



CHENNAIS AMIRTA

INTERNATIONAL INSTITUTE OF HOTEL MANAGEMENT

&



ANNAMALAI UNIVERSITY

ANNAMALAINAGAR

**BACHELOR OF MANAGEMENT STUDIES
(HOSPITALITY & TOURISM
MANAGEMENT)**

(FULL-TIME)

(2018 Onwards)

SYLLABUS



Second Year - Third Semester								
III	15	BMSHT 301	Soft Skills & Personality Development	Allied	4	60	40	100
III	16	BMSHT 302	Human Resources Management	Allied	4	60	40	100
III	17	BMSHT 303	Managerial Economics	Allied	4	60	40	100
III	18	BMSHT 304	Hospitality Management	Core	5	60	40	100
III	19	BMSHT 305	Event Management	Core	5	60	40	100
III	20	BMSHT 306	Resort Management	Core	5	60	40	100
III	21	BMSHT 307	Organization Behavior	Core	5	60	40	100
			Total		32	420	280	700
Second Year - Fourth Semester								
IV	22	BMSHT 401	Customer Relationship Management	Allied	4	60	40	100
IV	23	BMSHT 402	Tourism Marketing	Allied	4	60	40	100
IV	24	BMSHT 403	Financial accounting	Allied	4	60	40	100
IV	25	BMSHT 404	Front office operations	Core	5	60	40	100
IV	26	BMSHT 405	Housekeeping operation	Core	5	60	40	100
IV	27	BMSHT 406	Environmental Management For Hotels	Core	5	60	40	100
IV	28	BMSHT 407	Entrepreneurship In Tourism	Core	5	60	40	100
			Total		32	420	280	700

SEMESTER -III
SOFT SKILLS AND PERSONALITY DEVELOPMENT
BMSHT 301

UNIT -I

Personal Skills- Introduction
Knowing oneself- confidence building
Defining strengths
Thinking creatively-
Personal values-time and stress management

UNIT -II

Social Skills- Appropriate and contextual use of language
Non-verbal communication-
Interpersonal skills
Problem solving- different situation handling.

UNIT -III

Personality Development- Introduction, importance and need.
Personal grooming- Importance and need.
Business etiquette, corporate etiquette, social etiquette and telephone etiquette,role play and body language.

UNIT -IV

Presentation skills - Group discussion-
Mock Group Discussion using video recording- public speaking

UNIT -V

Professional skills - Organisational skills- team work- business and technical correspondence- job oriented skills-professional etiquette

REFERENCE BOOKS

1. *Matila Treece: Successful communication: Allyun and Bacon Pubharkat.*
2. *Jon Lisa Interatid skills in Tourist Travel Industry Longman Group Ltd.*
3. *Robert T. Reilly – Effective communication in tourist travel Industry Dilnas Publication.*
4. *Boves. Thill Business Communication Today Mcycans Hills Publication.*
5. *Dark Studying International Communication Sage Publication.*
6. *Murphy Hidder and Thomas Effective Business Communication Mc GrawHill.*

HUMAN RESOURCES MANAGEMENT

BMSHT 302

UNIT -I

Introduction to Human Resource Management—Importance--scope and objectives of HRM. Evolution of the concept of HRM- Approaches to HRM- Personal management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management.

UNIT -II

Human resource planning, Recruitment and selection—Job analysis---process of job analysis- job discretion- job specification-- methods of job analysis-- Conventional Vs strategic planning—job evaluation—Recruitment--source of recruitment-methods.

UNIT-III

Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives- approaches --methods-training environment- areas of training- Training evaluation.

UNIT -IV

Performance appraisal and career planning. Need and importance- objectives process- methods and problems of performance appraisal- . Concept of career planning -features- methods -uses career development.

UNIT -V

Compensation management and grievance Redressal. Compensation planning objectives- Wage systems- factors influencing wage system-. Grievance Redressal procedure- Discipline- approaches- punishment-essentials of a good discipline system. Labor participation in management.

REFERENCE BOOKS

1. *Human Resource Management- Text and Cases-- VSPRao*
2. *Human Resource Management—Snell,Bohlander*
3. *Personal Management and Human Resources—Venkata Ratnam.Srivasthava.*
4. *A Hand Book of Personnel Management Practice—DaleYolder.*

MANAGERIAL ECONOMICS

BMSHT 303

UNIT -I

Introduction – Economics – managerial economics – distinction between managerial economics and traditional economics – characteristics of managerial economics – scope of managerial economics – Application of economic theories in business decisions – role and responsibility of a managerial economist.

UNIT -II

Demand Estimation – Demand– elasticity of demand – price – income – advertisement- cross uses – measurement. Demand forecasting – short term and Long term forecasting – methods of forecasting–forecasting the demand for new products.

UNIT -III

Theory of Production – Production function – Cobb Douglas Production function – Laws of production–Law of Diminishing Returns–Law of returns to scale–Economies and dis-economies of scale.

UNIT -IV

Pricing Policy and Practices – objectives – role of cost in pricing – demand factor in pricing – factors to be considered when formulating a pricing policy – cost plus pricing –marginal cost pricing – going rate pricing – Break even point pricing –Product Line pricing – Pricing of a new product – Pricing over the life cycle of a product.

UNIT -V

Business Cycles – Introduction – phases of a business cycle – causes and indicators – Theories of business cycles – control of business cycles.

REFERENCE BOOKS

1. *Maheswari.K.L and Varshney. Managerial Economics ,Sultan Chand &Sons,New Delhi.*
2. *Mote V.L, Samuel Paul and Gupta G.S. Managerial Economics, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
3. *GuptaG.S.Managerial Economics,Tata McGraw-Hill Publishing Co.Ltd.New Delhi.*
4. *Dwivedi N.D. Managerial Economics, Vikas Publishing House, New Delhi.*
5. *Reddy P.N and Appanniah. H.R. Principles of Business Economics, S. Chand &Co. Ltd. New Delhi.*



HOSPITALITY MANAGEMENT

BMSHT 304

UNIT -I

Definitions: Hospitality and Hotel. - Link between Hospitality and Travel and Tourism industry Travelers at rest Home away from Home Hospitality culture, Athithi devo Bhavah, Expectations of the guest

UNIT -II

Classification & Categorization of Hotels - Hotel Ownership. A brief account of Commercial Hotels, Residential Hotels, Resort Hotels, Airport hotels, Bed & Breakfast Hotels Convention hotels, Casino Hotels, Motels. Emerging trends in Accommodation - Time-share, Condominium, Home Stays, Tree Huts, Houseboats, Capsule hotel. Major Hotel chains in India.-FHRAI

UNIT -III

Brief Account of Hotel Operations: Front office and back office areas, Public and Private areas - Organizational structure and Functions, Major Departments - Types of hotel rooms, Use of IT in Hotel industry

UNIT -IV

Front Office Management: Organizational structure and Functions
House Keeping: Organizational structure – important housekeeping activities in hotels – coordination with other departments – advantages of good housekeeping and problems of poor housekeeping. Food and Beverage Operations: Organizational structure and Functions - Food Production and Service.
Restaurants: Types of Menu, Types of Service.

UNIT -V

Security department - Responsibilities - Security systems in a hotel. Roles and Functions of Marketing department, HR department Engineering and Maintenance department, Accounting department

REFERENCE BOOKS

1. *John R Walker - Introduction to Hospitality Management – Pearson Education India*
2. *Mohammed Zulfiker–Introduction to Tourism and Hotel Industry,UBS Pub,New Delhi*
3. *Dennis . L. Foster – VIP and Introduction to Hospitality ,Mc Graw Hill,New Delhi*
4. *M. L. Ksavana and R. M. Brooks – Front Office procedures ,Educational Institute. A.H.M.A*
5. *Sudhir Andrews –Hotel front Office Management. Mc.Graw Hill, New Delhi*
6. *Puspinder. S. Gill – Dynamics of Tourism –Vol.4*
7. *Jag Mohan Negi – Hotels for Tourism Development ,Metropolitan Pub, New Delhi*
8. *RK Malhotra – Fundamentals of Hotel Management and Operations ,Anmol Pub, New Delhi*

EVENT MANAGEMENT

BMSHT 305

UNIT -I

- Event Management – Definition – Meaning and scope
- Role of events in promotion of tourism. Types of events – Cultural - festival, religious, business.
- Need of event management.
- Key factors for best Event Management.

UNIT -II

- Aim of event, Develop a mission,
- Establish Objectives,
- Preparing event proposal,
- Use of Planning tools.

UNIT -III

- Protocols, Dress codes, staging, staffing, Leadership,
- Traits and characteristics.
- Event promotion- marketing events
- Interrelation between event and tourism industry

UNIT -IV

- Process of Event Management
- Planning and organizing events
- Budgeting– Sponsorship Subsidies–registration–Documentation
- Public relation and evaluation.

UNIT -V

- Entrepreneurship opportunities in Event Management
- Trade fare –marriages.
- Conferences and meetings
- Exhibitions-Case study of Travel & Tourism.

REFERENCE BOOKS

1. *Event Management, Purnima Kumarri, Anmol Publishers*
2. *Event Management for Tourism, Der Wagen, Pearson*
3. *Successful Event Management, Shone.A, C engage Learning*

RESORT MANAGEMENT

BMSHT 306

UNIT -I

- Resort Management- Historical perspective, Indian scenario,
- Basic characteristics
- Phases of resort planning and development
- Trends and factors in developed tourist markets leading to growth to resort concept.

UNIT -II

- Basic element of a resort complex
- Lodging facilities, land escaping
- Dining and Drinking facilities, Family oriented services
- shops and entertainment services

UNIT -III

- Mountain based resorts – introduction - development process – visitor profile.
- Beach resorts – marinas - introduction – development process – profile of visitors – environmental impacts and management.
- Golf/tennis resorts – introduction - market segments – visitor profiles. Health resorts/Ayurvedic resorts).

UNIT -IV

- External challenges for resort management, Changing market and competitive conditions global demand trends, benefit segmentation , market segmentation, competition, Internal challenges for resort management. Planning and financial management – planning process– phases of resort development – functional tools of resort development – planning and financial feasibility

UNIT -V

- Marketing issues for resorts: introduction, place marketing, destination image formation - cluster theory marketing - changing product emphasis - marketing changing seasons, seasonality management strategies – Branding – services marketing and management- Recreation management in resorts: rides, games and parks.

REFERENCE BOOKS

1. *Peter E Murphy (2007), The Business of Resort Management, Butterworth Heinemann Robert Christie Mill (2008), Resorts Management and Operations, Wiley.*
2. *Jagmohan Negi (2008), Hotel, Resort and Restaurant: Planning, Designing and Construction, Kanishka Publications, New Delhi.*
3. *Percy K Singh (2006), Hotel Lodging, Restaurant and Resort Management, Kanishka Publications, New Delhi.*
4. *Chuck Y Gee (1996), Resort Development and Management , AHMA, USA*

ORGANISATIONAL BEHAVIOUR

BMSHT 307

UNIT -I

Focus and purpose - Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models. individual behaviour - Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories –

UNIT -II

Organizational behaviour modification - Misbehavior – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management Motivation – importance – Types – Effects on work behavior.

UNIT -III

Group behaviour-Organization structure-Formation-Groups in organizations-Influence
Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication –Control.

UNIT -IV

Leadership and power - Meaning – Importance – Leadership styles – Theories- Leaders Vs Managers-Sources of power-Power centers-Power and Politics.tress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness

UNIT -V

Dynamics of organizational behaviour - Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change.

REFERENCE BOOKS

1. *Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 15th edition, 2012.*
2. *Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2005.*
3. *Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 12th Edition, 2011.*
4. *Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2008.*
5. *Mc Shane & Von Glinov, Organisational Behaviour, 6th Edition, Tata Mc Graw Hill, 2012.*



SEMESTER –IV

CUSTOMER RELATIONSHIP MANAGEMENT

BMSHT 401

UNIT -I

Introduction to CRM
Conceptual frame work of Customer Relationship and its Management.
Evolution customer Relationship Marketing
Types of CRM – Win Back, Prospecting, Loyalty, Cross Sell and Up Sell, Significance and Importance of CRM in Modern Business Environment.

UNIT -II

CRM Strategy: Introduction CRM- Planning, Strategy for CRM
Process of segmentation, Choice of Technology
Choice of organizational Structure for CRM
Understanding Market Intelligent Enterprises.

UNIT -III

CRM Implementation: Implementation of CRM
Business oriented solutions
Project Management, Channel Management
CRM in Services, CRM in Financial Services.

UNIT -IV

E – Commerce in CRM: Use of E- Commerce in CRM,
CEM and Data Mining, Information required for Effective CRM.

UNIT -V

Customer Loyalty and CRM, Concept of Loyalty at CRM: Definition of Loyalty,
Customer Loyalty and Customer decency, Process of Developing Customer Loyalty.
Status of CRM in India.

REFERENCE BOOKS

1. *Kotler P, Marketing Management, Pearson Education*
2. *Saxena R, Marketing Management, Tata McGRawHill*
3. *Ramana V, Somayagulu G, Customer Relationship Management, ExcelBook*
4. *Govinda.K, Bhat, Customer Relation Management, Himalaya*

TOURISM MARKETING

BMSHT 402

UNIT -I

Marketing: Concept and definition and its significance in tourism industry. Basic concept of need and want; demand, product, service, market and sales. Significance of service and characteristics of service marketing, differentiation of product marketing and service marketing. Defining marketing mix, the 8 P's of marketing mix

UNIT -II

Market Research Understanding of marketing research, Concept of primary data, secondary data, qualitative and quantitative data and marketing information system (MIS) and its functions. Consumer and consumer behaviour, Factors influencing the buying behaviour of consumers . Market segmentation and bases for segmenting consumers markets, targeting and positioning and market strategies

UNIT -III

Marketing Mix in Tourism Industry. Product: Definition and levels, nature of tourism product, Stages of launching a new product. Product life cycle (PLC) . Branding concept and need of branding of a product for a tourism company . Pricing: Definition and influencing factors; Major pricing strategies for products of tourism industry

UNIT -IV

Promotion: Major tools of Promotion Mix- Word-of-Mouth Information, Advertising, Sales promotion, public relation, personal and social selling; Importance of Advertising in Tourism, Selection of message and media, Media timing . Distribution: definition; factor influencing in distribution policy, distribution system, the role of Travel Agency and Tour Operator as intermediaries of Tourism Industry

UNIT -V

Destination Marketing. Necessary attributes for a ideal tourist destination, Destination life cycle, Marketing strategy for promotion and development of a tourist destination

REFERENCE BOOKS

- *Bisht, S.S. (2010): Tourism Marketing, Market Practices in Tourism Industry, Sarup Book Publishers Pvt. Ltd. New Delhi-02*
- *Holloway, J.C., Plant, P.V. (1988): Marketing for Tourism, Pitman Publishing, London*
- *Jha, S.M.: Tourism Marketing, Kotler, P, Bowen, J & Makens, J (1996): Marketing for Hospitality and Tourism, Prentice Hall, Upper Saddle River, USA, NJ-07458*
- *Maclean, H. (1984): Marketing Management (Tourism in your Business), Canadian Hotel and Restaurant Ltd.*
- *Stephan, F.etal(): Tourism Marketing and Management Handbook, Prentice Hall*

FINANCIAL ACCOUNTING

BMSHT 403

UNIT -I

Introduction -Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping, Terms used in accounting, users of accounting information and limitations of Financial Accounting.

UNIT -II

Conceptual Frame work
Accounting Concepts
Principles and Conventions
Accounting Standards

UNIT -III

Recording of transactions - Journals, Subsidiary Books, Ledger, Cash Book
Bank Reconciliation Statement
Trial Balance. Depreciation: Meaning, need & importance of depreciation methods of charging depreciation.

UNIT -IV

Preparation of final accounts - Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business with adjustments.

UNIT -V

Computerized Accounting
Journalizing and preparing final accounts using TALLY

REFERENCE BOOKS

1. *Gupta R.L. and Radhaswamy.M. Advanced Accounting, Sultan Chand & Sons, New Delhi.*
2. *Shukla M.C., Grewal. T.S and S.C. Gupta. Advanced Accounts ,S. Chand & Co. Ltd. New Delhi.*
3. *Jain S.P. and Narang. K.L. Financial Accounting, Kalyani Publishers, New Delhi.*
4. *Naseem Ahmed, Nawab Ali Khan and Gupta.M.L. Fundamentals of Financial Accounting Theory and Practice, Ane Books Pvt. Ltd. New Delhi.*

FRONT OFFICE OPERATIONS

BMSHT 404

UNIT -I

Front Office Department -Sections and layout of Front Office - Organizational chart of front office department (small, medium and large hotels) -Duties and responsibilities of various staff.-Attributes of front office personnel - Co-ordination of front office with other departments of the hotel-Equipment used (Manual and Automated)

UNIT -II

Role of Front Office - Key control and key handling procedures - Mail and message handling Paging and luggage handling - Rules of the house [for guest and staff] -Black list -Bell Desk and Concierge

UNIT -III

Reservation -Importance of guest cycle (Various stages, sectional staff in contact during each stage) -Modes and sources of reservation. -Procedure for taking reservations (Reservation form, conventional chart, density chart, booking - diary with their detailed working and formats) Computerized system (CRS, Instant reservations) - Types of reservation (guaranteed, confirmed, groups, FIT) -Procedure for amendments, cancellation and overbooking

UNIT -IV

Pre-Arrival Procedures - Pre arrival activities(Preparing an arrival list, notification etc)- Procedure for VIP arrival- Procedure for group arrival(special arrangements, meal coupons, etc) Guest Arrival - Types of registration.(Register, Loose Leaf, Registration Cards) - Receiving guests. Arrival procedure for various categories of guests (Foreigners along with C-forms, FITs- walk-in with confirmed reservation) -Notification of guest arrival. -Criteria for taking advance.(Walk-ins, Scanty Baggage etc)

UNIT -V

Guest Stay - Rooming a guest (introduction to the hotel facilities, orientation of the room) Procedure for room change - Safe deposit procedure. -Assisting guest with all possible information and help(medical etc.) Guest Departure - Departure notification - Task performed at bell desk ,cashier /reception- Express check outs -Late check outs and charges . Methods of Payment -Credit card handling -Traveler cheques, Personal checks -Handling cash Indian , Foreign currency -Other methods of payment [Travel agent , Bill to Company etc--]

REFERENCE BOOKS

1. *J.Vallen; Check in Check out*
2. *S Andrews; Hotel front Office Training Manual*
3. *S Baker, P. Bradley, J. Huyton; Principles of Hotel Front Office Operations*
4. *B Braham; Hotel Front Office*
5. *M Kasavana, C Steadmon; Managing Front Office Operation*
6. *P Abbott; Front Office Procedures and Management*
7. *C Dix; Front Office operations/Accommodations Operations*
8. *D Foster ; Front Office Operation and Administration*

HOUSEKEEPING OPERATION

BMSHT 405

UNIT -I

Introduction to House Keeping -Importance & Functions of Housekeeping Guest satisfaction and repeat business -House Keeping Areas – Front-of-the-house and Back-of-the-house areas, Guest Rooms, Public Areas, Maids Room, Indoor and Outdoor Areas Co-ordination with other Departments -Departments like Front Office, Engineering, F & B, Kitchen, Security, Purchase,HRD,Accounts.

UNIT -II

Layout of House Keeping Department - Sections of the housekeeping department, their functions and layout Organization of Housekeeping Department -Hierarchy in large, medium & small hotels-Attributes of staff-Job Descriptions and Job Specifications

UNIT -III

Guest Rooms -Types -Amenities & facilities for Standard & VIP guest rooms. Key Control - Computerized keys -Manual keys -Key Control Procedures, Cleaning Equipment Classification, use, care & maintenance -Selection & purchase criteria

UNIT -IV

Cleaning Agents - Classification, use, care and storage - Distribution & Control Selection Criteria -Cleaning Routine of Housekeeping Department -General principles of cleaning - Work routine for floor supervisors and chamber maids -Rules of the floor Cleaning Routine of Guest Rooms -Daily cleaning of occupied, departure, vacant,Under Repair & VIP rooms - Evening service & second service procedures. Weekly / Periodic cleaning – Special Cleaning tasks to be carried out.

UNIT -VI

Lost And Found Procedure - Procedure for Guest articles - Procedure for Lost Hotel Property Records maintained.

REFERENCE BOOKS

1. *Housekeeping Training Manual - Sudhir Andrews*
2. *Hotel, Hostel & Hospital Housekeeping – Brenscon & Lanox*

ENVIRONMENTAL MANAGEMENT FOR HOTELS

BMSHT 406

UNIT -I

Introduction and development of environmental message -Staff – Raise awareness build commitment, provide support, reward efforts, and celebrate success- Business partner's coordination- Guests participation; Community – sponsorship, urban beautification, alternate energy sources

UNIT -II

Waste Management- Why manage waste- Type of solid waste -3R's principle Non hazardous energy separation
Energy and waste conversion- Types of energy- Energy efficiency action plan- Assessing current performance- Energy utilization & conservation measures- Guidelines for major use areas-Making decision about investments-Evaluation of new technology

UNIT -III

Water and the environment- Water quality standards- Water treatment methods- Improving water quality; Indoor air quality- Potential sources of air pollution- Improving indoor air quality Costs - External air emissions and Noise-Sources- Effects- Hotels and air pollution (source, impact prevention, control of pollution)- Introduction and problems of noise & program for tackling it.

UNIT -IV

Product purchase-Principles of responsible purchasing-Implementation of Eco friendly purchasing Products: recycled COURSE, future products ; Ecotels- Case studies India and abroad.

UNIT -V

Environment Management System (EMS) and Environmental Impact Analysis (EIA) Importance of EIA-Methodology-Environmental clearance. Global Environmental issues- Motives for adopting EMS- Environmental Impact Assessment.-Certification of EMS - ISO 14001,EMAS,BS7750etc-Leeds-Design for green buildings.

REFERENCE BOOKS

1. *Environmental Management for Hotels ; Butterworth & Heinemann David Kirk ; Environmental Management for Hotel*
2. *B K Sharma; Environmental Chemistry,*
3. *S. K Garg; Sewage Disposal & Air Pollution Engineering, (Vol. 2)*
4. *P. D. Sharma; Ecology & Environment,*
5. *N K. Uberoi; Environmental Management,*

ENTREPRENEURSHIP IN TOURISM

BMSHT 407

UNIT -I

Entrepreneurship, Definition role and expectation. Entrepreneurial motivations, types. Entrepreneurship opportunities in tourism. Entrepreneurial skill for travel, tourism and hospitality trade; problems of entrepreneurship in travel trade.

UNIT -II

Entrepreneurial Competencies, Small Scale Enterprises
Characteristics & Relevance of Small Scale Enterprises
Role of Entrepreneurship in SSE and Economic Development.

UNIT -III

Institutional Interface and Set up; Government Policy; tourism enterprises/units eligible for assistance under MoT scheme. Entrepreneurial Process: Identification of an Opportunity, Market Assessment, Analyzing Competitive Situation, Understanding Trade Practices, Resource Mobilization.

UNIT -IV

Technology Determination, Site Selection, Financial Planning, Financial Institutions for Small Enterprises, Preparation of Business Plan, Elements of Business Plan, Feasibility Report.

UNIT -V

Ownership Structures & Organizational Framework, Financial Management Issues, HR Issues, Strategies for Growth & Stability, Managing Family Enterprises

REFERENCE

- 1. Vasant Desai, Entrepreneurship & Small Business Management*
- 2. Peter Drucker, Innovation & Entrepreneurship*
- 3. S S Khanna, Entrepreneurial Development*
- 4. C B Gupta, N P Srinivasan, Entrepreneurial Development*
- 5. D N Mishra, Entrepreneur and Entrepreneur Development & Planning in India*