



BHARATHIDASAN UNIVERSITY, TIRUCHIRAPALLI – 620 024

Bachelor of Business Administration (B.B.A.) Syllabus Under CBCS

Updated on 1-3-2017

(Applicable to the candidates admitted from the academic year 2016-2017 onwards)

| SEM | PART | COURSE TITLE | HRS / WE EK | CRE DITS | EXA M HRS | MARKS | | TOTAL |
|-----|-------|--|----------------------|-------------|-----------------|---------|---------|-------|
| | | | | | | IN T | EX T | |
| I | I | Language Course – I (LC) – Tamil*/Other Language +# | 6 | 3 | 3 | 25 | 75 | 100 |
| | II | English Language Course –I (ELC) | 6 | 3 | 3 | 25 | 75 | 100 |
| | III | Core Course I (CC) Management Concepts | 6 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course II (CC) Financial Accounting | 6 | 4 | 3 | 25 | 75 | 100 |
| | | Allied Course I Managerial Economics | 4 | 3 | 3 | 25 | 75 | 100 |
| | IV | Value Education | 2 | 2 | 3 | 25 | 75 | 100 |
| | Total | | | 30 | 20 | | | |
| II | I | Language Course –II (LC) – Tamil*/Other Language +# | 6 | 3 | 3 | 25 | 75 | 100 |
| | II | English Language Course –II (ELC) | 6 | 3 | 3 | 25 | 75 | 100 |
| | III | Core Course III (CC) Marketing Management | 6 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course IV Mathematics & Statistics for Managers | 6 | 4 | 3 | 25 | 75 | 100 |
| | | Allied Course II Business Environment | 4 | 3 | 3 | 25 | 75 | 100 |
| | IV | Environmental Studies | 2 | 2 | 3 | 25 | 75 | 100 |
| | Total | | | 30 | 20 | | | |

| | | | | | | | | |
|-------|-------|---|-----------|-----------|----------|---------------|---------------|------------|
| III | I | Language Course –III (LC) – Tamil*/Other Language +# | 6 | 3 | 3 | 25 | 75 | 100 |
| | II | English Language Course –III (ELC) | 6 | 3 | 3 | 25 | 75 | 100 |
| | III | Core Course V Managerial Communication | 6 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course VI Computer Applications in Business (Theory + Practical) | 6 | 4 | 3 T P | 15 + 10 | 45 + 30 | 100 |
| | | Allied Course III Business Law | 4 | 3 | 3 | 25 | 75 | 100 |
| | IV | Non-Major Elective – I for those who studied Tamil under Part I a) Basic Tamil for other language students b) Special Tamil for those who studied Tamil upto 10 th +2 but opt for other languages in degree programme A) Management Principles (or) B) Stock Exchange Practices | 2 | 2 | 3 | 25 | 75 | 100 |
| | Total | | 30 | 20 | | | | 600 |
| IV | I | Language Course –IV (LC) – Tamil*/Other Language +# | 6 | 3 | 3 | 25 | 75 | 100 |
| | II | English Language Course –IV (ELC) | 6 | 3 | 3 | 25 | 75 | 100 |
| | III | Core Course VII Organizational Behaviour | 5 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course VIII Operations Research | 5 | 5 | 3 | 25 | 75 | 100 |
| | | Allied Course IV Production Management | 4 | 3 | 3 | 25 | 75 | 100 |
| | IV | Non-Major Elective – II for those who studied Tamil under Part I a) Basic Tamil for other language students b) Special Tamil for those who studied Tamil upto 10 th +2 but opt for other languages in degree programme A) Banking Practices (or) B) International Business | 2 | 2 | 3 | 25 | 75 | 100 |
| | IV | Skill Based Elective – I | 2 | 2 | 3 | 25 | 75 | 100 |
| Total | | 30 | 23 | | | | 700 | |

| | | | | | | | | |
|-------------|-------|---|------------|-----------|------------|-------------|-------------|------------|
| V | III | Core Course IX Cost Accounting | 5 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course X Financial Management | 5 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course XI Company Law and Secretarial Practice | 5 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course XII Research Methods in Management | 5 | 5 | 3 | 25 | 75 | 100 |
| | | Major Based Elective – I Services Marketing | 4 | 4 | 3 | 25 | 75 | 100 |
| | IV | Skill Based Elective – II | 2 | 2 | 3 | 25 | 75 | 100 |
| | IV | Skill Based Elective – III | 2 | 2 | 3 | 25 | 75 | 100 |
| | IV | Soft Skills Development | 2 | 2 | 3 | 25 | 75 | 100 |
| | Total | | 30 | 30 | | | | 800 |
| VI | III | Core Course XIII Human Resource Management | 6 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course XIV Management Accounting | 6 | 5 | 3 | 25 | 75 | 100 |
| | | Core Course XV Entrepreneurial Development | 6 | 5 | 3 | 25 | 75 | 100 |
| | | Major Based Elective – II Management Concepts in Thirukkural | 5 | 5 | 3 | 25 | 75 | 100 |
| | | Major Based Elective – III Global Business Management | 6 | 5 | 3 | 25 | 75 | 100 |
| | V | Extension Activities** Gender Studies | - 1 | 1 1 | - 3 | - 25 | - 75 | - 100 |
| | Total | | 30 | 27 | | | | 600 |
| Grand Total | | 180 | 140 | | 750 | 3150 | 3900 | |

| | | |
|-------------------------------|---|------------------------|
| Language Part – I | - | 4 |
| English Part –II | - | 4 |
| Core Paper | - | 15 |
| Allied Paper | - | 4 |
| Non-Major Elective | - | 2 |
| Skill Based Elective | - | 3 |
| Major Based Elective | - | 3 |
| Environmental Studies | - | 1 |
| Value Education | - | 1 |
| Soft Skill Development | - | 1 |
| Gender Studies | - | 1 |
| Extension Activities | - | 1 (Credit only) |

* for those who studied Tamil upto 10th +2 (Regular Stream)

+ Syllabus for other Languages should be on par with Tamil at degree level

those who studied Tamil upto 10th +2 but opt for other languages in degree level under Part I should study special Tamil in Part IV

** Extension Activities shall be out side instruction hours

Non Major Elective I & II – for those who studied Tamil under Part I

- a) Basic Tamil I & II for other language students
- b) Special Tamil I & II for those who studied Tamil upto 10th or +2 but opt for other languages in degree programme

Note:

1. Theory Internal 25 marks External 75 marks

2. Separate passing minimum is prescribed for Internal and External

- a) The passing minimum for CIA shall be 40% out of 25 marks (i.e. 10 marks)
- b) The passing minimum for University Examinations shall be 40% out of 75 marks (i.e. 30 marks)

CORE COURSE – I MANAGEMENT CONCEPTS

OBJECTIVES:

- To make students understand the basic concepts and principles of management
- To help them acquire the skills needed to become a successful manager
- To enable them to understand the various processes of the management.

UNIT - I

Nature and Scope of Management – Management as a Science, an Art or a Profession – Process – Levels of management – F.W.Taylor’s Scientific Management – Fayol’s Theory of Management.

UNIT - II

Planning – Process – Types of Plans – Objectives, Policies, Procedures, Rules, Strategies, Programmes and Budgets - Decision making - Process of decision making – Types of decision – Problems involved in decision making.

UNIT- III

Organizing – Concept – Organization as a process – Elements of Organization process – Types of organization- Span of Control – Delegation – Centralization – Decentralization.

UNIT - IV

Staffing – Functions – Process – Selection – Recruitment – Training. Direction – Concept – Elements of Directing – Principles of Direction – Process of Directing.

UNIT - V

Co-ordination – Controlling – Need and importance – Process – Characteristics of an ideal control system – Budgetary Control.

TEXT BOOK RECOMMENDED:

Principles of Management – L.M. PRASAD
Management Principles – T.RAMASAMY

BOOKS FOR REFERENCE:

1. Principles of Management – SHERLEKAR S. A.
2. Business Management – DINKAR PAGARE
3. Principles of Management – TRIPATHI AND REDDY.
4. Essentials of Management – KOONTZ AND O’DONNEL

CORE COURSE – II FINANCIAL ACCOUNTING

OBJECTIVES:

- To enable learners understand the fundamental concepts of Accounting
- To give them a basic knowledge of accounting principles
- To facilitate them to prepare final Accounts of business and non-trading concerns.

UNIT - I

Definition of Account – Nature of Accounting – Accounting Concepts and Postulates - Double Entry Vs single entry –Books of Accounts

UNIT - II

Journal – Ledger - Subsidiary Books - Trial Balance

UNIT - III

Bank Reconciliation Statement (BRS) - Final Accounts of Sole Trader – trading, Profit and Loss Account and Balance Sheet with simple adjustments.

UNIT - IV

Methods of Depreciation –Straight Line Method, Written Down Value Method and Annuity Method.

UNIT - V

Capital and Revenue – Accounts of Non-trading organizations - Income and Expenditure Account – Receipts and Payments Account.

(Marks – Theory 40% and Problems 60%)

TEXT BOOK RECOMMENDED:

Advanced Accountancy – S.P.JAIN & K.L.NARANG, Kalyani Publishers.

BOOKS FOR REFERENCE:

1. Advanced Accountancy – M.C.SHUKLA, T.S.GREWAL & S.C.GUPTA
Sultan Chand & Sons.
2. Advanced Accountancy – R.L.GUPTA & RADHASAMY.
3. Principles of Accountancy – VINAYAKAM, MANI & NAGARAJAN.

ALLIED COURSE I MANAGERIAL ECONOMICS

OBJECTIVES:

- To promote the ability to understand the basic concepts of Economics
- To give students the capacity to make relevance of economics in business decisions
- To help them be equipped with economic tools for business analysis.

UNIT - I

Managerial Economics – Nature and Characteristics – Scope – Relationship with other disciplines – Laws of Demand.

UNIT - II

Concept of Utility – Law of Diminishing Marginal Utility – Concept of Consumer Surplus – Elasticity of Demand - Types.

UNIT - III

Factors of Production – Law of returns – Law of variable proportions – Law of returns to scale – Economies of Large Scale Production.

UNIT - IV

Market Structures – Price and Output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT - V

National Income – Concepts, Measurement and Difficulties in measurement – Inequalities of Income – Causes.

TEXT BOOK RECOMMENDED:

Managerial Economics – R.L.VARSHNEY & K.L.MAHESHWARI
Managerial Economics - S.SANKARAN

BOOKS FOR REFERENCE:

1. Managerial Economics Analysis, Problems & Cases – P.L.MEHTA.
2. Principles of Economics, Economic Analysis – V.LOKANATHAN.
3. Economic Analysis – K.P.M. SUNDHARAM & E.N. SUNDHARAM.
4. Managerial Economics – CAUVERY, SUDHANAYAK, GIRIJA

CORE COURSE – III MARKETING MANAGEMENT

OBJECTIVES:

- To expose students to marketing concepts and trends in the market.
- To promote the ability to relate consumer behaviour and market trends
- To make students realize the relationship between marketing channels and corresponding strategies.

UNIT - I

Market and Marketing: Distinction between marketing and selling - Types of market – Concepts – Functions - Marketing management – Objectives – Importance - Marketing Environment - Marketing Information System.

UNIT - II

Market Segmentation: Criteria of effective segmentation – Benefits – Bases for market segmentation - Factors influencing consumer behavior – Buyer motives – Buying process.

UNIT - III

Marketing Mix - Product planning and development – Productmix decisions – New product development – Product life cycle and strategies - Pricing – Meaning – Influencing factors – Objectives – Pricing methods.

UNIT - IV

Marketing channels -Need and importance – Classification – Types of Intermediaries – Wholesalers – Functions – Retailers – Functions - Physical distribution – Elements of physical distribution (logistics)

UNIT - V

Promotion mix - Personal selling –Process - Advertising – Objectives – Types - Sales promotion – Objectives – Sales promotionmethods, publicity and public relations.

TEXT BOOK RECOMMENDED:

1. Ramaswamy and Namakumari, Marketing Management 3/e Revised MacMillan I Ltd

BOOKS FOR REFERENCE:

1. Philip Kotler, Marketing Management, Prentice Hall of India.
2. Philip Kotler and Armstrong, Marketing Management
3. Rajan Nair, Marketing
4. Saxena, Marketing Management, Tata McGraw Hill Pub
5. Pillai &Bhagavathi, Modern Marketing
6. Sherlekar, Marketing Management
7. Varshney RL and Gupta SL, Marketing Management

CORE COURSE – IV MATHEMATICS AND STATISTICS FOR MANAGERS

OBJECTIVES:

- To make students understand and the basic mathematical and statistical tools
- To promote the ability to appropriate statistical techniques in business
- To help students analyze management problems in research and decision making.

UNIT - I

Differentiation - Derivation of standard Function, Addition, Difference and product Rule, Maxima and Minima – Application of Derivatives in Business.

UNIT - II

Matrices and Determinants - Definition – Basic concepts - Addition, Subtraction and Multiplication of Matrices – Elementary Operations: Transpose of a Matrix, Inverse, and Solving equations by matrix method – Determinants and Solution of Simultaneous Linear Equations.

UNIT - III

Statistics – Definition – Nature – Scope and Objectives – Diagrammatic representation – One, two and three dimensional diagrams – Graphic representation-Histogram, Frequency Polygon, Frequency Curve, Histogram and Pie diagram – Classification and tabulation.

UNIT - IV

Measures of Central Tendency - Mean, Median, Mode, Geometric Mean and Harmonic Mean – Measures of Dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation and co-efficient of variation.

UNIT - V

Simple Correlation - Karl Pearson's Co-efficient of Correlation and Spearman's Rank Correlation – Simple Regression Analysis.

(Marks: theory 40 % and Problems 60%)

TEXT BOOK RECOMMENDED:

Business Mathematics- SAN CHETI & KAPOOR, S.Chand& Co. Ltd.

Statistics – R.S.N.PILLAI & BAGAVATHI, Sultan Chand & Co. Ltd.

Business Mathematics and Statistics – P.A.NAVNITHAM, Jai Publishers, Trichy.

BOOKS FOR REFERENCE:

1. Statistical Methods – S.P.GUPTA, Sultan Chand &Co.Ltd.

2. Business Tools and decision Making - S.L.AGGARWAL & S.L.BHARDWAJ
Kalyani Publishers.

ALLIED COURSE – II BUSINESS ENVIRONMENT

OBJECTIVES:

- To promote basic understanding of the concepts of business environment
- To provide broad knowledge on domestic and international environment
- To make learners aware of the impact of environment on business.

UNIT - I

Business - Scope - Characteristics - Goals - Criticisms - Business Environment - Objectives and types.

UNIT - II

Economic Environment- Concept –Factors-Basic Economic System - Economic Planning- Privatization – Nature and objectives.

UNIT - III

Political Environment- Political Institutions-Legislature, Executives and Judiciary - Government in Business-Regulatory, Intervention and Participatory roles.

UNIT - IV

Financial Environment - Financial System -RBI - Commercial banks– International Economic Institutions - World Bank – IMF– WTO.

UNIT - V

Social and Cultural Environment-Impact of Culture on Business - People's Attitude to Business and Work-Business and Society - Social responsibility of Business – CSR.

TEXT BOOK RECOMMENDED:

K. Aswathappa- Essentials of Business Environment-Himalaya Publishing House.

BOOKS FOR REFERENCE:

1. George Steiner & John F. Steiner- Business, Government and Society-Tata McGraw Hill
2. Adikari - Economic Environment in Business- Himalaya Publishing House
3. Francis Cherunilam - Business Environment
4. Ishwar C. Dhingra.-Indian Economy-Sultan Chand & Company
5. Rudra Datt and K.P.M. Sundharam -Indian Economy
6. Sundaram & Black - The International Business Environment - Prentice Hall, New Delhi.
7. Cherunilam, Francis - Business Environment - Text and Cases, Himalaya Publishing House.

CORE COURSE – V MANAGERIAL COMMUNICATION

OBJECTIVES:

- To make students understand the significance and principles of communication
- To help them acquire adequate skills in business correspondence and
- To enable students to write reports and speeches on topics related to business.

UNIT - I

Communication – Meaning and Objectives – Communication Cycle – Principles – Types – Media – Barriers to Communication.

UNIT - II

Business Letters - Kinds –Layout and Parts – Enquiry and Reply – Offers and Quotations – Orders – Execution and Cancellation –Complaint letters – Claims and Adjustments - Commercial Terms and Abbreviations.

UNIT - III

Collection Letters – Sales Promotion Letters – Circular Letters.

UNIT - IV

Bank Correspondence – Import and Export Correspondence – Application Letters.

UNIT - V

Report Writing – Structure of Report – Kinds (Press, Market and Business Reports) – Modern means of Electronic Communication – Internet–E-mail - Video Conferencing – FAX – Websites and their uses in business.

TEXT BOOK RECOMMENDED:

Effective Business English and Correspondence – M.S.RAMESH & PATTENSHETTY,
R. Chand & Co.

BOOKS FOR REFERENCE:

1. Essentials of Business Communication – RAJENDRA PAL & J.S.KORLAHALLI,
Sultan Chand & sons.
2. Business Communication – R.C.SHARMA, KRISHNA MOHAN, Tata McGraw Hills.
3. Business Communication – URMILA RAI, Himalaya Publishing House.
4. Business Communication – K. SUNDAR A. KUMARA RAJ, Vijay Nicole Imprints Pvt.Ltd.

CORE COURSE – VI
COMPUTER APPLICATIONS IN BUSINESS (Theory + Practical)

Theory : 60 Marks Exam Hrs. 2

(Int. 15 marks Ext. 45 marks)

Practical: 40 Marks Exam. Hrs. 2

(Int. 10 marks Ext. 30 marks)

OBJECTIVES:

- To enable students to understand the basic concepts in computer applications
- To give in-depth knowledge of documentation through MS Office packages
- To help them apply various accounting procedures through TALLY software.

UNIT - I

Meaning of computer – Characteristics – Area of application cycle – components – Memory unit – Input and Output devices – Hardware and Software operation system – Introduction to Windows 2007 logging on Desk top and task Icons on desk top – Start menu options - Creations of files and folders. Windows explorer. Find options shortcuts – briefcase running applications and customization.

UNIT - II

Introduction to MS word - Short cut for MS word – Creating word documents – Business letters using wizards – Editing, inserting objects and formatting documents – Spelling and grammar check – Word count – Thesaurus - Auto correct - Working with tables – Saving, opening and closing documents – Mail merge.

UNIT - III

Introduction to MS Excel and its features – Programmes and applications - spread sheets – Building worksheets – Entering data, editing and formatting worksheets – Creating and formatting different types of charts – Application of financial and statistical function – Organising data using Automatic rule saving, opening and closing of work books.

UNIT - IV

Fundamentals of computerized accounting – computerized accounting Vs manual accounts. Architecture and customization of TALLY – Features of Tally- Configuration of Tally screens and menus – Creation of company and groups – Editing and deleting ledgers – Introduction to vouchers – Entry, payment, receipt, sales, purchase, contract and Journal vouchers- Editing and deleting vouchers.

UNIT - V

Introduction to inventories – Creation of stock categories – Stock groups – Stock items – Configuration and features of stock item – Editing and deleting stocks – Day books - Trial balance – Profit and loss account – Balance sheet.

REFERENCE:

1. Microsoft office for windows 2007
2. TIAL smart account book SMW deva publication, AVC Deva publication
3. Computerized accounting under Tally publication, Deva publication
4. Implementing Tally 5-4 Author K.K.Nadhani Publication BPB Publication

Computer Application in Business Accounting Exercises for Practical

MS -Word (Unit - II)

1. Creating Business Letters
2. Creating an application for the job with Bio-data.
3. Creating circular letter with Mail Merge options.
4. Creating a table by using the split and merge options.

MS – Excel (Unit - III)

1. Creating a work sheet Mark sheet, Pay slip, PF Contribution list etc.
2. Creating charts
3. Creating a list for the enclosures
4. Filtering the data using Auto filter custom filters using comparison operations

Accounting Package (Unit IV & V)

1. Preparing vouchers for entries for the given transactions.
2. Preparing final accounts from the Trial Balance given with any five adjustments.

Practical exam question paper pattern & Mark allotment

Max.Marks:30

Time for practical Exam – 2 Hrs

There will be two questions carrying 10 marks each. Both are to be answered.

1. (a) One problem in MS word (or)
(b) One problem in MS Excel
2. (a) One problem in Accounting Package (or)
(b) One problem in Accounting Package

| | |
|--|-----------|
| Maximum marks for any 2 questions from the above | 2x10=20 |
| Practical Note Book | <u>10</u> |
| Total | <u>30</u> |

ALLIED COURSE – III BUSINESS LAW

OBJECTIVES:

- To enlighten the students on the basic principles and legal aspects of business laws
- To promote the understanding of various legislations relating to business
- To make them acquire knowledge on the legal aspects in the business environment.

UNIT - I

Contract Act – Definition, Classification – Essentials of a Contract – Offer and Acceptance – Consideration – Contractual Capacity – Free Consent – Legality of Object.

UNIT - II

Performance of Contract – Modes of Discharge of Contract – Remedies for Breach of Contract.

UNIT - III

Law of Agency – Mode of creation - Agency by Ratification – Sub-Agent and Substituted Agent-Termination of Agency.

UNIT - IV

Sale of Goods Act – Definition – Conditions and Warranties – Transfer of Property – Performance of Contract of Sale – Rights of an Unpaid Seller.

UNIT - V

Partnership – Definition - Essentials - Rights, duties and Liabilities of partners -Types of partnership - Dissolution of partnership.

TEXT BOOK RECOMMENDED:

Elements of Mercantile Law - N.D. KAPOOR.

BOOKS FOR REFERENCE:

1. Principles of Mercantile Law – B.N. TANDON.
2. Mercantile Law – DAVAR.
3. Business Law – PILLAI & BHAGAVATHI.
4. Mercantile Law – M.C.SHUKLA.

NON MAJOR ELECTIVE – I
A) MANAGEMENT PRINCIPLES

OBJECTIVES:

- To enable students to understand the basic concepts and principles of management
- To help them to acquire the skills needed to become successful managers
- To expose learners to various processes of the management system.

UNIT - I

Management – Concept – Nature – Management as a Science, an Art and Profession – Levels of management.

UNIT - II

Planning – Concept – Process – Types of Plans – Objectives, Policies, and Procedures.

UNIT - III

Organizing – Concept – Organization as a process – Types of organization – Centralization – Decentralization.

UNIT - IV

Staffing – Concept – Functions – Process – Selection – Recruitment – Training. Direction – Concepts.

UNIT - V

Co-ordination – Controlling – Concept – Need and importance – Process – Budgetary Control.

TEXT BOOK RECOMMENDED:

Principles of Management – L.M. PRASAD

BOOKS FOR REFERENCE:

1. Principles of Management – SHERLEKAR
2. Business Management – DINKAR PAGARE
3. Principles of Management – TRIPATHI AND REDDY
4. Essentials of Management – KOONTZ AND O'DONNEL
5. Management Principles – T.RAMASAMY

NON MAJOR ELECTIVE – I

B) STOCK EXCHANGE PRACTICES

OBJECTIVES

- To give learners the basic understanding of the fundamental concepts of stock marketing
- To enable them to analyse stock movements
- To help them to know the role of intermediaries in the capital market.

UNIT - I

Need and Importance of Capital Market – Primary Market- Different types of Securities dealt in the Capital Market.

UNIT - II

Secondary Market – Origin and Growth – Types of Securities traded – Role and Functions of stock Exchange – NSE –Reading of Stock Indices - weaknesses of stock Exchange.

UNIT - III

Listing of Securities – Group A, Group B, Group C Shares – Advantages – Drawbacks – Listing Procedure – Criteria for Listing – Listing Obligations.

UNIT - IV

Registration of Stock Brokers – Procedure – Code of Conduct – Kinds of Brokers and their Assistants – Methods of Trading in a Stock Exchange – Carry over or Bald Transactions – Genuine Trading – Kinds of Speculators – Speculative Transactions.

UNIT - V

Credit Rating – CRISIL – CARE – ICRA Agencies Dematerialization – Depositories

TEXT BOOKRECOMMENDED:

Security Analysis & Portfolio Management– PUNIDHAVADHI PANDIYAN

BOOKS FOR REFERENCE:

1. Investment Management &Portfolio Management–V.K.BHALLA, S.Chand&Co.
2. Security Analysis – PREETI SINGH, Himalaya Publishing House.
3. Investment and Securities Markets in India – V.A.AVADHANI.
4. Financial Markets and Institutions – E. GORDON & K. NATARAJAN
Himalaya Publishing House.
5. Indian Financial System – P.N.VARSHNEY.

CORE COURSE – VII ORGANIZATIONAL BEHAVIOUR

OBJECTIVES:

- To provide basic knowledge on various models of organizational behavior
- To expose them to the concepts of motivation and group dynamics
- To help them acquire interpersonal skills.

UNIT - I

Organizational Behaviour – Concept – Nature - Models - Other similar fields of study – Disciplines contributing to Organizational Behaviour - Individual Behaviour – Perception.

UNIT - II

Personality – Definition - Determinants - Group Dynamics – Formal and Informal Groups, Group Norms, Group Cohesiveness, Group Behaviour and Group Decision – making.

UNIT - III

Leadership – Concept – Qualities of effective Leadership – Leadership Styles - Definition of Power – Types of Power - Sources of power – Power and Politics.

UNIT - IV

Definition of Authority – Characteristics – Types of Authority - Morale – Concept – importance – Measurement of Morale – Steps to improve Morale in an organization.

UNIT - V

Motivation – Concept – Nature – significance - Theories of Motivation – Maslow’s need hierarchy theory – Mc Gregor’s Theory X and Theory Y – Herzberg Two Factor Theory - Stress Management – Concept - Sources - Effects of stress - Management of Stress.

TEXT BOOK RECOMMENDED:

Organizational Behaviour – L.M. PRASAD

BOOKS FOR REFERENCES:

1. Organization Theory and Behaviour – V.S.P. RAO & D.S. Narayana
2. Elements of Organizational Behaviour – K. SUNDAR J. SRINIVASAN
3. Organizational Behaviour – FRED LUTHENS.
4. Organizational Behaviour - Uma Sekaran
5. Organizational Behaviour - K.Aswathappa
6. Organizational Behaviour – Dr. P.C. SEKAR
7. Organizational Behaviour – Sharma

CORE COURSE -VIII OPERATIONS RESEARCH

OBJECTIVES:

To help students

- understand the scientific methods used in Operations Research
- allocate scarce resources with optimum utilization in production and
- gain knowledge on replacement decisions.

UNIT – I

Operations Research – Concepts – Models – Scope – Phases – Limitations – Operations Research and Decision Making – Linear Programming Problem: Formulation of L.P.P. - Graphical Method.

UNIT – II

Transportation Problem: North West Corner Rule - Least Cost Method - Vogel's Approximation Method.

UNIT – III

Inventory Control: Categories of Inventory – reasons for carrying inventory – costs and terms associated with inventory – Deterministic and Probabilistic Inventory Problem.

UNIT –IV

Assignment Problem: Solving assignment Problem – Travelling Salesman Model – Maxima and Minima Method – Hungarian Method.

UNIT – V

Replacement Decisions: Replacement of equipment that deteriorates gradually – Replacement of Equipment that fails suddenly.
(Marks: Theory 20% and Problems 80%)

TEXT BOOK RECOMMENDED:

Operations Research – KANTI SWARUP, P.K.GUPTA AND MAN MOHAN, Sultan Chand.
Operations Research – S.KALAVATHY, Vikas Publishing House Private Limited.

BOOKS FOR REFERENCE:

1. Quantitative Techniques – C.R.KOTHARI, Vikas Publishing House
2. Quantitative Techniques for Decision Making – ANAND SHARMA
Himalaya Publishing House.

ALLIED COURSE – IV PRODUCTION MANAGEMENT

OBJECTIVES:

To enable students

- understand the nature and importance of production management
- comprehend the principles and areas of application of shop floor management and
- know the operations and skills needed for major decisions in material management.

UNIT - I

Production Management– Scope and Significance –Production System – Functions and Types – Factors influencing Plant Location – Plant Layout and its kinds.

UNIT - II

Work Study - Time Study - Motion Study – Work Measurement– Principles and factors - Maintenance of Plant – Types.

UNIT - III

Production Planning and Control – Definition – Objectives and Importance – Elements of Production Planning – Routing and Scheduling.

UNIT - IV

Quality Control and Inspection – Objectives and Significance – SQC – AGMARK, ISI and ISO – Certification Marks.

UNIT - V

Material Management – Objectives and importance – Purchasing – Procedure – Store Keeping – Objectives – Functions - JIT.

TEXT BOOK RECOMMENDED:

Production and Operations Management – K.ASWATHAPPA, Himalaya Publishing House.

BOOKS FOR REFERENCE:

1. Production and Operations Management – B.S. GOYEL.
2. Production and Operations Management – PANNERSELVAM, Prentice Hall of India
3. Material Management – M.M. VARMA.

.

NON MAJOR ELECTIVE – II
A) BANKING PRACTICES

OBJECTIVES:

- To promote an understanding of the basic concepts in banking
- To acquaint learners with the theoretical and legal concepts of banking in India
- To help them to attain the competencies required for a career in banking services.

UNIT - I

Banking – Meaning - Definition – Function of banking - Classification of Banks

UNIT - II

Definition of the terms Banker and Customer – differential relationship between Banker and Customer – General and Special relationship.

UNIT - III

Cheques - Definition of a Cheque – Characteristics of Cheques – Marking – Honor and Dishonor of Cheques.

UNIT - IV

Crossing of Cheques – significance – Endorsement – Types.

UNIT - V

Recent trends in Banking services – Modern services of Banks – ATM, Credit Card, Debit Card, Green Card.

TEXT BOOK RECOMMENDED:

Banking Theory, Law and Practice – SUNDARAM & VARSHNEY, Sultan Chand & Sons.

BOOKS FOR REFERENCE:

1. Banking Theory, Law and Practice – E. GORDON & K. NATARAJAN, Himalaya Publishing House
2. Banking Law and Practice – P.N. VARSHNEY, Sultan Chand & Sons, New Delhi.
3. Money, Banking, Trade and Public Finance – M.C. VAISH, New Age International (P) Limited, New Delhi.
4. Indian Banking – K. PARAMESWARAN & S. NATARAJAN, S.Chand & Company Ltd.
5. Banking Theory, Law and Practice – S.M. SUNDARAM, Sri Meenakshi Publication, Karaikudi.
6. Banking Theory – VASUDEVAN, Sultan Chand & Sons, New Delhi.

NON MAJOR ELECTIVE – II
B) INTERNATIONAL BUSINESS

OBJECTIVES:

To help students

- understand the fundamental concepts of international trade
- know the basic principles of MNCs and
- gain broad knowledge on Global Liberalization and WTO Agreements.

UNIT - I

WTO - GATS, TRIMS, TRIPS - Multifunctional - Agreement, Dispute settlement under WTO.

UNIT - II

MNC - Meaning – MNCs and International Trade - Models - MNCs in India.

UNIT - III

Globalization of Business – Recent Trends – Implications – Policy Options.

UNIT – IV

Global Trade – An Emerging Market in Global Trade – Liberalization and Integration with the Global Economy.

UNIT – V

Social Responsibility of business – Responsibilities to different Sectors – Environmental Issues – Labour Issues.

TEXT BOOK RECOMMENDED:

Francis Cherunilam: 'International Business' (EEE), PHI – New Delhi – 2004
(Chapters 5,9,20,24 & 26)

BOOKS FOR REFERENCE:

1. Victor Luis Anthuvan – Issues in Globalization.
2. International Business – By Rakesh Mohan Joshi, Oxford University Press, Chennai.
3. International Business – By Donald A Ball and others, India Edition, TATA Mcgraw Hill.
4. International Business – S. Shajahan, Macmillan India Ltd., Chennai.
5. International Business – Justin Paul, PHI Learning Pvt.Ltd. New Delhi.

CORE COURSE – IX COST ACCOUNTING

OBJECTIVES:

To enable students

- understand the basic concepts of cost accounting,
- gain knowledge on principles and procedures of cost accounting and
- apply the costing techniques in different practical situations.

UNIT - I

Meaning and Scope of Cost Accounting – Concept and Classification of Cost – Elements and Methods of Cost – Relationship of Cost Accounting and Financial Accounting – Preparation of Cost Sheet.

UNIT - II

Materials – EOQ - Levels of Stock – Receipts and Issues of materials – ABC Analysis - Stores Ledger – FIFO, LIFO, Simple Average and Weighted Average.

UNIT - III

Labour – Time-Keeping and Time-Booking – Methods of Remuneration and Incentive Schemes – Overtime and Idle time – Labour Turnover – Causes, Types and Measurement.

UNIT - IV

Overheads – Collection, Classification, Allocation, Apportionment and Absorption – Recovery Rates – Over and Under Absorption -Machine Hour Rate – Job Costing – Contract Costing.

UNIT - V

Operating Costing – Process Costing: Normal Loss, Abnormal Loss and Abnormal Gains (excluding Equivalent Production and Inter process).

(Marks: Theory 40% and Problems 60%)

TEXT BOOK RECOMMENDED:

Cost Accounting Principles and Practice– S.P. JAIN AND K.L. NARANG, Kalyani Publishers

BOOKS FOR REFERENCE:

1. Cost Accounting – S.P.IYENGAR, Sultan Chand & Sons.
2. Cost Accounting – R.S.N. PILLAI AND V. BAGHAVAGHI, S.Chand& Company Ltd.
3. Cost Accounting – S.N. MAHESHWARI, Sultan Chand & Sons.
4. Principles and Practice of Cost Accounting – N.K. PRASAD, Book Syndicate Pvt.Ltd.
5. Cost Accounting – BHABOTOSH BANERJEE, The World Press Private Ltd.

CORE COURSE – X FINANCIAL MANAGEMENT

OBJECTIVES:

- To expose learners to various concepts and principles of financial management
- To develop in them decision- making skills on various financial matters
- To acquaint them with various tools for the management and understanding of finance.

UNIT - I

Financial Management - Meaning and Scope - Finance Functions – Profit Maximization and Wealth Maximization – Sources of Finance - Short term - Bank sources – Long term - Shares - debentures, preferred stock – debt.

UNIT - II

Cost of Capital – Concept, Importance – Classification – Calculation of Cost of Debt, Cost of Equity and Cost of Preference Shares - Cost of Retained Earnings – Weighted Average Cost of Capital.

UNIT - III

Leverages – Meaning and Significance – Types: Operating, Financial and Combined Leverages – EBIT and EPS Analysis, Dividend– Forms of Dividend – Factors determining dividend - Dividend Theories and Dividend Policies

UNIT - IV

Capital Structure Planning – Meaning and Scope – Approaches: Net Income Approach – Net Operating Income Approach – MM Approach – Arbitrage Process – Traditional Approach – Indifference Point.

UNIT – V

Capital Budgeting (Investment Decisions) – Concept and Importance - Appraisal Methods: Pay Back Method – Discounted Cash Flow Method - NPV Method, Excess Present Value Index, IRR, ARR and ROI.

(Marks: Theory 40% and Problems 60%)

TEXT BOOK RECOMMENDED:

S.N. Maheshwari, Elements of Financial Management –, Sultan Chand & Sons.

BOOKS FOR REFERENCE:

1. I.M. Pandey, Financial Management, Vikash Publishing House Pvt. Ltd.
2. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw Hills.
3. M.Y.Khan&P.K. Jain, Theory and Problems in Financial Management, Tata McGraw Hills.
4. R.K. Sharma, Shashi and K.Gupta, Financial Management, Kalyani publication.

CORE COURSE – XI
COMPANY LAW AND SECRETARIAL PRACTICE

OBJECTIVES:

To help learners

- understand the concept of company law and secretarial practice
- comprehend important elements of company documents and
- get enlightened on the role of company secretary and the procedures of meetings.

UNIT - I

Company-Definitions-Features-kinds-Private Ltd Company Vs Public Company.

UNIT - II

Formation of companies - Promotion Stage – Commencement Stage –Memorandum of Association - Clauses - -Articles of Association-contents – Prospectus - Contents.

UNIT - III

Shares-kinds-Equity shares-Preference shares-premium and Discount-Allotment- Minimum subscription-Forfeiture of shares-Debentures-Types- Dividend – Meaning – Types.

UNIT - IV

Secretary-Definition-Types-company secretary-Legal position-Qualification- Appointment-Rights, Duties and Liabilities-Termination.

UNIT - V

Meetings – Types – Statutory, Annual General Meeting – Duties - Notice -Agenda- Quorum, Resolution – Types.

TEXT BOOK RECOMMENDED:

Company Law and Secretarial Practice –N.D. KAPOOR, S.Chand& Co.

BOOKS FOR REFERENCE:

1. Company Law and Secretarial Practice – TANDON.
2. Company Law and Secretarial Practice – P.K. GHOSH, S.Chand& Sons.

CORE COURSE – XII RESEARCH METHODS IN MANAGEMENT

OBJECTIVES:

To help students

- understand the basic theoretical ideas and logic of research
- know about various aspects of research problems and
- gain thorough knowledge on the development of research projects

UNIT - I

Research – Concept - Business research – Definition – Features – Types: Basic and applied, exploratory, descriptive and causal – Phases of business research.

UNIT - II

Process and formulation of Research problem - Sources – Identification – Selection – Criteria of a good research problem – Research Design - Meaning – Essential stages in the preparation of Research Design – Evaluation of the Research Design – A Model Design.

UNIT- III

Hypothesis — Characteristics of good Hypothesis – Types – Sampling – Nature - Simple, Probability, Complex Probability and Non-probability.

UNIT - IV

Sources and Collection of data - Primary and Secondary sources - Methods of data Collection – Merits and demerits - Presentation - Coding, data entry and tabulation - Analysis Interpretation of data.

UNIT - V

Research Report – Concept – Types - Steps in Organization of Research Report – Significance of Report Writing – Drafting of reports – Contents of a report.

SUGGESTED READINGS:

Research Methodology – C. R. KOOTHARI

Research Methodology – N. Thanulington, Himalaya Publication, Mumbai

Methodology of Research in Social Sciences - O. R. Krishnaswami, M. Rangnathan.

REFERENCE BOOKS:

1. Business Research Methods - Donald R. Cooper and Pamela S. Schindler: Latest edition, Irwin McGRAW-HILL International Editions, New Delhi.
2. Research Methods for graduate business and social science students - John Adams, Hafiz T.A. Khan Robert Raeside & David White: Response Books, New Delhi – 110044.
3. Methodology and Techniques of social research - Wilkinson T.S. and Bhandarkar P.L.
4. Business Research Methods - S N Murthy & U Bhojanna: Excel Books, New Delhi.
5. Research Methodology - R. Paneerselvan: Prentice-Hall of India

MAJOR BASED ELECTIVE – I SERVICES MARKETING

OBJECTIVES:

To enable students

- know the various concepts of services marketing
- understand the strategies for managing and marketing of services and
- devise strategies for marketing services in the liberalized business environment.

UNIT - I

Services marketing – Introduction - Growth of service sector – Types - Characteristics – Constraints in services marketing – Difference between goods & services.

UNIT - II

Marketing Management process for services – organizing marketing planning – Analysing opportunities – target market – Developing the services marketing Mix.

UNIT – III

Strategies for managing capacity to match demand - Strategies for managing demand to match capacity - Services Marketing Mix elements.

UNIT - IV

Service product – analysis of the service offer – service planning – factors affecting pricing decisions – special issues of service pricing.

UNIT – V

Promotion Mix for services – Place in service – Identifying & Evaluating major channel alternating – physical factors – physical environment.

TEXT BOOK RECOMMENDED:

Christian Gronroos - Service Management and Marketing, John Wiley & Sons Ltd.
V. BALAJI - S. CHAND.

BOOKS FOR REFERENCES:

1. Kruse, Service Marketing, John Wiley & Sons Ltd.
2. Tom Powers, Marketing Hospitality, John Wiley & Sons Inc.
3. Philip Kotler, Marketing of non-profit organization, Prentice Hall.
4. Helen Woodruffe, Services Marketing, Macmillan.
5. Valarie A. Zeithaml, et al, Service Marketing, Tata McGraw-Hill.
6. Christopher Love Lock, Service Marketing, Pearson Education Asia.

CORE COURSE – XIII HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

To help students

- understand of the basic elements of HRM
- gain knowledge on various facets, the policies and practices of HRM and
- acquire knowledge on the recent trends in HRM.

UNIT - I

Human Resource - Definition – Characteristics and Objectives – Principles of HRM–
Functions of Personnel Department – Managerial and Operative Functions.

UNIT - II

HR Planning - Basics and needs – Factors - Steps in HR Planning – Job Analysis, Job
Description and Job Specification - Recruitment-Selection– Interviews and Tests and
Placement of Personnel.

UNIT - III

Training – Objectives – Methods – Importance of Executive Development –Methods –
Promotion- Criteria and types – Transfer - Types - Career Planning.

UNIT - IV

Wages– Different methods of wage payments – Time and Piece rate system –Incentive
Schemes - Fringe benefits.

UNIT - V

Performance Evaluation- Importance – Methods– Discipline and Disciplinary procedure
– Grievances - Steps in Grievance Handling.

RECOMMENDED TEXTBOOK:

Human Resource Management – C. B. GUPTA – Sultan Chand
Human Resource Management- S.S. Khanka - Himalaya publishing House
Human Resource Management – P.S. SUBBORAO

BOOKS FOR REFERENCE:

1. Personnel Management – C.B. MAMORIA, Himalaya Publishing House.
2. Human Resource Management – L. NATARAJAN – Margam Publications
3. Human Resource Management - S.M. SHAW-Himalaya Publishing House.4th Edition 2013.
4. Personnel Management and Industrial Relations – K.K. AHUJA, Kalyani Publishers.
5. Personnel Management and Industrial Relations – P.C. TRIPATHI, Sultan Chand

CORE COURSE – XIV MANAGEMENT ACCOUNTING

OBJECTIVES:

To help students

- understand the nature and scope of management accounting
- gain knowledge in the preparation of financial statement analysis, marginal costing, budget, working capital, standard costing and
- utilize the management tools and techniques to take appropriate financial decisions.

UNIT - I

Management Accounting – Definition – Objectives – Merits and Limitations – Financial Statement Analysis – Comparative Statements – Common Size Statements – Ratio Analysis - Construction of Balance sheet (simple problems).

UNIT - II

Fund Flow Statement – Cash Flow Analysis – Uses and Construction – Distinction.

UNIT - III

Marginal Costing – Objectives and Limitations – Cost Volume Profit (CVP) Analysis – Break Even Analysis – Merits and Demerits - Margin of Safety.

UNIT - IV

Budget and Budgetary Control – Characteristics and Limitations – Preparation of Sales, Production, Raw material Cost, Cash, Master Budgets and Flexible Budgets.

UNIT - V

Working Capital – Types – Factors Determining Working Capital - Estimate of Working Capital Requirements – Standard Costing – Material and Labour Variance only.
(Marks: Theory 40% and Problems 60%)

RECOMMENDED TEXTBOOK:

Management Accounting – S.N. MAHESWARI, Sultan Chand & Sons.

BOOKS FOR REFERENCE:

1. Management Accounting -R.S.N. PILLAI & BHAGAVATHI, Sultan Chand & Sons.
2. Management Accounting – Principles and Practice – R.K. SHARMA & JHOSHI K. GUPTA.
3. Principles of Management Accounting– MANMOHAN & S.N. GOYAL
4. Management Accounting – Tools and Techniques – N.VINAYAKAM, I.B. SINHA, Himalaya Publishing House.
5. Management Accounting – S.K.R.PAUL, New Central Book Agency, Calcutta.
6. Management Accounting Theory & Practice, A. MOORTHY S. GURUSAMY, Vijay Nicole.

CORE COURSE – XV ENTREPRENEURIAL DEVELOPMENT

OBJECTIVES:

To help students

- understand the concepts of entrepreneurship development
- acquire requisite knowledge and skills for becoming successful entrepreneurs and
- formulate and develop business projects.

UNIT - I

Entrepreneurship – Evolution of entrepreneurship - Traits of an Entrepreneur – Functions - Types of Entrepreneurs – Role of Entrepreneurship in Economic Development – Distinction between Entrepreneur, Intrapreneur and Entrepreneurship.

UNIT - II

Entrepreneurial Environment – Factors affecting Entrepreneurial Growth – Entrepreneurial Motivation – Need for Achievement Motivation – Barriers to Entrepreneurship Development.

UNIT - III

Entrepreneurship Development Programme (EDP) – Need for EDP – Objectives, Phases of EDP – Course Content and Curriculum of EDP – Problems of women entrepreneurs – EDP Institutions in India, their functions and financial support for entrepreneurs – DIC, TIIIC, SISI, SIPCOT and SIDBI.

UNIT - IV

Project Management – Concept of Project and Classification – Sources of a Business Idea -Project Identification – Project Formulation – Project Appraisal Methods - Preparation of Project Reports.

UNIT - V

Incentives and Subsidies – Incentives to Small Scale Industries – Problems of Small Scale Industries – Merits and Demerits of Family Business - Benefits to Industrial Units located in Backward Areas – Industrial Estates.

TEXT BOOK RECOMMENDED:

C.B. Gupta & Srinivasan, Entrepreneurial Development, Sultan Chand & Sons

BOOKS FOR REFERENCE:

1. Vasant Desai, Dynamics of Entrepreneurial Development.
2. P.Saravanavel, Entrepreneurship Development Principles, Policies and Programmes.
3. Gordan& Natarajan, Entrepreneurship Development.
4. Raj Sankar, Essentials of Entrepreneurship.

MAJOR BASED ELECTIVE – II MANAGEMENT CONCEPTS IN THIRUKKURAL

OBJECTIVE:

The objective of this course is to expose the students of management studies, Thirukkural the book of wisdom that has stood the test of time for over 2000 years and still remains relevant as a guiding force for the mankind. It was written by Saint Thiruvalluvar who was born near Chennai in 30 BC. Thirukkural has been divided into three major divisions, viz, Virtue, wealth and Love. It has in all 1330 Versa.

Only the relevant verses related to contemporary Management Concept is selected for the study.

UNIT – I

Business Ethics in verse 113 Thirukkural. Adapting to changing Environment in verse 474,426 and verse 140, Thirukkural. Learning the intricacies of different tasks in verse 462 and 677

UNIT – II

Communication Principles in Decision making process – verse 948, 472, 467,663, Thirukkural, Leadership in verse 436,770 and 994.

UNIT – III

Goal setting in verse 596, planning verse 468, capital investment Decision Verse 471,461 and 478

UNIT – IV

Social Responsibility of Business Verse 211 Stress Management in Verse (627,351,331,369,380,377)

UNIT – V

Personnel selection in verse 515, Personnel Welfare in verse 520, staffing in verse 517

TEXT BOOKS RECOMMENDED:

Management Thoughts in Thirukkural by K. Nagarajan – ANMOL Publications PVT Ltd 4374/4B Ansari Road, New Delhi 110 002.

REFERENCE BOOKS:

1. Management MANTRAS from Thirukkural – SM Veerappan and T. Srinivasan – Vikash Publishing House Pvt Ltd, Jangpura, New Delhi 110 014
2. Thirukkural Pearls of Inspiration by M. Rajaram IAS, RUPA and Co, New Delhi 110 002.

MAJOR BASED ELECTIVE – III GLOBAL BUSINESS MANAGEMENT

OBJECTIVES:

To make students

- understand the fundamental concepts of international trade
- comprehend basic principles of t of MNCs and
- acquire broad knowledge on Global Liberalization and WTO Agreements.

UNIT– I

International Business:an overview – Types of International Business–Domestic and International Business – Economic and Political Environment - Cultural Environment - Recent World Trade and Foreign Investment Trends.

UNIT - II

Indian Export Performance – Problems in export trade – Export promotion in India – Export promotion incentives – EPZ & FTZ – 100% EOU – Export Houses – Star Export Houses -Trading Houses – Star Trading Houses – Super Star Trading Houses.

UNIT - III

GATT – Uruguay Round Negotiation - WTO – GATS – TRIMS - TRIPS – Agreement - Dispute settlement under WTO – Tariff Barriers.

UNIT – IV

MNC - Meaning – Dominance of MNCs – MNCs and International Trade - Models – MNCs in India.

UNIT – V

Globalization of Business – Recent Trends - Implication and Impact – Policy Options - Liberalization and Integration with the Global Economy – Impact of Privatization in India.

TEXT BOOK RECOMMENDED:

Francis Cherunilam: ‘International Business’ (EEE), PHI – New Delhi – 2004
(Chapters 5,9,20,24 & 26)

International Business – By Rakesh Mohan Joshi, Oxford University Press, Chennai.

BOOKS FOR REFERENCE:

1. Victor Luis Anthuvan – Issues in Globalization.
2. International Business – By Donald A Ball and others, India Edition, TATA Mcgraw Hill.
3. International Business – S. Shajahan, Macmillan India Ltd., Chennai.
4. International Business – Justin Paul, PHI Learning Pvt.Ltd. New Delhi.
