



MANONMANIAM SUNDARANAR UNIVERSITY,
TIRUNELVELI-12

SYLLABUS

PG - COURSES – AFFILIATED COLLEGES

Course Structure for MBA
(Choice Based Credit System)

(with effect from the academic year 2026-2027 onwards)



Semester-I				
Part	Subject Status	Subject Title	Subject Code	Credit
III	CORE	MANAGEMENT PRINCIPLES AND BUSINESS ETHICS		4
III	CORE	QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS		4
III	CORE	MANAGING ORGANIZATIONAL BEHAVIOUR		4
III	CORE	ACCOUNTING FOR MANAGERS		4
III	CORE	MANAGERIAL ECONOMICS		4
III	CORE	LEGAL SYSTEMS IN BUSINESS		4
III	Extra Disciplinary	ENTREPRENEURSHIP DEVELOPMENT		3
III	Soft Skills I –	EXECUTIVE COMMUNICATION		2



Total Marks: 100 Internal Exam: 25 marks + External Exam: 75 marks

A. Scheme for internal Assessment:

Maximum marks for written test: **20 marks**

3 internal tests, each of **1 hour** duration shall be conducted every semester.

To the average of the **best two** written examinations must be added the marks scored in. The **assignment** for 5 marks.

The break up for internal assessment shall be:

Written test- 20 marks; Assignment -5 marks Total - 25 marks

B. Scheme of External Examination

3 hrs. examination at the end of the semester

A – Part : 1 mark question two - from each unit

B – Part : 5 marks question one - from each unit

C – Part : 8 marks question one - from each unit

➤ **Conversion of Marks into Grade Points and Letter Grades**

S.No	Marks	Letter Grade	Grade point (GP)	Performance
1	90-100	O	10	Outstanding
2	80-89	A+	9	Excellent
3	70-79	A	8	Very Good
4	60-69	B+	7	Good
5	50-59	B	6	Above Average
6	40-49	C	5	Pass
7	0-39	RA	-	Reappear
8	0	AA	-	Absent

➤ **Cumulative Grade Point Average (CGPA)**

$$CGPA = \frac{\Sigma (GP \times C)}{\Sigma C}$$

- **GP** = Grade point, **C** = Credit
- CGPA is calculated only for Part-III courses
- CGPA for a semester is awarded on cumulative basis

➤ **Classification**

- First Class with Distinction : CGPA $\geq 7.5^*$
- First Class : CGPA ≥ 6.0
- Second Class : CGPA ≥ 5.0 and < 6.0
- Third Class : CGPA < 5.0



MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.
- To provide insights on Planning & Decision Making
- To throw light on Organizing, Managing Change and Innovation
- To elucidate on Leadership, Communication and Controlling.
- To create awareness and importance of Business Ethics and Social Responsibility.

UNIT I

Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management

UNIT II

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models

UNIT III

Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.

UNIT IV

Leadership and Control:

Leadership: Approaches to Leadership and Communication.

Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –

UNIT V

Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.

Reading List

1. <https://deb.ugc.ac.in>



2. <http://www.managementconcepts.Com>
3. International journal of Management Concepts and Philosophy
4. Journal of Management, Sage Publications

References Books

1. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2. S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011.
3. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018.
4. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
5. Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.
6. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012
7. Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020

QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

Course Objectives

- To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.
- To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.
- To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.
- To recognize the principles and characteristics of the multivariate data analysis techniques.
- To become familiar with the process of drafting a report that poses a significant problem

UNIT I

Introduction: Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.

UNIT II

Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary-



Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.

UNIT III

Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.

UNIT IV

Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis - Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis

UNIT V

Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing - Academic Vs Business Research Reports - Ethics In Research.

Reading List

1. https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
2. <https://study.com/academy/topic/probability.html>
3. https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4. <https://hbr.org/1964/07/decision-trees-for-decision-making>

References Books

1. Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2. Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3. Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGraw Hill, 12th Edition, 2012.
4. Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5. Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6. Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017



MANAGING ORGANIZATIONAL BEHAVIOUR

Course Objectives

- To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how men behave in an organization.
- To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
- To throw light on Group Dynamics and Interpersonal Communication
- To elucidate on Leadership, Politics, Conflicts and Negotiation.

UNIT I

Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour.

UNIT II

Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.

Perception: Meaning Process – Factors influencing perception – Attribution theory

Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications.

Attitudes and Values:– Components, Attitude – Behaviour relationship, formation, values.

Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self- efficacy theory, Reinforcement theory, Equity theory, Expectancy theory.

UNIT III

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making

Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication

UNIT IV

Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and **Politics:** Sources of Power – Political Behaviour in Organizations – Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.



UNIT V

Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.

Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.

References Books

1. Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019
2. C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019
3. K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.
4. Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.

ACCOUNTING FOR MANAGERS**Course Objectives**

- To acquaint the students with the fundamentals of principles of financial, cost and management accounting
- To enable the students to prepare, analyses and interpret financial statements
- To acquaint the students with the tools and techniques of financial analysis
- To enable the students to take decisions using management accounting tools.

UNIT I

Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis.

Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.

UNIT III

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.



UNIT IV

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.

UNIT V

Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.

References Books

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.

MANAGERIAL ECONOMICS**Course Objectives**

- To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.
- To understand the concept of utility and demand analysis and demand forecasting
- To know about production function and market structure
- To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.

UNIT I

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.

UNIT II

Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business



Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods.
Input-Output Analysis – Consumer Behavior-Consumer Equilibrium

UNIT III

The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.
Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.

UNIT IV

Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning.

UNIT V

Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.

References Books

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3. R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4. William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021)
5. H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.

LEGAL SYSTEMS IN BUSINESS

Course Objectives

- To create knowledge and understanding on law of contracts
- To describe about sale of goods and Negotiable instrument act
- To have an overall understanding about partnership act and company law.
- To familiarize various labor laws for effective administration of Human Resource of an organization.

UNIT I

The Law of Contracts: Definition of Contract Offer and Acceptance – Essential



Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.

UNIT II

Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics

UNIT III

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.

Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.

UNIT IV

Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.

UNIT V

Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.



References Books

1. Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2. Rao, P.M., Mercantile Law, PHI Learning, 2011.
3. Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
4. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
5. Intellectual Property Laws, Universal Law Publishing, 2012.

ENTREPRENEURSHIP DEVELOPMENT

Course Objectives

- To introduce students to entrepreneurship and its growth in India.
- To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.
- To orient the students on new venture creation
- To enable students to prepare a feasible business plan

UNIT I

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

UNIT II

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT III

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

UNIT IV

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas

UNIT V

Financing the New Venture: Capital structure and working capital Management:



Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

References Books

1. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2. Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.

SOFT SKILLS I – EXECUTIVE COMMUNICATION

Course Objectives

- To acquire communication awareness they are going to get for the industry.
- To make the customer realize that you can provide them with information and other essential things
- To explore the skill of writing business proposals
- To develop a plan for the meetings and interviews

UNIT I

Communication: Meaning and Significance of Communication for Management-Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to face Communication. Other Modes of Communication.

UNIT II

Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.

UNIT III

Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.

UNIT IV

Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing



Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.

UNIT V

Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.

References Books

1. Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
2. Chaturvedi, Business Communication, Person, 2 edition, 2011
3. Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
4. American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
5. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008.

