vs budgetary control-1, merits and demerits of standard costing -1 | 12  |  |
|                 | Total   | 120 |  |

*R. N. Chakraborty*  
7/6/2016



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**BHAVAN'S VIVEKANANDA COLLEGE  
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**BBA III YEAR Business & Corporate law (2016-17)**

| Month & No. of classes per month | Topic   | Classes |
|----------------------------------|---|---------|
| <b>June</b><br>(16)              | <b>Unit 1- Law of Contract &amp; special contracts</b> Definition of Contract and Agreement – Classification of Contracts .Essential elements of a valid Contract – Offer – Acceptance Consideration - Capacity to Contract - Free consent, void contracts– Legality of Object  | 4       |
|                                  |   | 2       |
|                                  |   | 5       |
|                                  |   | 5       |
| <b>July</b><br>(19)              | Performance of Contract – Remedies for breach of Contract - Quasi Contracts. Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee.<br><b>Unit 2</b> Partnership act   | 4       |
|                                  |   | 6       |
|                                  |   | 4       |
|                                  |   | 5       |
| <b>August</b><br>(19)            | Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties.<br>Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements. Distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing. Holder and holder in due course | 5       |
|                                  |   | 4       |
|                                  |   | 4       |
|                                  |   | 3       |
|                                  |   | 3       |
| <b>September</b><br>(11)         | <b>Unit-3</b> Definition of company – Characteristics – Classification of Companies- Formation of Company - Memorandum of Association   | 3       |
|                                  |   | 3       |
|                                  |   | 5       |
| <b>October</b><br>(5)            | Articles of Association – Prospectus  | 5       |
| <b>November</b><br>(20)          | Share holders meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers. Companies Act 2013- CSR.   | 6       |
|                                  |   | 5       |
|                                  |   | 5       |
|                                  |   | 4       |
| <b>December</b><br>(18)          | <b>Unit-4</b> Introduction to consumer protection law in India - Consumer councils .Redressal machinery - Rights of consumers - Consumer awareness. IPR- Definition, types, Importance of IPR, Intellectual property protection and enforcement.<br>Arbitration & conciliation  | 4       |
|                                  |   | 4       |
|                                  |   | 6       |
|                                  |   | 3       |
| <b>January</b><br>(12)           | <b>Unit-5</b> Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Right to information act-2005.   | 7       |
|                                  |   | 5       |





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**Department of Management Studies**  
**BBA III year (2016-17) E-I Financial Services**

| <u>No. of classes</u> | <u>Subject Details</u>   | <u>Stipulated classes</u> | <u>Remarks</u> |
|-----------------------|--|---------------------------|----------------|
| JUNE (16)             | <b>Unit 1</b> : introduction to financial system -2 functions-2, components-3, concepts-3, challenges-2, financial services- concept-1, features and scope-3,  | 16                        |                |
| JULY(19)              | Innovative financial instruments and products -3,<br><b>Unit 2</b> : primary market – concept -1. Diff between new issue and secondary market -2, functions-4, methods of floating new issues-4, players-2, merits and demerits-3  | 19                        |                |
| AUGUST(19)            | <b>Unit 2</b> :<br>Guidelines for new issue, offer for sale-3, secondary market- concept and functions-2, procedure for recognition-2, methods of trading -4, online trading-2, kinds of speculators -3, stock indices-3   | 19                        |                |
| SEPTEMBER(11)         | Merchant banking – concept and features-2, services-2, guidelines-2, <b>unit 3</b> : leasing and Hire purchase : concept , types of leasing-3, merits of leasing -2  | 11                        |                |
| OCTOBER(5)            | Demerits of leasing -2, tax and accounting concept -3,   | 7                         |                |
| NOVEMBER(20)          | Financial evaluation of leasing -2, hire purchase : features -2, hire purchase V leasing -2, merits and demerits of higher purchase-2<br><b>Unit 4</b> : credit Rating and Factoring<br>Credit rating concept, types of rating -4, rating symbols and grades-4, credit rating process-4, | 20                        |                |
| DECEMBER(18)          | credit rating agencies -2 Factoring : Concept and features -3, functions -2, types -4<br><b>unit 5</b> : Mutual Fund & Venture Capital<br>mutual fund concept and types-5, NAV-2   | 18                        |                |
| JANUARY(12)           | Mutual fund scenario in india-2, venture capital : concept and features-2, funding process-3, entry and exit strategies-2, revision of syllabus -3   | 12                        |                |
|                       | Total  | 120                       |                |

*K. Chelvi*  
 7/6/2016