DEPARTMENT OF BUSINESS ADMINISTRATION

VISION

- ◆ To be a leader in business education by providing better education.
- ✤ To create a responsible & proactive citizen.

MISSION

- > To provide need based and competency driven education to the students.
- > To transform student's life through knowledge creation and sharing.
- > To offer best professional and career management skills to the students.
- > To create self confidence among the students by providing practical oriented education.

PROGRAMME OUTCOMES (PO)

- **PO1** Acquire disciplinary knowledge with intellectual breadth.
- **PO2** Acquire core competencies of business acumen, analytical and critical thinking and employ empirical approach for effective business solutions.
- **PO3** Access of wide range of technologies and managerial techniques to enhance personal, academic and professional efficiency, which leads innovative business ideas.
- **PO4** Get practical exposure in managerial field through participation in internship, Fieldwork and industrial visits.
- **PO5** Exhibit entrepreneurial and business related behavioral skills including leadership, interpresentation and lifelong learning skills.
- **PO6** Analyze global Business opportunities and their influence on strategic decisions.
- **PO7** Familiarize with social responsibilities including business ethics, cultural diversity and environmental concerns.

PROGRAMME EDUCATIONAL OBJECTIVES

After successful completion of the three year B.B.A., degree programme, the student:

- **PEO-1:** Will become a competent professional in the chosen field by applying the knowledge and skills acquired.
- **PEO-2:** Will be a leader to empower the organization through their ethical and social ideas.
- **PEO-3:** Will be a proactive citizen and to cater the needs of social development.

PROGRAMME SPECIFIC OUTCOMES

- **PSO 1:** Acquire academic excellence in management education with an aptitude for entrepreneurship/ higher studies.
- **PSO 2:** Students to build proficiency in key business functional areas.
- **PSO 3:** Learn how to effectively manage people and build strong interpersonal & leadership skills.

GRADUATE ATTRIBUTES

The graduate attributes reflect the particular quality and feature or characteristics of an individual, including the knowledge, skills, attitudes and values that are expected to be acquired by a graduate through studies at the higher education institution (HEI) such as a college or university. Some of the characteristic attributes that a BBA graduate should demonstrate are as follows:

1. DISCIPLINARY KNOWLEDGE

Acquire in-depth knowledge of theory and practice of Managerial concepts, including the wider and global perspective, with an ability to compare, evaluate, and analyze existing situations and new knowledge, and integration of the same for enhancement of knowledge.

2. COMMUNICATION SKILLS:

Ability to express thoughts and ideas effectively in writing and orally. Communicate with others using appropriate media. Confidently share one's views and express her/him; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups

3. CRITICAL THINKING

Analyze complex administrative problems critically; apply independent judgment for analyzing information to make intellectual and/or rational decisions for conducting social enquiry in a wider theoretical, practical and policy context of Public governance.

4. COOPERATION/TEAM WORK

Building a team, motivating and inspiring the team members to work up with cooperation to their utmost efficiency.

5. LEADERSHIP READINESS/ QUALITIES

To make learners fluent in multiple facets of leadership .Creating the ability & enhancing the qualities to be an efficient leader. Cultivating key characteristics in learners, to be visionary leaders who can inspire the team to greatness.

6. LIFE-LONG LEARNING

Recognize the need for and have acquired the ability to engage in life-long independent learning, with a high level of enthusiasm and commitment, to unceasingly improve knowledge and competence.

7. INFORMATION/DIGITAL LITERACY

Capability to use ICT in a variety of learning situations, demonstrating ability to access, evaluate, and use a variety of relevant information sources.

G. VENKATASWAMY NAIDU COLLEGE (AUTONOMOUS), KOVILPATTI Programme Structure for BBA (For those admitted from the academic year 2023-24 and onwards)

		G		~	T		Marl	KS	Credit
Category	Course Type	Course Code	Course Title	Contact Hours	Exam Hours	CIA	ESE	Total Marks	
			Semester-1						
PART-I	Language	U23TA1L1	Tamil– I	6	3	25	75	100	3
PART-II	English	U23EN1L1	J23EN1L1 English - I 6 3 25 75		100	3			
PART-III	Core-1	U23BB101	Principles of Management	5	3	25	75	100	5
	Core-2	U23BB102	Accounting for Managers I	5	3	25	75	100	5
	Elective Generic -1 (Allied)	U23BB1A1	Managerial Economics	4	3	25	75	100	3
PART-IV			Basics of Event Management	2	-	50	-	50	2
	Foundation Course FC	U23BBFC1	Managerial Communication	2	-	50	-	50	2
	ТО	TAL		30				600	23
			Semester-II						
PART-I	Language	U23TA2L2	Tamil– II	6	3	25	75	100	3
PART-II	English	U23EN2L2	English - II	6	3	25	75	100	3
PART-III	Core-3	U23BB203	Marketing Management	5	3	25	75	100	5
	Core-4	U23BB204	Accounting for Managers II	5	3	25	75	100	5
	Elective Generic -2 (Allied)	U23BB2A2	International Business	4	3	25	75	100	3
	Comprehension - 1(Self Study Course- Online Exam)	U23BB2C1	Comprehension in BBA – I	-	1	-	50	50	1
PART-IV	Skill Enhancement Courses SEC2 (NME – II)	U23BB2S2	Managerial Skill Development	2	-	50	-	50	2
	Skill Enhancement Courses (DS) SEC3	U23BB2S3	Business Etiquette and Corporate Grooming	2	2	-	50	50	2
	ТО	TAL		30				650	24

Part-III B.B.A / Semester – I / Core-1: Principles of Management (U23BB101)

Lecture Hours	: 75	Tutorial Hours	:0
Practical Hours	: 0	No. of Credit	: 5
Contact Hours per Semester	: 75		
Contact hours per Week	: 5		
Internal Marks	: 25		
External Marks	: 75		
Total Marks	: 100		

Objectives of the course

The course aims at giving an overall view:

- To impart knowledge about evolution of management.
- To provide understanding on planning process and importance of decision making in organization.
- To learn the application of principles in organization.
- To study the process of effective controlling in organization
- To familiarize students about significance of ethics in business and its implications.

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students should be able to:

- **CO 1:** Describe nature, scope, role, levels, functions and approaches of management
- **CO 2:** Apply planning and decision making in management
- CO 3: Identify organization structure and various organizing techniques
- **CO 4:** Understand Direction, Co-ordination & Control mechanisms
- **CO 5:** Relate and infer ethical practices of organisation.

CO-PO PSO Mapping (Course Articulation Matrix)

		<u>`</u>								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	3	2	3	2	3	3	2	2
CO2	3	2	2	2	2	2	3	3	3	2
CO3	3	2	2	2	3	3	2	2	3	3
CO4	2	3	2	2	2	2	3	3	3	3
CO5	3	3	2	3	3	2	3	3	2	3
Total contribution to CO to PO	14	12	11	11	13	11	14	14	13	13
Weighted Percentage of COs Contribution to POs	93.3	80	73.3	73.3	86.6	73.3	93.3	93.3	86.6	86.6
0-No Correlation; 1-Weak; 2-Mode							erate;		3-Strong	

Unit I: Management

<u>Course Content</u> (L -15 Hours)

Importance, Definition, Nature and Scope of Management, Process, Role and Functions of a Manager, Levels of Management, Development of Scientific Management and other Schools of thought and approaches.

Unit II: Planning and Decision Making (L -15 Hours)

Planning: Nature, Importance, Forms, Types, Steps in Planning, Objectives. Policies: Procedures and Methods, Natures and Types of Policies. Decision making: Process of Decision making, Types of Decision.

Unit-III: Organizing (L -15 Hours)

Types of Organizations, Organization Structure, Span of Control and Committees, Departmentalization, Informal Organization, Authority, Delegation, Decentralization, Difference between Authority and Power, Responsibility.

Unit-IV: Direction and Controlling

Direction: Nature and Purpose. Co-ordination: Need, Type and Techniques and requisites for excellent Co-ordination. Controlling: Meaning and Importance, Control Process.

(L -15 Hours)

Unit-V: Business Ethics and Values (L -15 Hours)

Definition, Types of Ethical issues, Role and importance of Business Ethics and Values in Business, Ethics internal, Ethics External, Environment Protection, Responsibilities of Business.

Recommended Text

- 1. JAF Stoner, Freeman R.E and Daniel R Gilbert "Management", 6th Edition, Pearson Education, 2004.
- 2. Griffin, T.O., Management, Houghton Mifflin Company, Boston, USA, 2014.
- 3. .Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" 7th Edition, Pearson Education, 2011.
- 4. Stoner, Freeman, Gilbert Jr. (2014). Management (6th edition), New Delhi: Prentice Hall India.
- 5. Robbins, S., Coulter, M., Sidani, D., and Jamali, D., Management: Arab World Edition, Pearson, 2014.

Reference Books:

- 1. P.C. Tripathi & P.N Reddy; Principles of Management, Sultan Chand& Sons,6th Edition, 2017
- 2. L.M.Prasad; Principles & Practice of Management, Sultan Chand & Sons, 8th Edition.
- 3. Stephen P. Robbins & Mary Coulter; Management, Pearson Education, 13th Edition, 2017
- 4. Dr.C.B.Gupta; Principles of Management, Sultan Chand & Sons, 3rd Edition.
- 5. Harold Koontz, Hienz Weihrich, A Ramachandra Aryasri; Principles of Management, McGraw Hill, 2nd edition, 2015

Website ande-learning source

- 1 https://www.toolshero.com/management/14-principles-of-management/
- 2 https://open.umn.edu/opentextbooks/textbooks/693
- 3 https://open.umn.edu/opentextbooks/textbooks/34
- 4 https://openstax.org/subjects/business
- 5 https://blog.hubspot.com/marketing/management-principles

Part-III B.B.A / Semester – I / Core-2: Accounting For Managers – I (U23BB102)

Lecture Hours	: 75	Tutorial Hours	:0
Practical Hours	: 0	No. of Credit	: 5
Contact Hours per Semester	: 75		
Contact hours per Week	: 5		
Internal Marks	: 25		
External Marks	: 75		
Total Marks	: 100		

Objectives of the course

The course aims:

- To impart knowledge about basic concepts of accounting its applications
- To analyze and interpret financial reports of a company
- To understand the gross profit and net profit earned by organization
- To foster knowledge on Depreciation Accounting.
- To understand the procedures of Accounting under Single entry system.

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students will:

- CO 1 Prepare Journal, ledger, trial balance and cash book
- CO 2 Classify errors and making rectification entries
- **CO 3** Prepare final accounts with adjustments
- CO 4 Pass depreciation entries and prepare depreciation accounts
- **CO 5** Prepare single and double entry system of accounting.

CO-PO PSO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
C01	3	2	3	2	3	2	3	3	3	3
CO2	3	2	2	2	2	2	3	3	3	2
CO3	3	2	2	2	3	3	2	3	3	2
CO4	2	3	2	2	2	2	3	3	2	3
CO5	3	3	2	3	3	2	3	2	3	3
Total contribution to CO to PO	14	12	11	11	13	11	14	14	14	13
Weighted Percentage of COs Contribution to POs	93.3	80	73.3	73.3	86.6	73.3	93.3	93.3	93.3	86.6
0-No Correlation; 1-Weak;					2-Mode	erate;	3-	Strong;		

Course Content

Unit I: Introduction (L -15 Hours)

Meaning and scope of Accounting, Basic Accounting Concepts and Conventions, Objectives of Accounting, Accounting Transactions – Double Entry Book Keeping – Journal, Ledger, Preparation of Trial Balance.

Unit II: Subsidiary books (L -15 Hours)

Preparation of cash Book; Bank reconciliation statement; Rectification of errors, Suspense account.

Unit III: Preparation of Final Accounts (L -15 Hours)

Final Accounts, Adjustments, Closing stock, outstanding, prepaid and accrued, depreciation, bad and doubtful debts, provision and discount on debtors and creditors, interest on drawings and capital, Abnormal loss, managerial remuneration.

Unit IV: Partnership Accounts (L -15 Hours)

Basic concepts of admission, retirement and death of a partner including treatment of goodwill. Depreciation: Meaning, Causes, Types, Straight Line Method, Written Down Value Method.

Unit V: Single Entry (L -15 Hours)

Meaning, Features, Defects, Differences between Single Entry and Double Entry System, Statement of Affairs Method, Conversion Method.

Recommended Text:

- 1. Goel D.K and Shelly Goel, 2018, Financial Accounting, Arya Publications, 2nd edition.
- 2. Jain .S.P & Narang .K, 1999, Financial Accounting, Kalyani Publishers, Ludhiana, 4th edition.
- 3. Rakesh Shankar. R & Manikandan.S, Financial Accounting, SCITECH, 3rd edition.
- 4. Shukla & Grewal, 2002, Advanced Accounting, Sultan Chand & Sons, New Delhi, 15th edition.
- 5. Tulsian P.C., 2006, Financial Accounting, Pearson Education.

Reference Books:

- 1. TS Reddy and A Murthy; Financial Accounting -Margham Publications , 6th Edition, 2019
- 2. David Kolitz; Financial Accounting Taylor and Francis group, USA 2017
- 3. M N Arora; Accounting for Management- Himalaya Publications House 2019.
- 4. SN Maheswari; Financial Accounting Vikas Publishing House, Jan 2018.
- 5. T. Horngren Charles, L. Sundern Gary, A. Elliott John; Introduction to Financial Accounting, Pearson Publications Oct 2017.

Website ande-learning sources:

- 1. https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR_MANA GERS.pdf
- 2. https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf
- 3. https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles
- 4. https://en.wikipedia.org/wiki/Single-entry_bookkeeping_system\
- 5. https://www.profitbooks.net/what-is-depreciation

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	Lecture Hours	: 60	Tutorial Hours	:0	
	Practical Hours	: 0	No. of Credit	:3	
	Contact Hours per Semester	: 60			
	Contact hours per Week	: 4			
	Internal Marks	: 25			
	External Marks	: 75			
	Total Marks	: 100			

Part-III B.B.A / Semester – I / Elective Generic 01 (Allied): Managerial Economics (U23BB1A1)

Objectives of the course

The course aims at giving an overall view of the:

- To familiarize students with concepts of economics and its relevant in business scenario
- To understand the applications & implications of economics in decision-making and problem solving.
- To understand the optimal point of productivity of a firm.
- To describe the pricing strategies that are consistent with evolving marketing needs
- To provide insights to the various market structures in an economy.

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students will:

- **CO1** Analyze & apply the various economic concepts in individual & business decisions.
- CO 2 Explain demand concepts, underlying theories and identify demand forecasting techniques.
- CO 3 Employ production, cost and supply analysis for business decision making
- **CO 4** Identify pricing strategies
- **CO 5** Classify market under competitive scenarios.

CO-PO PSO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	2	3	2	3	3	3	3
CO2	2	2	2	2	2	2	3	3	2	2
CO3	2	2	2	2	3	2	2	2	3	3
CO4	2	3	3	2	2	2	3	3	2	2
CO5	3	3	3	3	3	2	3	3	3	2
Total										
contribution	11	12	12	11	13	10	14	14	13	12
to CO to PO	11	12	12	11	15	10	14	14	15	12
Weighted										
Percentage of										
COs	73.3	80	80	73.3	86.6	66	93.3	93.3	86.6	80
Contribution to										
POs										
0-No Correlation; 1-Weak;				2-Mod	erate;	3	-Strong			

Course Content

Unit I: Managerial Economics

(L -12 Hours)

Nature and scope of managerial economics, definition of economics, important concepts of economics, relationship between micro, macro and managerial economics, nature and scope, objectives of firm.

Unit II: Demand analysis (L -12 Hours)

Theory of consumer behavior, Marginal utility analysis, indifference curve, Meaning of demand, Law of demand, Types of demand, Determinants of demand, Elasticity of demand, Demand forecasting.

Unit III: Production and cost analysis (L -12 Hours)

Production, Factors of production, production function, Concept, Law of variable proportion, Law of return to scale and economics of scale, cost analysis, Different cost concepts, Cost output relationship short run and long run, Revenue curves of firms, Supply analysis.

Unit IV: Pricing methods and strategies (L -12 Hours)

Objectives, Factors, General consideration of pricing, methods of pricing, Dual pricing, Price discrimination.

Unit V: Market classification (L -12 Hours)

Perfect competition, Monopoly, Monopolistic competition, Duopoly, Oligopoly.

Recommended Text:

- 1. Journal of Economic Literature American Economic Association
- 2. Arthasastra Indian Journal of Economics & Research
- 3. Mithani D.M. (2016) Managerial Economics Himalaya Publishing House Mumbai
- 4. Indian Economic Journal/Sage Publications
- 5. Mehta P.L (2016) Managerial Economics Sultan Chand & Sons New Delhi

Reference Books:

- 1. Dr. S. Sankaran; Managerial Economics; Margham Publication, Chennai, 2019
- 2. Thomas and Maurice; Managerial Economics: Foundations of Business Analysis and Strategy, McGraw Hill Education, 10 editions, 2017.
- 3. D N Dwivedi; Managerial Economics: Vikas Publishing House, 8th Edition, 2015.
- 4. H L Ahuja; Managerial Economics, S. Chand, 9th Edition, 2017.
- 5. Dominick Salvatore; Managerial Economics: Principles and Worldwide Applications, Oxford University Press, Eighth edition, 2016

Website ande-learning sources

- 1. https://www.studocu.com/row/document/azerbaycan-dovlet-iqtisad-universiteti/business-and-management/lecture-notes-on-managerial-economics/6061597
- 2. http://www.simplynotes.in/e-notes/mbabba/managerial-economics/
- 3. https://businessjargons.com/determinants-of-elasticity-of-demand.html
- 4. http://www.economicsdiscussion.net/laws-of-production/laws-of-production-laws-ofreturns-to-scale-and-variable-proportions/5134
- 5. https://www.intelligenteconomist.com/profit-maximization-rule/

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Lecture Hours	:	30	Tutorial Hours	:0	
Practical Hours	:	0	No. of Credit	: 2	
Contact Hours per Semester	:	30			
Contact hours per Week	:	2			
Internal Marks	:	50			
External Marks	:				
Total Marks	:	50			

Part-IV B.B.A / Semester – I / Skill Enhancement Course (Non-Major Elective) - 01: Basics of Event Management (U23BB1S1)

Objectives of the course

The course aims at giving an overall view of the

- To know the basic of event management its concepts
- To make an event design
- To make feasibility analysis for event.
- To understand the 5 Ps of Event Marketing
- To know the financial aspects of event management and its promotion

Course Learning Outcomes (for Mapping with Pos and PSOs) On completion of the course, the students will:

- CO 1 To understand basics of event management
- CO 2 To design events
- **CO 3** To study feasibility of organising an event
- CO 4 To gain Familiarity with marketing & promotion of event
- CO 5 To develop event budget

CO-PO PSO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	3	3	3	3	2	3	3	3	3
CO2	2	2	3	2	2	2	3	3	3	3
CO3	2	3	2	3	3	2	2	3	3	3
CO4	2	2	3	2	2	2	3	2	2	3
CO5	3	3	3	3	2	2	2	3	3	2
Total contribution to CO to PO	11	13	14	13	12	10	13	14	14	14
Weighted Percentage of COs Contribution to POs	73.3	86.6	93.3	86.6	80	66	86.6	93.3	93.3	93.3
0-No Correlation; 1-Weak; 2-Me							lerate;		3-Strong	

Course Content

UNIT I: Introduction (L -6 Hours)

Event Management, Definition, Need, Importance, Activities.

UNIT II: Concept and Design of Events

(L -6 Hours)

Event Co-ordination, Developing & Evaluating event concept, Event Design.

UNIT III: Event Feasibility (L -6 Hours)

Event Feasibility: Resources, Feasibility, SWOT Analysis.

UNIT IV: Event Planning & Promotion

(L -6 Hours)

Event Planning & Promotion, Marketing & Promotion, 5P's of Event Marketing, Product, Price, Place, Promotion, Public Relations.

UNIT V: Event Budget (L -6 Hours)

Event Budget - Financial Analysis - Event Cost - Event Sponsorship.

Recommended Text:

- 1. Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh Har-Anand Publications Pvt. Ltd.
- 2. Event Management by Swarup K.Goyal Adhyayan Publisher 2009
- 3. Event Management & Public Relations by Savita Mohan Enkay Publishing House
- 4. Event Planning The ultimate guide Public Relations by S.J.Sebellin Ross
- 5. Event Management By Lynn Van Der Wagen & Brenda R Carlos, Pearson Publishers

Reference Books:

- 1. Event Management By Chaudhary, Krishna, Bio-Green Publishers
- 2. Successful Event Management By Anton Shone & Bryn Parry
- 3. Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid
- 4. Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management by Judy Allen, Wiley Publishers
- 5. Event Planning: Management & Marketing for Successful Events: Management & Marketing for Successful Events: Become an Event Planning Pro & Create a Successful Event Series by Alex Genadinik Create Space Independent Publishing Platform, 2015

Website Resources:

- 1. https://ebooks.lpude.in/management/bba/term_5/DMGT304_EVENT_MANAGEMENT.pdf
- 2. https://www.inderscience.com/jhome.php?jcode=ijhem
- 3. International Journal of Hospitality & Event Management
- 4. https://www.emeraldgrouppublishing.com/journal/ijefm
- 5. International Journal of Event and Festival Management
- 6. https://www.eventbrite.com/blog//?s=roundup
- 7. https://www.eventindustrynews.com/

U	ommunication (U23BBFC	(1)			
	Lecture Hours	: 30	Tutorial Hours	:0	
	Practical Hours	: 0	No. of Credit	: 2	
	Contact Hours per Semester	: 30			
	Contact hours per Week	: 2			
	Internal Marks	: 50			
	External Marks	:			
	Total Marks	: 50			

Part-IV B.B.A / Semester – I / Foundation Course: Managerial munication (U23BBEC1) Con

Objectives of the course

The course aims at giving an overall view of the

- To educate students role & importance of communication skills •
- To build their listening, reading, writing & speaking communication skills. •
- To introduce the modern communication for managers.
- To understand the skills required for facing interview •
- To facilitate the students to understand the concept of Communication. •

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students will:

- **CO1** Understand communication process and its barriers.
- **CO2** Develop business letters in different scenarios
- **CO3** Develop oral communication skills & conducting interviews
- Use managerial writing for business communication **CO4**
- **CO5** Identify usage of modern communication tools & its significance for managers

CO-PO PSO Mapping (Course Articulation Matrix)

CO-1 O 1 SO Mapping (Course Articulation Matrix)										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	3	3	3	3	2	3	3	3	2
CO2	2	2	3	2	2	2	3	3	2	3
CO3	2	3	2	3	3	2	2	3	3	3
CO4	2	2	3	2	2	2	3	2	2	3
CO5	3	3	3	3	2	2	2	2	3	3
Total contribution to CO to PO	11	13	14	13	12	10	13	13	13	14
Weighted Percentage of COs Contribution to POs	73.3	86.6	93.3	86.6	80	66	86.6	86.6	86.6	93.3
0-No Corr	0-No Correlation; 1-Weak; 2-Moderate; 3-Strong									



Course Content

Unit I Communication (L -6 Hours)

Definition - Methods - Types - Principles of effective Communication - Barriers to Communication – Communication etiquette.

Unit II Business Letter (L -6 Hours)

Business Letter - Layout- Kinds of Business Letters: application, offer, acceptance/ acknowledgement and promotion letters. Business Development Letters - Enquiry, replies, Order, Sales, circulars, Grievances.

Unit III Interviews (L -6 Hours)

Interviews- Direct, telephonic & Virtual interviews- Group discussion – Presentation skills – body language

Unit IV Reports (L -6 Hours)

Communication through Reports - Agenda- Minutes of Meeting - Resume Writing

Unit V Modern Forms of Communication (L -6 Hours)

Modern Forms of Communication: podcasts, Email, virtual meetings – Websites and their use in Business – social media- Professional Networking sites

Recommended Text:

- 1. Krishan Mohan & Meena Banerji, Developing Communication Skills, Macmillan India Ltd, 2008
- 2. Mallika Nawal Business Communication CENGAGE
- 3. Bovee, Thill, Schatzman, Business Communication Today Peason Education Private Ltd New Delhi.
- 4. Michael Brown, Making Presentation Happen, Allen & Unwin, Australia, 2008.
- 5. Sundar K.A, Business communication Vijay Nicole imprints Pvt. Ltd., Chennai.

Reference Books:

- 1. Rajendra Paul & J S Kovalahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2017.
- 2. Dr. C B Gupta, Basic Business Communication, Sultan Chand & Sons, New Delhi, 2017
- 3. R C Sharma & Krishan Mohan, Business Correspondence and Report Writing, McGraw Hill, India Pvt. Ltd., New Delhi, 2006
- 4. Kevin Galaagher, Skills Development for Business and Management Students, Oxford University Press, Delhi, 2010
- 5. R C Bhatia, Business Communication, Ane Books Pvt., Ltd., Delhi, 2015

Website ande-learning source:

- 1. https://www.managementstudyguide.com/business_communication.html
- 2. https://studiousguy.com/business-communication/
- 3. https://www.oercommons.org/curated-collections/469
- 4. https://www.scu.edu/mobi/business-courses/starting-a-business/session-8-communication-tools/
- 5. https://open.umn.edu/opentextbooks/textbooks/8

Part-III B.B.A / Semester – II / Core-3: MARKETING MANAGEMENT (U23BB203)

Lecture Hours	: 75	Tutorial Hours	:0
Practical Hours	: 0	No. of Credit	: 5
Contact Hours per Semester	: 75		
Contact hours per Week	: 5		
Internal Marks	: 25		
External Marks	: 75		
Total Marks	: 100		

Objectives of the course

The course aims at giving an overall view of the:

- To understand the marketplace.
- To identify the market segmentation and the Product mix
- To select the different pricing methods and channels of distribution.
- To know the communication mix and sales promotion tools
- To prepare according to the latest trends in market.

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students will:

- **CO 1** To list and identify the core concepts of Marketing and its mix.
- CO 2 To sketch the market segmentation, nature of product, PLC
- **CO 3** To analyze the appropriate pricing methods
- CO 4 To determine the importance of various media
- **CO 5** To assess the sales force and applications of digital marketing

CO-PO-PSO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	3	2	2	3	2	3	3	3	3
CO2	2	2	3	2	2	2	3	3	2	3
CO3	2	3	2	3	3	2	2	3	3	3
CO4	2	2	3	2	2	2	3	2	2	3
CO5	3	3	3	2	2	2	2	3	2	2
Total contribution to CO to PO	11	13	13	11	12	10	13	14	12	14
Weighted Percentage of COs Contribution to POs	73.3	86.6	86.6	73.3	80	66	86.6	93.3	80	93.3
0-No Correlation;			1-W	eak;		2-Mod	lerate;		8-Strong	

Course Content

Unit I: Fundamentals of Marketing (L -15 Hours)

Fundamentals of Marketing – Role of Marketing – Relationship of Marketing With Other Functional Areas- Concept of Marketing Mix – Marketing Approaches – Various Environmental Factors Affecting the Marketing Functions.

Unit II: Segmentation (L -15 Hours)

Segmentation – Need and Basis of Segmentation -Targeting – Positioning

Product – Characteristics – Benefits – Classifications – Consumer Goods – Industrial Goods. Product Mix-New Product Development Process - Product Life Cycle. Branding – Packaging.

Unit III: Pricing (L -15 Hours)

Pricing – Factors Influencing Pricing Decisions – Pricing Objectives. Market.

Physical Distribution: Importance – Various Kinds of Marketing Channels – Distribution Problems.

Unit IV: Communication Mix (L -15 Hours)

A Brief Overview of Communication Mix- Types of Media & its Characteristics- Print -Electronic - Outdoor – Internet- A tool to customer loyalty. Sales Promotion tools- IMC (Integrated marketing communication) - Definition, Process, Need & Significance - CRM – Importance.

Unit V: Sales Force Management (L -15 Hours)

Sales Force Management: Personal Selling Process- Motivation, Compensation and Control of Sales Force – Digital Marketing: Introduction- Applications & Benefits -

Recommended Text:

- 1. Philip Kotler & Gary Armstrong, Principles of Marketing: A South Asian Perspective, Pearson Education, 2018.
- 2. Rajan Saxena, Marketing Management, Tata McGraw Hill, 2017.
- 3. L.Natarajan, Marketing, Margham Publications, 2017.
- 4. J P Mahajan & Anupama Mahajan, Principles of Marketing, Vikas Publishing House, 2017.
- 5. K Karunakaran, Marketing Management, Himalaya Publishing House, 2017.

Reference Books:

- 1. C.B.Gupta & Rajan Nair Marketing Management, Sultan Chand & Son 2020
- V.S. Ramaswamy & S. Namakumari, 2002, Principles of Marketing, first edition, S.G. Wasani / Macmillan India Ltd,
- 3. Cranfield, Marketing Management, Palgrave Macmillan.
- 4. Harsh V Verma & Ekta Duggal, Marketing, Oxford University Press, 2017.
- 5. Sontakki C.N, Marketing Management, Kalyani Publishers, Ludhiana.2016

Website Resources:

- 1. http://eprints.stiperdharmawacana.ac.id/24/1/%5BPhillip_Kotler%5D_Marketing_Management_14t h_Edition%28BookFi%29.pdf
- 2. https://mrcet.com/downloads/MBA/digitalnotes/Marketing%20Management.pdf
- 3. https://www.enotesmba.com/2013/01/marketing-management-notes.html
- 4. Industrial Marketing Management | Journal | ScienceDirect.com by Elsevier
- 5. Journal of Marketing Management | Taylor & Francis Online (tandfonline.com)

Part-III B.B.A / Semester – II / Core-4: Accounting for Managers – II (U23BB204)

Lecture Hours	: 75	Tutorial Hours	:0
Practical Hours	: 0	No. of Credit	: 5
Contact Hours per Semester	: 75		
Contact hours per Week	: 5		
Internal Marks	: 25		
External Marks	: 75		
Total Marks	: 100		

Objectives of the course

Unit I: Cost accounting

The course aims at giving an overall view of the

- To provide basic understanding of cost concepts and classification.
- To develop skills in tools & techniques and critically evaluate decision making in business.
- To understand various ratios and cash flow related to finance
- To recognize the role of budgets and variance as a tool of planning and control.
- To gain insights into the fundamental principles of accounting and use them in day-to-day business scenarios

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students will:

- CO 1 Interpret cost sheet & write comments.
- **CO 2** Compare cost, management & financial accounting
- **CO 3** Analyze the various ratio and compare it with standards to assess deviations
- **CO 4** Estimate budget and use budgetary control
- **CO 5** Evaluate marginal costing and its components

CO-PO-PSO Mapping (Course Articulation Matrix)

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	3	2	3	3	2	3	3	3	3
CO2	2	2	3	2	2	2	3	3	2	3
CO3	2	3	2	3	3	2	2	3	3	3
CO4	3	2	3	2	2	2	3	2	2	2
CO5	3	2	3	3	2	2	2	3	2	3
Total										
contribution	12	12	13	13	12	10	13	14	12	14
to CO to PO										
Weighted										
Percentage of										
COs	80	80	86.6	86.6	80	66	86.6	93.3	80	93.3
Contribution to										
POs										
0-No Correlation; 1-Wea				eak;		2-Mod	lerate;		3-Strong	

Course Content

(L -15 Hours)

Cost accounting – Meaning, nature, scope and functions, need, importance and limitations- Cost concepts and classification – cost sheets – Tenders & Quotation.

Unit II: Management Accounting (L -15 Hours)

Management accounting – Meaning, nature, scope and functions, need, importance and limitations – Management Accounting vs. Cost Accounting. Management Accounting vs. Financial Accounting. Analysis and Interpretation of financial statements – Nature, objectives, essentials and tools, methods – Comparative Statements, Common Size statement and Trend analysis.

Unit III: Ratio Analysis (L -15 Hours)

Ratio Analysis – Interpretation, benefits and limitations. Classification of ratios - Liquidity, Profitability, turnover.

Unit IV: Budgets and budgetary control (L -15 Hours)

Budgets and budgetary control – Meaning, objectives, merits and demerits – Sales, Production, flexible budgets and cash budget

Unit V: Marginal Costing (L -15 Hours)

Marginal Costing – CVP analysis – Break even analysis

Recommended Text:

- 1. Gupta, R.L and M. Radhaswamy, Advanced Accountancy, Sultan Chand & Sons, 2016.
- 2. T. S. and A .Murthy, Management Accounting, Chennai: Margham, 2007.
- 3. Jain S.P and K.L Narang, Advanced Accountancy (Part II). Kalyani, 2007.
- 4. Maheshwari S.N, Advanced Accountancy (Part11), Vikas, 2007.
- 5. Man Mohan and S.N. Goyal. Principles of Management Accounting, Agra: Sahitya Shawan, 2017.

Reference Books:

- 1. T. S. Reddy and Hari Prasad Reddy- Management Accounting, Margham Publication, 2016
- 2. Antony Atkinson, Rebert S Kalpan, Advance Management Accounting, Pearson Publications, 2015.
- 3. Horngren Sunderu Stratton, Introduction to Management Accounting, Pearson Education, 2013.
- 4. Rajiv Kumar Goel & Ishaan Goel, Concept Building Approach to Management Accounting, 2019.
- 5. Colin Drury, Management and Cost Accounting (with Course Mate and eBook Access), Cengage, 2015.

Website and e-learning sources:

- 1. https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-costaccounting/meaning-of-management-accounting/
- 2. https://efinancemanagement.com/financial-accounting/management-accounting
- 3. http://www.accountingnotes.net/management-accounting/management-accountingmeaning-limitations-and-scope/5859
- 4. https://www.wallstreetmojo.com/ratio-analysis/
- 5. http://www.accountingnotes.net/cost-accounting/variance-analysis/what-is-varianceanalysis-cost-accounting/10656

International Business (U2.	3BB2A2)		
Lecture Hours	: 60	Tutorial Hours	:0
Practical Hours	: 0	No. of Credit	: 3
Contact Hours per Semester	: 60		
Contact hours per Week	: 4		
Internal Marks	: 25		
External Marks	: 75		
Total Marks	: 100		

Part-III B.B.A / Semester – II / Elective Generic 02 (Allied): International Business (U23BB2A2)

Objectives of the course

The course aims:

- To familiarize students with basic concepts of International Business
- To impart knowledge about theories of international trade
- To know the concepts of foreign exchange market and foreign direct investment
- To understand the global environment
- To gain knowledge on the Contemporary Issues of International Business

Course Learning Outcomes (for Mapping with Pos and PSOs) On completion of the course, the students will:

- CO 1 Discuss the modes of entry to International Business
- CO 2 Explain international trade theories
- CO 3 Understand Foreign exchange market and FDI
- CO 4 Outline the Global Business Environment
- **CO 5** Identify the relevance of international institutions and trading blocks.

CO-PO-PSO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	3	2	3	3	3	3
CO2	3	2	3	2	2	2	3	2	3	3
CO3	2	2	2	2	3	2	2	3	2	2
CO4	2	2	3	2	2	2	3	3	2	2
CO5	2	2	3	2	2	2	2	3	2	2
Total contribution	11	10	13	11	12	10	13	14	12	12
to CO to PO Weighted										
Percentage of COs Contribution to POs	73.3	66.6	86.6	73.3	80	66	86.6	93.3	80	80
0-No Correlation;			1-W	eak;		2-Mod	erate;		B-Strong	

Course Content

Unit I: Introduction to International Business (L -12 Hours)

Introduction to International Business: Importance, nature and scope of international business-Internationalization process and Approaches - Modes of entry- Multinational Corporations and their involvement in International Business- Advantage and problems of MNCs.

Unit II: Introduction of Trade theories (L -12 Hours)

Introduction of Trade theories— Mercantilism — Absolute Advantage — Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — Porter's Diamond Competitive Advantage Theory.

Unit III: Foreign Investments-Pattern (L -12 Hours)

Foreign Investments-Pattern, Foreign exchange rates and their impact on trade and investment flows- Functions of Foreign Exchange Market- Foreign Direct Investments — Factors influencing FDI — Modes of FDI entry - Horizontal and Vertical Foreign Direct Investment — Advantages of Host and Home Countries.

Unit IV: Drivers in Globalisation (L -12 Hours)

Drivers in Globalisation - Globalisation of Markets, production, investments and Technology. World trade in goods and services — Major trends and developments- World trade and protectionism — Tariff and non-tariff barriers.

Unit V: Regional Economic Groupings in Practice (L -12 Hours)

Regional Economic Groupings in Practice- Levels of Regional Economic Integration Regionalism vs. Multilateralism- Important Regional Economic Groupings in the World. Contemporary Issues in International Business- Institutional support to international business like BREXIT, IMF, World Bank, ILO and WTO.

Recommended Text:

- 1. Gupta CB, International Business, S Chand & Co. Ltd, 2014
- 2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
- 3. Hill, C.W.L. and Jain, A.K., International Business: Competing in the Global Marketplace, 11th Edition, Tata McGraw-Hill Education, 2018.
- 4. Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010
- 5. Paul, J., International Business, 5th Edition, PHI Learning, 2010

Reference Books:

- 1. Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
- 2. Griffin, R., International Business, 7th Edition, Pearson Education, 2012.
- 3. Tamer Cavusgil S, Gary Knight, John Riesenberger, International Business The New Realities, 4th edition, Pearson ,2017
- 4. Aswathappa K, International Business, 7th Edition, McGraw-Hill, 2020.
- 5. Subba Rao P, International Business, (Text and Cases), Himalaya Publishing House, 2016

Website and e-learning sources:

- 1. https://online.hbs.edu/blog/post/international-business-examples
- 2. https://saylordotorg.github.io/text_international-business
- 3. https://www.imf.org/en/home
- 4. https://courses.lumenlearning.com/suny-internationalbusiness/chapter/reading-what-is-international-business/
- 5. http://www.simplynotes.in/e-notes/mbabba/international-business-management/

Ele	ctive) - 02: Managerial SI	kill Developm	ent (U23BB282)		
	Lecture Hours	: 30	Tutorial Hours	:0	
	Practical Hours	: 0	No. of Credit	: 2	
	Contact Hours per Semester	: 30			
	Contact hours per Week	: 2			
	Internal Marks	: 50			
	External Marks	:			
	Total Marks	: 50			

Part-IV B.B.A / Semester – II / Skill Enhancement Course (Non-Major Elective) - 02: Managerial Skill Development (U23BB2S2)

Objectives of the course

The course aims at giving an overall view of the

- To improve the self-confidence, groom the personality and build emotional competence
- To address self-awareness and the assessment of core management skills such as communication, working with teams and creating a positive environment for change.
- To assess the Emotional intelligence
- To induce critical-thinking and analytical skills to investigate complex problems to propose viable solutions
- To improve professional etiquettes

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students will:

- **CO 1** Identify the personal qualities that are needed to sustain in the world of work.
- **CO 2** Explore more advanced Management Skills such as conflict resolution, empowerment, working with teams and creating a positive environment for change.
- CO 3 Acquire practical management skills that are of immediate use in management or leadership positions.
- **CO 4** Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.
- **CO 5** Make persuasive presentations that reveal strong written and oral communication skills needed in the workplace.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	3	2	3	3	3	3
CO2	3	3	3	3	2	2	3	3	3	3
CO3	2	3	2	2	3	2	2	3	3	3
CO4	2	2	3	2	2	2	3	3	2	2
CO5	2	3	3	2	2	2	2	2	3	3
Total contribution to CO to PO	11	13	13	12	12	10	13	14	14	14
Weighted Percentage of COs Contribution to POs	73.3	86.6	86.6	80	80	66	86.6	93.3	93.3	93.3
0-No Correlation;			1-W	eak;	1	2-Mod	lerate;		3-Strong	

CO-PO-PSO Mapping (Course Articulation Matrix)

Course Content

Unit I: Introduction (L -6 Hours)

Self: Core Competency, Understanding of Self, Components of Self— Self-identity, Self-concept, Self - confidence and Self-image. Skill Analysis and finding the right fit. Self-learning styles, attitude towards change and applications of skills

UNIT II: Self Esteem (L -6 Hours)

Self Esteem: Meaning & Importance, Components of self-esteem, High and low self-esteem, measuring our self-esteem and its effectiveness, Personality mapping tests, Appreciative Intelligence.

Unit III: Building Emotional Competence (L -6 Hours)

Building Emotional Competence: Emotional Intelligence — Meaning, Components, Importance and Relevance, Positive and Negative Emotions., Healthy and Unhealthy expression of Emotions, The six-phase model of Creative Thinking: ICEDIP model.

Unit IV: Thinking skills (L -6 Hours)

Thinking skills: The Mind/Brain/Behaviour, thinking skills, Critical Thinking and Learning, Making Predictions and Reasoning, Memory and Critical Thinking, Emotions and Critical Thinking.

Creativity: Definition and meaning of creativity, The nature of creative thinking, Convergent and Divergent thinking, Idea generation and evaluation (Brain Storming), Image generation and evaluation.

UNIT V: Communication related to course (L -6 Hours)

Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing.

Debates, presentations, role plays and group discussions on current topics.

Audio and Video Recording of the above exercises to improve the non-verbal communication and professional etiquettes.

Recommended Text:

- 1. Managerial Skill Articles
- 2. The Management Skills of SALL Managers SiSAL Journal
- 3. Managerial Skills by Dr.K.Alex S.CHAND
- 4. Managerial Skills 2 by Cynthia Menezes Prabhu, Pen to Print Publishing LLP
- **5.** Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press. PROF. SANJIV.

Reference Books:

- 1. Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication
- 2. McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.
- 3. Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.
- 4. P. Varshney, A. Dutta, Managerial Skill Development, Alfa Publications, 2012
- 5. EQ- soft skills for Corporate Carrier by Dr. Sumeet Suseelan

Website and e-learning sources:

- 1. https://www.ipjugaad.com/syllabus/ggsip-university-bba-4th-semester-managerial-skill-development-syllabus/63
- 2. https://www.academia.edu/4358901/managerial_skill_development_pdf
- 3. https://www.academia.edu/4358901/managerial_skill_development_pdf
- 4. https://rccmindore.com/wp-content/uploads/2015/06/Managerial-SkillsAll-Units-AC.pdf
- 5. https://www.aisectuniversityjharkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD(Managerial%20skill%20development).pdf

Part-IV B.B.A / Semester – II / Skill Enhancement Course - 03: Business Etiquette and Corporate Grooming (U23BB2S3)

Lecture Hours	: 30	Tutorial Hours	: 0
Practical Hours	: 0	No. of Credit	: 2
Contact Hours per Semester	: 30		
Contact hours per Week	: 2		
Internal Marks	:		
External Marks	: 50		
Total Marks	: 50		

Objectives of the course

The course aims at giving an overall view of the

- To impart knowledge about basic etiquettes in professional conduct.
- To provide understanding about the workplace courtesy and ethical issues involved.
- To suggest on guidelines in managing rude and impatient clients.
- To familiarize students about significance of cultural sensitivity and the relative business attire.
- To stress on the importance of attire.

Course Learning Outcomes (for Mapping with Pos and PSOs)

On completion of the course, the students will:

- CO 1 Describe basic concepts of business etiquette and corporate grooming.
- **CO 2** Outline the etiquette and grooming standards followed in business environment and the
- significance of communication
- CO 3 Create cultural awareness and moral practices in real life workplace scenarios
- **CO 4** Analyze work place courtesy and resolve ethical issues with respect to etiquette and grooming for success
- **CO 5** Apply the professionalism in the workplace considering diversity and courtesy

CO-PO-PSO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	2	3	2	3	3	3	3
CO2	3	3	3	2	2	2	3	3	3	3
CO3	3	3	2	2	3	2	2	3	3	3
CO4	2	2	3	2	2	2	3	3	2	2
CO5	2	3	3	2	2	2	2	2	2	3
Total contribution to CO to PO	12	13	13	10	12	10	13	14	13	14
Weighted Percentage of COs Contribution to POs	80	86.6	86.6	66.6	80	66	86.6	93.3	86.6	93.3
0-No Correlation;			1-W	eak;		2-Mod	lerate;		8-Strong	

Course Content

Unit I: Introduction to Business Etiquette (L -6 Hours)

Introduction to Business Etiquette: Introduction- ABCs of etiquette, meeting and greeting scenarios, principles of exceptional work behavior, role of good manners in business, professional conduct and personal spacing.

Unit II: Workplace Courtesy and Business Ethics (L -6 Hours)

Workplace Courtesy and Business Ethics: Workplace Courtesy, Practicing common courtesy and manners in a workplace, Etiquette at formal gatherings, Professional qualities expected from an employer's perspective, Hierarchy and Protocol. Ethical issues, preventing sexual harassment, conflict resolution strategies, choosing appropriate gift in the business environment, real life work place scenarios, company policy for business etiquette.

Unit III: Types Etiquette (L -6 Hours)

Telephone Etiquette, email etiquette and Disability Etiquette, Mastering the telephone courtesy, handling rude or impatient clients, internet usage in the workplace, email etiquette, online chat etiquette guidelines, Basic disability Etiquette practices.

Unit IV: Diversity and Cultural Awareness (L -6 Hours)

Diversity and Cultural Awareness at Workplace Impact of diversity, Cultural Sensitivity, Taboos and Practices, Inter-Cultural Communication.

UNIT V: Business Attire and Professionalism (L -6 Hours)

Business Attire and Professionalism, Business style and professional image, dress code, guidelines for appropriate business attire, grooming for success.

Recommended Text:

- 1. Journal of Computer Mediated Communication by ICA.
- 2. Business and Professional Communication by Sage Journals.
- 3. Business Etiquette Made Easy: The Essential Guide to Professional Success by Myka Meier, Skyhorse.
- 4. Emily Post's The Etiquette Advantage in Business: Personal Skills for Professional Success by Peggy Post and Peter Post, William Morrow.
- **5.** Shital Kakkar Mehra, "Business Etiquette: A guide for the Indian Professional", Harper Collins Publisher (2012).

Reference Books:

- 1. Indian Business Etiquette, Raghu Palat, JAICO Publishers.
- 2. Nina Kochhar, "At Ease with Etiquette", B.Jain Publisher, 2011.
- 3. Nimeran Sahukar, Prem P. Bhalla, "The Book of Etiquette and manners", Pustak Mahi publishers, 2004.
- 4. Sarvesh Gulati (2012), Corporate Grooming and Etiquette, Rupa Publications India Pvt., Ltd.
- 5. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success by Barbara Pachter, Mc Graw Hill Education.

Website and e-learning sources:

- 1. http://osou.ac.in/eresources/DIM-08-BLOCK-3.pdf.
- 2. https://www.columbustech.edu/skins/userfiles/files/Training%20Manual%20%20Business%20Et iquette%20(1).pdf.
- 3. https://www.sbu.edu/docs/default-source/life-at-sbu-documents/professional-wardrobe-nbsp-.pdf.
- 4. https://www.tutorialspoint.com/business_etiquette/grooming_etiquettes.htm.
- 5. https://wikieducator.org/Business_etiquette_and_grooming.