

Department of Management Studies

Periyar Nagar, Vallam Thanjavur - 613 403, Tamil Nadu
Phone: +91 - 4362 – 264600 Fax: +91- 4362 - 264660
Email: headmba@pmu.edu Web: www.pmu.edu



FACULTY OF HUMANITIES, SCIENCES AND MANAGEMENT

BBA – BACHELOR OF BUSINESS ADMINISTRATION

(HOSPITALITY MANAGEMENT)

REGULATION 2023

(Applicable for the students admitted in the Academic year 2023 onwards)

THREE YEAR FULL TIME

CURRICULUM AND SYLLABUS

I to VI SEMESTERS

APPROVAL	
BOS	42nd ACM
12.06.2023	8.07.2023

TABLE OF CONTENTS

S.No	Contents	Pg. No
1.	Institution Vision and Mission	3
2.	Department Vision and Mission	4
3.	Mapping of Institution Mission with Department Mission	4
4.	Programme Educational Objectives (PEO)	5
5.	Mapping of Department Mission (DM) with Programme Educational Objectives (PEO)	5
6.	Graduate Attributes (GA)	5
7.	Programme Outcome (PO)	6
9.	Mapping of Program Outcomes (POs) with Graduate Attributes (GAs)	7
10.	Mapping of Program Educational Objectives (PEOs) with Program Outcomes (POs)	7
11.	BBA (Hospitality Management) – Curriculum	8

**PERIYAR MANIAMMAI INSITUTE OF SCIENCE & TECHNOLOGY
(Deemed to be University)**

INSTITUTION VISION

To be a University of global dynamism with excellence in knowledge and innovation ensuring social responsibility for creating an egalitarian society.

INSTITUTION MISSION

IM1: Offering well balanced programmes with scholarly faculty and state-of-art facilities to impart high level of knowledge.

IM2: Providing student-centred education and foster their growth in critical thinking, creativity, entrepreneurship, problem solving and collaborative work.

IM3: Involving progressive and meaningful research with concern for sustainable development.

IM4: Enabling the students to acquire the skills for global competencies.

IM5: Inculcating Universal values, Self respect, Gender equality, Dignity and Ethics.

DEPARTMENT OF MANAGEMENT STUDIES

DEPARTMENT VISION

To be a department of international repute delivering excellence in management education and research with the aim of creating business leaders capable of solving problems of industry and society.

DEPARTMENT MISSION

DM1: To impart education meeting global standards enabling students to become business leaders.

DM2: To impart education enabling students to identify and solve problems of industry and society.

DM3: To impart education enabling students to become entrepreneurs.

DM4: To impart education enabling students to do research and be innovative.

DM5: To impart education on values, ethics and protection of the environment.

Mapping of Institution Mission with Department Mission

	DM1	DM2	DM3	DM4	DM5	Total
IM1	3	2	1	2	0	8
IM2	1	3	3	2	0	9
IM3	1	2	1	3	1	8
IM4	3	0	1	1	1	6
IM5	0	0	2	0	3	5

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

Program Educational Objectives:

PEO1	Graduates will be successfully employed and solve problems of industry and society.
PEO2	Graduates will start and manage new ventures successfully.
PEO3	Graduates will pursue higher education successfully.
PEO4	Graduates will practice their profession with honesty and integrity.

Mapping of Mission (MS) with Program Educational Objectives (PEOs)

	PEO1	PEO2	PEO3	PEO4
DM1	3	2	3	1
DM2	3	2	3	1
DM3	1	3	1	1
DM4	3	2	3	1
DM5	3	2	3	1

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

GRADUATE ATTRIBUTES

- 1. Knowledge:** Apply knowledge of business administration to make decisions.
- 2. Problem Analysis:** Analyze problems and reach substantiated conclusions.
- 3. Development of Solutions:** Evaluate a wide range of potential solutions for those problems and arrive at feasible, optimal solutions after considering public health and safety, cultural, societal and environmental factors in the core areas of expertise.
- 4. Research Skill:** Extract information pertinent to unfamiliar problems through literature survey, apply appropriate research methodologies, techniques and tools, analyze and interpret data.
- 5. Usage of modern tools:** Create, select, learn and apply appropriate techniques, resources, and modern management and IT tools, including prediction and modeling.
- 6. Collaborative and Multidisciplinary work:** Demonstrate a capacity for self-management and teamwork, decision-making based on open-mindedness, objectivity

and rational analysis in order to achieve common goals and further the learning of themselves as well as others.

- 7. Project Management and Finance:** Demonstrate knowledge and understanding of management principles and apply the same to one's own work, as a member and leader in a team, manage projects efficiently in respective disciplines and multidisciplinary environments after consideration of economical and financial factors.
- 8. Communication:** Communicate with the industry, and with society at large confidently and effectively, such as, being able to comprehend and write effective reports and design documentation by adhering to appropriate standards, make effective presentations, and give and receive clear instructions.
- 9. Life-long Learning:** Recognize the need for, and have the preparation and ability to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competence continuously.
- 10. Ethical Practices and Social Responsibility:** Acquire professional and intellectual integrity, professional code of conduct, ethics of research and scholarship, consideration of the impact of research outcomes on professional practices and an understanding of responsibility to contribute to the community for sustainable development of society.

PROGRAM OUTCOMES

Graduates of the BBA program should attain the following outcomes:

1. Knowledge of business administration to solve problems of industry and society.
2. Knowledge of the latest tools and technologies used in business administration.
3. Understand the local and global business environment.
4. Communicate effectively with the stakeholders in industry and society.
5. Identify problems, collect relevant data, use appropriate techniques and tools to analyze the data and select the optimum solution.
6. Function effectively as a leader and member of a team.
7. Apply ethical principles and social responsibility.

8. Demonstrate knowledge of and need for sustainable development.
9. Possess the ability to engage in lifelong learning.

Mapping of Program Outcomes (POs) with Graduate Attributes (GAs)

	GA1	GA2	GA3	GA4	GA5	GA6	GA7	GA8	GA9	GA10
PO1	3	3	3	3	2	1	1	1	2	1
PO2	3	2	2	2	3	1	1	1	2	1
PO3	2	2	2	2	1	1	1	1	2	1
PO4	1	1	1	1	1	1	1	3	1	1
PO5	2	3	3	3	2	1	1	2	1	1
PO6	1	1	1	1	1	3	3	2	1	1
PO7	1	1	1	1	1	2	2	1	1	3
PO8	2	1	1	1	1	1	1	1	1	3
PO9	2	1	1	1	1	1	1	1	3	1

0- No Relation 1- Low Relation 2- Medium Relation 3- High Relation

Mapping of Program Educational Objectives (PEOs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
PEO 1	3	3	3	3	3	3	3	3	3
PEO 2	3	3	3	3	3	3	3	3	3
PEO 3	3	3	1	3	3	2	2	2	3
PEO 4	1	1	2	1	1	2	3	2	1

0- No Relation 1- Low Relation 2- Medium Relation 3- High Relation

BBA (Hospitality Management) - Curriculum and Syllabus from I to VI Semesters**Regulation 2023****SEMESTER I**

Type	Course Code	Course Name	L	T	P	SS	H	C
Paper - I	XGT101	Tamil – I/ Foundational Tamil - I	3	0	0	0	3	3
Paper - I	XGE102	English – I	3	0	0	0	3	3
Core Paper -I	XHM103	Principles of Management	4	0	0	0	4	4
Core Paper – II	XHM104	Accounting for Managers I	4	0	0	0	4	4
Elective Paper – I	XHME01	Managerial Economics	3	0	0	0	3	3
SEC1	XHM105	Basics of Event Management	2	0	0	0	2	2
FC 01	XHM106	Managerial Communication	2	0	0	0	2	2
(VBE) UMAN-1	XUM001	Human Ethics, Values, Rights, and Gender Equality	1	0	0	1	2	1
			22	0	0	1	23	22

Total Credits -22 Total Hours - 23

SEMESTER II

Type	Course Code	Course Name	L	T	P	SS	H	C
Paper – II	XGT201	Tamil – II / Foundational Tamil - II	3	0	0	0	3	3
Paper - II	XGE202	English – II	3	0	0	0	3	3
Core Paper – III	XHM203	Marketing Management	4	0	0	0	4	4
Core Paper – IV	XHM204	Accounting for Managers II	4	0	0	0	4	4
Elective Paper – II	XHME02	International Business	3	0	0	0	3	3
SEC2	XHM205	Managerial Skill Development	2	0	0	0	2	2
SEC3	XHM206	Business Etiquette and Corporate Grooming	2	0	0	0	2	2
(ES) UMAN2	XUM002	Environmental Studies	1	0	0	1	2	1
			22	0	0	1	23	22

Total Credits -22 Total Hours - 23

SEMESTER III

Type	Course Code	Course Name	L	T	P	SS	H	C
Paper – III	XGT301	Tamil – III	3	0	0	0	3	3
Paper – III	XGE302	English – III	3	0	0	0	3	3
Core Paper – V	XHM303	Organizational Behaviour	4	0	0	0	4	4
Core Paper – VI	XHM304	Financial Management	4	0	0	0	4	4
Elective Paper – III	XHME03	Business Statistics	3	0	0	0	3	3
NME	XHMOE1	Open Elective - 1	3	0	0	0	3	3
SEC4	XHM305	Computer Applications in Business	2	0	0	0	2	2
SEC5	XHM306	New Venture Development	1	0	0	0	1	1
GS (UMAN3)	XUM003	Disaster Management	1	0	0	1	2	1
			24	0	0	1	25	24

Total Credits -24 Total Hours - 25

SEMESTER IV

Type	Course Code	Course Name	L	T	P	SS	H	C
Paper – IV	XGT401	Tamil – IV	3	0	0	0	3	3
Paper – IV	XGE402	English – IV	3	0	0	0	3	3
Core Paper – VII	XHM403	Front Office Management	4	0	0	0	4	4
Core Paper – VIII	XHM404	Business Regulatory Framework	4	0	0	0	4	4
Elective Paper – IV	XHME04	Operations Research	3	0	0	0	3	3
NME	XHMOE2	Open Elective - 2	3	0	0	0	3	3
SEC6	XHM405	Tally	2	0	0	0	2	2
SEC7	XHM406	Intellectual Property Rights	2	0	0	0	2	2
EVS	XHM407	Environmental Studies	2	0	0	0	2	2
UMAN 4	XUM004	Introduction to Entrepreneurship	1	0	0	1	2	1
		Total	27	0	0	1	28	27

Total Credits -27 Total Hours - 28

SEMESTER V

Type	Course Code	Course Name	L	T	P	SS	H	C
Core Paper – IX	XHM501	Human Resource Management	4	0	0	0	4	4
Core Paper – X	XHM502	Research Methodology	4	0	0	0	4	4
Core Paper – XI	XHM503	Business Taxation	4	0	0	0	4	4
Core Paper – XII	XHM504	Housekeeping Management	4	0	0	0	4	4
Elective Paper – V	XHME05/ XHME06	Tourism Principles and Practice / Contemporary Issues in Hospitality	3	0	0	0	3	3
NME	XHMOE3	Open Elective - 3	3	0	0	0	3	3
VE	XHM505	Value Education	2	0	0	0	2	2
Internship	XHM506	Second Year Vacation Internship (45 hours)	0	0	2	0	4	2
		Total	24	0	2	0	28	26

Total Credits -26 Total Hours - 28

SEMESTER VI

Type	Course Code	Course Name	L	T	P	SS	H	C
Core Paper – XIII	XHM601	Entrepreneurial Development	4	0	0	0	4	4
Core Paper – XIV	XHM602	Hospitality Law	4	0	0	0	4	4
Core Paper – XV	XHM603	Production and Materials Management	4	0	0	0	4	4
Elective Paper – VI	XHME07/ XHME08	Customer Relationship Management / Services Marketing	3	0	0	0	3	3
Elective Paper – VII	XHME09/ XHME10/ XHME11	Event Planning and Marketing / Event Production and Logistics / Convention Management	3	0	0	0	3	3
Electiv-Project	XHME12	Business Research Project	0	0	4	0	8	4
UMAN 5	XUM005	Cyber Security	1	0	0	1	2	1
Extension	XHM604	Extension Activities	0	0	0	0	2	2
		Total	19	0	4	1	30	25

Total Credits – 25 Total Hours - 30

Total Credits – 146

COURSE CODE	XHM103	L	T	P	C
COURSE NAME	PRINCIPLES OF MANAGEMENT	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To impart knowledge about evolution of management 2. To provide understanding on planning process and importance of decision making in organization 3. To learn the application of principles in organization 4. To study the process of effective controlling in organization 5. To familiarize students about significance of ethics in business and its implications. 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Classify</i> the nature, scope, role, levels, functions and approaches of management	Cognitive	Understanding		
CO2	<i>Explain</i> planning and decision making in management	Cognitive	Understanding		
CO3	<i>Summarize</i> organization structure and various organizing techniques	Cognitive	Understanding		
CO4	<i>Outline</i> the Direction, Co-ordination & Control mechanisms	Cognitive	Understanding		
CO5	<i>Summarize</i> ethical practices of organisation.	Cognitive	Understanding		
UNIT I-INTRODUCTION					12
Management: 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					12
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					12
Organizing: 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					12
Direction – Nature and Purpose. Co- ordination – Need, Type and Techniques and requisites for excellent Co-ordination – Controlling – Meaning and Importance – Control Process.					
UNIT V – BUSINESS ETHICS					12
Definition of Business ethics - Types of Ethical issues -Role and importance of Business Ethics and Values in Business - Ethics internal - Ethics External - Environment Protection - Responsibilities of Business					

LECTURE	TUTORIAL	PRACTICAL	TOTAL
60	0	0	60
TEXT BOOKS			
<ol style="list-style-type: none"> 1. James A.F. Stoner, Edward Freeman R. and Daniel R. Gilbert, <i>Management</i>, 6th Edition, Pearson Education, 2018. 2. Ricky W. Griffin, <i>Management</i>, Cengage India, 2017. 3. Stephen P. Robbins, Mary Coulter and David De Decenzo, <i>Fundamentals of Management</i>, 9th Edition, Pearson Education India, 2016. 4. Stephen P. Robbins, Mary Coulter, Yusuf Sidani and Dima Jamali S, <i>Management</i>, Arab World 2nd Edition, Pearson Education, 2015. 			
REFERENCES			
<ol style="list-style-type: none"> 1. P.C. Tripathi and P.N Reddy, <i>Principles of Management</i>, 7th Edition, McGraw Hill, 2021 2. L.M. Prasad, <i>Principles and Practice of Management</i>, Sultan Chand & Sons, 2021 3. C.B.Gupta and Shruthi Mathur, <i>Management Principles and Applications</i>, 8th Edition, Scholar Tech Press, 2022 4. Harold Koontz, Hienz Weihrich and Mark V. Cannice, <i>Essentials of Management</i>, McGraw Hill, 11th Edition, 2020. 			
WEB RESOURCES			
<ol style="list-style-type: none"> 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 			

COURSE CODE	XHM104	L	T	P	C
COURSE NAME	ACCOUNTING FOR MANAGERS I	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4: 0 : 0	4	0	0	4
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To impart knowledge about basic concepts of accounting and its applications 2. To analyze and interpret financial reports of a company 3. To understand the gross profit and net profit earned by organization 4. To foster knowledge on Hire Purchase system 5. To understand the procedures of Accounting under Single entry system. 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Apply</i> knowledge about basic concepts of accounting and its applications	Cognitive	Applying		
CO2	<i>Identify</i> subsidiary book, statement and error rectification of a company	Cognitive	Applying		
CO3	<i>Construct</i> final report of an organisation	Cognitive	Applying		
CO4	<i>Explain</i> Hire Purchase system	Cognitive	Understanding		
CO5	<i>Compare</i> the procedures of accounting under single entry system	Cognitive	Understanding		
UNIT I-INTRODUCTION					12
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 – BOOKS					12
Subsidiary book – Preparation of cash Book – Bank reconciliation statement – rectification of errors – Suspense account					
UNIT III – FINAL ACCOUNTS					12
Preparation of 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.					
UNIT IV- HIRE PURCHASE SYSTEM					12
Hire Purchase System – Default and Repossession – Hire Purchase Trading Account – Installment System.					
UNIT V – ENTRY SYSTEM					12
Single Entry – Meaning, Features, Defects, Differences between Single Entry and Double Entry System – Statement of Affairs Method – Conversion Method					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
60	0	0		60	

TEXT BOOKS

1. D.K. Goel, Rajesh Goel and Shelly Goel, *Fundamentals of Financial Accounting*, 8th Edition, Arya Publications, 2018
2. S.P. Jain, K.L. Narang, Simmi Agrawal and Monika Sehgal, *Financial Accounting*, Kalyani Publishers, 2020
3. R. Rakesh Shankar and S. Manikandan, *Financial Accounting*, SCITECH, 3rd Edition.
4. S.M. Shukla and K.L. Gupta, *Advanced Accounting*, Sahitya Bhawan Publications, 2022
5. P.C. Tulsian, Bharat Tulsian and Tushar Tulsian, *Financial Accounting*, S. Chand Publishing, 2023

REFERENCES

1. TS Reddy and A.Murthy, *Financial Accounting*, Margham Publications, 2019
2. David Kolitz, *Financial Accounting*, Taylor and Francis, 2017
3. M.N. Arora, *Accounting for Management*, Himalaya Publications House, 2019
4. S.N. Maheswari, *Financial Accounting*, Vikas Publishing House, 2018
5. T. Horngren Charles, L. Sundern Gary and A. Elliott John, *Introduction to Financial Accounting*, Pearson Publications, 2017

WEB RESOURCES

1. https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS.pdf
2. [https://www.drnishikantjha.com/booksCollection/Accounting for Management for MBA.pdf](https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA.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>

COURSE CODE	XHME01	L	T	P	C
COURSE NAME	MANAGERIAL ECONOMICS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To familiarize students with concepts of economics and its relevance in business scenario 2. To understand the applications & implications of economics in decision-making and problem solving. 3. To Understand the optimal point of cost analysis and production factors of the firm. 4. To describe the pricing strategies that are consistent with evolving marketing needs 5. To Provide insights to the various market structures in an economy. 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Classify</i> the various economic concepts in individual & business decisions.	Cognitive	Understanding		
CO2	<i>Explain</i> demand concepts, underlying theories and identify demand forecasting techniques.	Cognitive	Understanding		
CO3	<i>Explain</i> production, cost and supply analysis for business decision making	Cognitive	Understanding		
CO4	<i>Explain</i> pricing strategies	Cognitive	Understanding		
CO5	<i>Classify</i> market under competitive scenarios.	Cognitive	Understanding		
UNIT I-INTRODUCTION					09
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					09
Demand analysis – Theory of consumer behavior – Marginal utility analysis – indifference curve analysis Meaning of demand – Law of demand – Types of demand-Determinants of demand – Elasticity of demand –Demand forecasting.					
UNIT III – PRODUCTION AND COST ANALYSIS					09
Production and cost analysis – 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					09
Pricing methods and strategies – Objectives – Factors – General consideration of pricing – methods of pricing – Dual pricing – Price discrimination					
UNIT V – MARKET CLASSIFICATION					09
Market classification – Perfect competition – Monopoly – Monopolistic competition – Duopoly – Oligopoly					

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
<ol style="list-style-type: none"> 1. Shaga Narayanabharathi Arjun Kumar and Gaddam Jimmy Corton, <i>Managerial Economics</i>, Notion Press, 2020 2. Michael R. Baye, Jeffrey T. Prince, <i>Managerial Economics and Business Strategy</i>, 8th Edition, McGraw Hill Education, 2017 3. D.M. Mithani, <i>Managerial Economics Theory and Applications</i>, Himalaya Publishing House, 2017 4. P.L. Mehta, <i>Managerial Economics</i>, Sultan Chand & Sons, 2016 			
REFERENCES			
<ol style="list-style-type: none"> 1. S. Sankaran, <i>Managerial Economics</i>, Margham Publication, 2019 2. Thomas and Maurice, <i>Managerial Economics: Foundations of Business Analysis and Strategy</i>, McGraw Hill Education, 2017 3. D.N. Dwivedi, <i>Managerial Economics</i>, Vikas Publishing House, 2015 4. H.L. Ahuja, <i>Managerial Economics</i>, S. Chand, 2017 5. Dominick Salvatore, <i>Managerial Economics: Principles and Worldwide Applications</i>, Oxford University Press, 2016 			
WEB RESOURCES			
<ol style="list-style-type: none"> 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.economicdiscussion.net/laws-of-production/laws-of-production-laws-of-returns-to-scale-and-variable-proportions/5134 5. https://www.intelligenteconomist.com/profit-maximization-rule/ 			

COURSE CODE	XHM105	L	T	P	C
COURSE NAME	BASICS OF EVENT MANAGEMENT	2	0	0	2
PREREQUISITE:	Nil	L	T	P	H
C:P:A	2 : 0 : 0	2	0	0	2
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To know the basic of event management its concepts 2. To make an event design 3. To make feasibility analysis for event. 4. To understand the 5 Ps of Event Marketing 5. To know the financial aspects of event management and its Promotion. 					
COURSE OUTCOMES				Domain	Level
CO1	<i>Explain</i> basics of event management		Cognitive	Understanding	
CO2	<i>Explain</i> designing of events		Cognitive	Understanding	
CO3	<i>Explain</i> feasibility of organising an event		Cognitive	Understanding	
CO4	<i>Explain</i> marketing & promotion of event		Cognitive	Understanding	
CO5	<i>Explain</i> event budgeting		Cognitive	Understanding	
UNIT I-INTRODUCTION					6
Introduction: Event Management – Definition, Need, Importance, Activities.					
UNIT II – EVENT DESIGN					6
Concept and Design of Events: Event Co-ordination, Developing &, Evaluating event concept – Event Design					
UNIT III – EVENT FEASIBILITY					6
Event Feasibility: Resources – Feasibility, SWOT Analysis					
UNIT IV- EVENT PLANNING AND PROMOTION					6
Event Planning & Promotion – Marketing & Promotion – 5Ps of Event Marketing – Product, Price, Place, Promotion, Public Relations					
UNIT V – EVENT BUDGET					6
Event Budget – Financial Analysis – Event Cost – Event Sponsorship					
LECTURE	TUTORIAL	PRACTICAL	TOTAL		
30	0	0	30		
TEXT BOOKS					
<ol style="list-style-type: none"> 1. Devesh Kishore and Ganga Sagar Singh, <i>Event Management: A Booming Industry and an Eventful Career</i>, Har-Anand Publications, 2019 2. Swarup K. Goyal, <i>Event Management</i>, Adhyayan Publisher, 2013 3. Savita Mohan, <i>Event Management Public Relations</i>, Enkay Publishers, 2011 4. Lynn Van Der Wagen and Lauren White, <i>Event Management</i>, Cengage, 2018 					
REFERENCES					

1. Krishna Chaudhary, *Event Management*, Bio-Green Publishers, 2023
2. Anton Shone and Bryn Parry, *Successful Event Management*, 5th Edition, Cengage, 2019
3. Razaq Raj, Paul Walters and Tahir Rashid, *Event management: Principles and Practice*, 3rd Edition, Sage Publications, 2017
4. Judy Allen, *Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management*, Wiley Publishers, 2003

WEB 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/>

COURSE CODE	XHM106	L	T	P	C
COURSE NAME	MANAGERIAL COMMUNICATION	2	0	0	2
PREREQUISITE:	Nil	L	T	P	H
C:P:A	2: 0 : 0	2	0	0	2
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To educate students role & importance of communication skills 2. To build their listening, reading, writing & speaking communication skills 3. To introduce the modern communication for managers 4. To understand the skills required for facing interview 5. To facilitate the students to understand the concept of Communication 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> communication process and its barriers	Cognitive	Understanding		
CO2	<i>Explain</i> business letters in different scenarios	Cognitive	Understanding		
CO3	<i>Demonstrate</i> oral communication skills & conducting interviews	Cognitive	Understanding		
CO4	<i>Outline</i> the managerial writing for business communication	Cognitive	Understanding		
CO5	<i>Illustrate</i> usage of modern communication tools & its significance for managers	Cognitive	Understanding		
UNIT I-INTRODUCTION					6
Definition – Methods – Types – Principles of effective Communication – Barriers to Communication – Communication etiquette.					
UNIT II – LETTER					6
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 – INTERVIEW					6
Interviews- Direct, telephonic & Virtual interviews- Group discussion – Presentation skills – body language					
UNIT IV- REPORT					6
Communication through Reports – Agenda- Minutes of Meeting - Resume Writing					
UNIT V – TRENDS					6
Modern Forms of Communication: podcasts, Email, virtual meetings – Websites and their use in Business – social media- Professional Networking sites					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
30	0	0		30	
TEXT BOOKS					
1. Krishan Mohan and Meena Banerji, <i>Developing Communication Skills</i> , 2 nd Edition, Trinity					

<p>Press, 2017</p> <ol style="list-style-type: none"> Mallika Nawal, <i>Business Communication</i>, 2nd Edition, Cengage India, 2019 Courtland L. Bovee, John V. Thill, Roshan Lal Raina, <i>Business Communication Today</i>, 15th Edition, Peason Education, 2021 Michael Brown, <i>Making Presentations Happen</i>, Allen & Unwin, 2003 K. Sundar, <i>Business Communication</i>, Tata McGraw Hill Education, 2012
<p>REFERENCES</p> <ol style="list-style-type: none"> Rajendra Paul and J S Kovalahalli, <i>Essentials of Business Communication</i>, Sultan Chand & Sons, 2017 C. B. Gupta, <i>Basic Business Communication</i>, Sultan Chand & Sons, 2017 R. C. Sharma and Krishan Mohan, <i>Business Correspondence and Report Writing</i>, McGraw Hill India, 2006 Kevin Gallagher, <i>Skills Development for Business and Management Students</i>, Oxford University Press, 2010 R. C. Bhatia, <i>Business Communication</i>, Ane Books, 2015
<p>WEB RESOURCES</p> <ol style="list-style-type: none"> https://www.managementstudyguide.com/business_communication.html https://studiousguy.com/business-communication/ https://www.oercommons.org/curated-collections/469 https://www.scu.edu/mobi/business-courses/starting-a-business/session-8-communication-tools/ https://open.umn.edu/opentextbooks/textbooks/8

COURSE CODE	XHM203	L	T	P	C
COURSE NAME	MARKETING MANAGEMENT	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To understand the marketplace. 2. To identify the market segmentation and the Product mix. 3. To select the different pricing methods and channels of distribution 4. To know the communication mix and sales promotion tools 5. To prepare according to the latest trends in market 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> the core concepts of Marketing and its mix.	Cognitive	Understanding		
CO2	<i>Outline</i> market segmentation, nature of product and PLC	Cognitive	Understanding		
CO3	<i>Explain</i> pricing methods	Cognitive	Understanding		
CO4	<i>Explain</i> the importance of various media	Cognitive	Understanding		
CO5	<i>Explain</i> sales force and applications of digital marketing.	Cognitive	Understanding		
UNIT I-INTRODUCTION					12
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 & PRODUCT					12
Segmentation – Need And Basis of Segmentation -Targeting – Positioning Product – Characteristics – Benefits – Classifications – Consumer Goods – Industrial Goods. New Product Development Process - Product Life Cycle. Branding – Packaging.					
UNIT III – PRICING & DISTRIBUTION					12
Pricing – Factors Influencing Pricing Decisions – Pricing Objectives. Physical Distribution: Importance – Various Kinds of Marketing Channels – Distribution Problems.					
UNIT IV- PROMOTION					12
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					12
Sales Force Management: Personal Selling Process- Motivation, Compensation and Control of Sales Force– Digital Marketing: Introduction- Applications & Benefits					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
60	0	0		60	

TEXT BOOKS

1. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque, *Principles of Marketing: A South Asian Perspective*, 13th Edition, Pearson Education, 2017
2. Rajan Saxena, *Marketing Management*, 6th Edition, McGraw Hill, 2019
3. L. Natarajan, *Marketing Management*, Margham Publications, 2017
4. J. P. Mahajan and Anupama Mahajan, *Principles of Marketing*, Vikas Publishing House, 2016
5. K. Karunakaran, *Marketing Management*, Himalaya Publishing House, 2023

REFERENCES

1. Philip Kotler, *Marketing Management*, 11th edition, Pearson Education, 2003
2. V.S. Ramaswamy and S. Namakumari, *Principles of Marketing*, Macmillan India, 1994
3. Harsh V Verma and Ekta Duggal, *Marketing*, Oxford University Press, 2015
4. C. N. Sontakki, *Marketing Management*, 7th Edition, Kalyani Publishers, 2016

WEB RESOURCES

1. http://eprints.stiperdharmawacana.ac.id/24/1/Phillip_Kotler_Marketing_Management_14th_Edition Book.pdf
2. https://mrcet.com/downloads/MBA/digitalnotes/Marketing_Management.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)

COURSE CODE	XHM204	L	T	P	C
COURSE NAME	ACCOUNTING FOR MANAGERS II	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To provide basic understanding of cost concepts and classification. 2. To develop skills in tools & techniques and critically evaluate decision making in business. 3. To understand various ratios and cash flow related to finance 4. To recognize the role of budgets and variance as a tool of planning and control. 5. To gain insights into the fundamental principles of accounting and use them in day-to-day business scenarios 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> cost sheet & write comments.	Cognitive	Understanding		
CO2	<i>Compare</i> cost, management & financial accounting	Cognitive	Understanding		
CO3	<i>Choose</i> various ratios and compare with standards to assess deviations	Cognitive	Applying		
CO4	<i>Develop</i> budget and use budgetary control	Cognitive	Applying		
CO5	<i>Identify</i> marginal costing and its components	Cognitive	Applying		
UNIT I-COST ACCOUNTING					12
Cost accounting – Meaning, nature, scope and functions, need, importance and limitations- Cost concepts and classification – cost sheets – Tenders & Quotation					
UNIT II – MANAGEMENT ACCOUNTING					12
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					12
Ratio Analysis – Interpretation, benefits and limitations. Classification of ratios - Liquidity, Profitability, turnover. Cash flow and Funds flow statement.					
UNIT IV- BUDGETS					12
Budgets and budgetary control – Meaning, objectives, merits and demerits – Sales, Production, flexible budgets and cash budget					
UNIT V – MARGINAL COSTING					12
Marginal Costing – CVP analysis – Break even analysis					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
60	0	0		60	
TEXT BOOKS					

1. R.L. Gupta and M. Radhaswamy. *Advanced Accountancy*, Sultan Chand & Sons, 2013
2. A. Murthy and S. Gurusamy, *Management Accounting*. 2nd Edition, McGraw Hill, 2009
3. S.P. Jain and K.L. Narang, *Advanced Accountancy (Vol 2)*. Kalyani, 2007
4. S.N. Maheshwari, Suneel K. Maheswari and Sharad K. Maheswari, *Advanced Accountancy (Vol 2)*, 11th Edition, Vikas Publishing, 2018

REFERENCES

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 and Ishaan Goel, *Concept Building Approach to Management Accounting*, 2019
5. Colin Drury, *Management and Cost Accounting*, Cengage, 2015

WEB RESOURCES

1. <https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-cost-accounting/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>

COURSE CODE	XHME02	L	T	P	C
COURSE NAME	INTERNATIONAL BUSINESS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To familiarize students with basic concepts of International Business 2. To impart knowledge about theories of international trade. 3. To know the concepts of foreign exchange market and foreign direct investment 4. To understand the global environment 5. To gain knowledge on the Contemporary Issues of International Business 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> the modes of entry to International Business	Cognitive	Understanding		
CO2	<i>Explain</i> international trade theories	Cognitive	Understanding		
CO3	<i>Explain</i> Foreign exchange market and FDI	Cognitive	Understanding		
CO4	<i>Outline</i> the Global Business Environment	Cognitive	Understanding		
CO5	<i>Identify</i> the relevance of international institutions and trading blocs	Cognitive	Understanding		
UNIT I-INTRODUCTION					09
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 – THEORIES – FOREIGN TRADE					09
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					09
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					09
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 GROUPS					09
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					

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
<ol style="list-style-type: none"> 1. C.B. Gupta, <i>International Business</i>, S Chand, 2020 2. Charles W.L. Hill, <i>International Business: Competing in the Global Marketplace</i>, 13th Edition, McGraw Hill, 2023 3. Francis Cherunilam, <i>International Business: Text and Cases</i>, 6th Edition, PHI Learning, 2020 4. Justin Paul, <i>International Business</i>, 6th Edition, PHI Learning, 2013 			
REFERENCES			
<ol style="list-style-type: none"> 1. Deresky, H., <i>International Management: Managing Across Borders and Cultures</i>, 6th Edition, Pearson, 2011 2. R. Griffin, <i>International Business</i>, 7th Edition, Pearson Education, 2012 3. Tamer Cavusgil S, Gary Knight and John Riesenberger, <i>International Business: The New Realities</i>, 4th edition, Pearson, 2017 4. K. Aswathappa, <i>International Business</i>, 7th Edition, McGraw Hill, 2020 5. P. Subba Rao, <i>International Business</i>, Himalaya Publishing House, 2016 			
WEB RESOURCES			
<ol style="list-style-type: none"> 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/ 			

COURSE CODE	XHM205	L	T	P	C
COURSE NAME	MANAGERIAL SKILL DEVELOPMENT	2	0	0	2
PREREQUISITE:	Nil	L	T	P	H
C:P:A	2: 0 : 0	2	0	0	2
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To improve the self-confidence, groom the personality and build emotional competence 2. To address self-awareness and the assessment of core management skills such as communication, working with teams and creating a positive environment for change. 3. To assess the Emotional intelligence 4. To induce critical-thinking and analytical skills to investigate complex problems to propose viable solutions 5. To improve professional etiquettes 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Classify</i> the personal qualities that are needed to sustain in the world of work.	Cognitive	Understanding		
CO2	<i>Explain</i> advanced Management Skills such as conflict resolution, empowerment, working with teams and creating a positive environment for change.	Cognitive	Understanding		
CO3	<i>Explain</i> practical management skills that are of immediate use in management or leadership positions.	Cognitive	Understanding		
CO4	<i>Summarize</i> critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.	Cognitive	Understanding		
CO5	<i>Outline</i> persuasive presentations that reveal strong written and oral communication skills needed in the workplace.	Cognitive	Understanding		
UNIT I-INTRODUCTION					6
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					6
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 – EMOTIONAL INTELLIGENCE					6
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					6

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			6
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.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
30	0	0	30
TEXT BOOKS			
<ol style="list-style-type: none"> 1. Arora Abhishek, <i>Managerial Skill Development</i>, Kalyani Publishers, 2010 2. Mukta Goyal, <i>Managerial Skill Development</i>, Notion Press, 2022 3. K. Alex, <i>Managerial Skills</i>, S.Chand, 2015 4. Cynthia Menezes Prabhu, <i>Managerial Skills 2</i>, Pen to Print Publishing, 2022 5. Kevin Gallagher, <i>Skills Development for Business and Management Students</i>, Oxford University Press, 2013 			
REFERENCES			
<ol style="list-style-type: none"> 1. G. Joshi, <i>Campus to Corporate: Your Roadmap to Employability</i>, Sage Publication, 2015 2. E.H. McGrath, <i>Basic Managerial Skills</i>, 9th Edition, Prentice Hall India, 2011 3. D. Whetten, <i>Developing Management Skills</i>, Prentice Hall India, 2011 4. P. Varshney and A. Dutta, <i>Managerial Skill Development</i>, Alfa Publications, 2012 5. Sumeet Suseelan, <i>EQ- Soft skills for Corporate Career</i>, Penman Books, 2022 			

COURSE CODE	XHM206	L	T	P	C
COURSE NAME	BUSINESS ETIQUETTE AND CORPORATE GROOMING	2	0	0	2
PREREQUISITE:	Nil	L	T	P	H
C:P:A	2 : 0 : 0	2	0	0	2
LEARNING OBJECTIVE					
<ol style="list-style-type: none"> 1. To impart knowledge about basic etiquettes in professional conduct 2. To provide understanding about the workplace courtesy and ethical issues involved 3. To suggest on guidelines in managing rude and impatient clients 4. To familiarize students about significance of cultural sensitivity and the relative business attire 5. To stress on the importance of attire 					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Describe</i> basic concepts of business etiquette and corporate grooming.	Cognitive	Understanding		
CO2	<i>Outline</i> the etiquette and grooming standards followed in business environment and the significance of communication	Cognitive	Understanding		
CO3	<i>Explain</i> cultural awareness and moral practices in real life workplace scenarios	Cognitive	Understanding		
CO4	<i>Explain</i> workplace courtesy and resolving ethical issues with respect to etiquette and grooming for success	Cognitive	Understanding		
CO5	<i>Explain</i> professionalism in the workplace considering diversity and courtesy	Cognitive	Understanding		
UNIT I-INTRODUCTION					6
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					6
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 workplace scenarios - company policy for business etiquette					
UNIT III – TELEPHONE ETIQUETTE					6
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			6
Diversity and Cultural Awareness at Workplace Impact of diversity - Cultural Sensitivity - Taboos and Practices - Inter - Cultural Communication			
UNIT V – BUSINESS ATTIRE			6
Business Attire and Professionalism Business style and professional image- dress code- guidelines for appropriate business attire- grooming for success.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
30	0	0	30
TEXT BOOKS			
<ol style="list-style-type: none"> 1. Sarvesh Gulati, <i>Corporate Grooming and Etiquette</i>, Rupa, 2010 2. John Chibaya Mbuya and Bulelwa Monica Maphela, <i>Grooming and Etiquette for Corporate Men and Women</i>, Lambert Academic Publishing, 2010 3. Myka Meier, <i>Business Etiquette Made Easy: The Essential Guide to Professional Success</i>, Skyhorse, 2020 4. Peggy Post and Peter Post, <i>Emily Post's The Etiquette Advantage in Business: Personal Skills for Professional Success</i>, William Morrow, 2005 5. Shital Kakkar Mehra, <i>Business Etiquette: A Guide for the Indian Professional</i>, Harper Collins Publisher, 2012 			
REFERENCES			
<ol style="list-style-type: none"> 1. Raghu Palat, <i>Indian Business Etiquette</i>, Jaico Publishers, 2008 2. Nina Kochhar, <i>At Ease with Etiquette</i>, Health Harmony, 2011 3. Nimeran Sahukar and Prem P. Bhalla, <i>The Book of Etiquette and Manners</i>, Pustak Mahi Publishers, 2004 4. Sarvesh Gulati, <i>Corporate Grooming and Etiquette</i>, Rupa Publications, 2012 5. Barbara Pachter, <i>The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success</i>, McGraw Hill Education, 2013 			
WEB RESOURCES			
<ol style="list-style-type: none"> 1. http://osou.ac.in/eresources/DIM-08-BLOCK-3.pdf 2. https://www.columbustech.edu/skins/userfiles/files/Training Manual - Business Etiquette (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 			