

PARUL INSTITUTE OF MANAGEMENT

2 YEARS FULL TIME PROGRAMME

(Approved by AICTE, Ministry of HRD)

POST GRADUATE DIPLOMA IN MANAGEMENT



SYLLABUS

PGDM IV Semester

P.O. LIMDA, Tal. Waghodia, Dist. Vadodara, Gujarat
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BUSINESS ETHICS AND CORPORATE GOVERNANCE
SUBJECT CODE: 06

Course Objectives:

- (a) To prepare men and women with character by sensitizing them to fundamental principles of Ethics in general and Business Ethics in particular
- (b) To create ethical mindset among students
- (c) Making ethics a crucial filter in decision making
- (d) Help students create a transparent and fair corporation

Contents:

Module No	Module Content
1	<p>Introduction to Business Ethics:An Overview Principles of Personal Ethics, Professional Ethics Distinction between values and ethics, roots of unethical behavior, Ethical Decision Making, Why should business act ethically? Principles of Personal Ethics, Professional Ethics Definitions of ethics, Personal ethics and business ethics Ethical Concepts and Theories : Management and ethics Environmental Ethics, Normative theories of Business ethics, Ethical theories in relation to business, Indian ethical traditions, Environmental concerns, Sustainable development, Industrial pollution, Role of corporations in environmental management, Environmental audit, Environment management in India</p>
2	<p>Ethical Dilemmas, Sources and resolution : What is ethical dilemma? Corporate dilemma over ethical behavior, sources of ethical dilemma Principles of Personal Ethics, Professional Ethics: Code of personal ethics for employees, How to create an ethical working environment, Walton’s six models of business conduct, how to resolve ethical problems, How to resolve ethical dilemma? Ethical Decision Making in Business: Ethical models that guide decision making, Kohlberg’s model of cognitive moral development, Personal values and ethical decision making, corporate values and ethical decision making, A frame work of ethical decision making king Ethics of Consumer Protection: Hidden taxation on society, consumer and consumer protection, Parties to consumer protection, Ralph Nader’s contribution to consumer protection, Consumer Protection Why and how, Duties and responsibilities, Consumer Protection: Indian Scenario</p>
3	<p>Corporate Governance: An Overview: Corporate Governance: America’s hall of shame and responsibilities, What is corporate Governance? Issues in Corporate Governance Theory and Practice of Corporate Governance, Relevance of Corporate Governance, Corporate Governance system, Anglo-American Model, German Model, Japanese Model, Indian Model of Corporate Governance, Common features in German and Japanese Models Landmarks in the Emergence of Corporate Governance: Obligation to society at large, Employees and customers, Cadbury Committee on Corporate Governance, OECD principles, Sarbanes Oxley Act 2002, Naresh Chandra Committee, Narayan Murthy Committee, Kumar Mangalam Birla Committee</p>

4	<p>Board of Directors: A powerful Instrument in Corporate Governance: Company Director and the Board, Who is a director, Director's appointment, Duties and responsibilities of Directors, powers of the board, Role of Directors, Independent directors, directors remunerations, Transparency and Disclosure</p> <p>Handmaid of Ethics: Corporate Social Responsibility: Why is corporate governance important? The need for corporate governance in India ,ICRA's rating methodology, Definitions of CSR, Theoretical Justification of CSR, Models of Implementation of CSR, CSR as a business strategy for sustainable development, Advantages and scope of CSR</p> <p>India on Ethical/CSR Matrix</p>
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Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	A.C. Fernando	Business Ethics	Pearson
2	S K Mandal	Ethics in Business and Corporate Governance	Tata McGraw Hill

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	Rupani Riya	Business Ethics and Corporate Governance	Himalaya Publishing
2	Albuquerque Daniel	Business Ethics: Principles and practice	Oxford University Press

STRATEGIC MANAGEMENT
SUBJECT CODE: 06

Course Objectives:

The objective of this course is to demonstrate that business problems are cross-functional and solutions to them require strategic thinking. It takes the students to the depth of strategic management with focus on specialized areas of strategy. It encourages the students to be precise and specific in their thinking and to help them separate the important from the incidental. The course design provides for a set of analytical tools to enable the students to evaluate complex managerial decision making situations.

Contents:

Module No	Module Content
1	Introduction & overview of concepts and techniques for crafting & executing strategy: What is strategy and why is it Important? The managerial process of crafting and executing strategy.
2	Core concepts and analytical tools: Evaluating a company's external environment, Evaluating a company's resources and competitive position.
3	Crafting a strategy: The five generic competitive strategies: Which one to employ?, Supplementing the chosen competitive strategy: Other important strategy choices, Competing in foreign markets, Tailoring strategy to fit specific industry and company situations, Diversification: Strategies for managing a group of businesses; Strategy, ethics & social responsibility.
4	Executing the strategy: Building resource strengths and organizational capabilities, Managing internal operations: Actions that promote better strategy execution, Corporate culture and leadership: Keys to good strategy execution.

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	Thompson, Strickland, Gamble & Jain	Crafting & Executing Strategy: The quest for competitive advantage	McGraw Hill - Latest
2	Michael Hitt, Robert Hoskisson & Duane Ireland	Management of Strategy: Concept & Cases	Cengage Learning - Latest

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	Robert Grant	Contemporary Strategic Management	Wiley India - Latest
2	Azhar Kazmi	Strategic Management	Tata McGraw Hill - Latest

**MARKETING MANAGEMENT
BRAND MANAGEMENT
SUBJECT CODE: 06**

Course Objectives:

1. To explore important issues in planning, implementing and evaluating brand strategies.
2. To learn appropriate concepts, theories and other tools to make better branding decisions.

Contents:

Module No	Module Content
1	Overview of brand management and identifying & establishing brand positioning & values: Perspectives on brand management, customer based brand equity, brand positioning.
2	Planning & implementing brand marketing programs: Choosing brand elements to build brand equity, designing marketing programs to build brand equity, integrating marketing communications to build brand equity, leveraging secondary brand associations to build brand equity.
3	Measuring & interpreting brand performance: Developing brand equity measurement & management system, measuring sources of brand equity: Capturing customer mind-set, measuring outcomes of brand equity: Capturing market performance.
4	Growing and sustaining brand equity: Designing and implementing branding strategies, brand architecture, managing brands over time, and brands in borderless world.

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	Kirti Dutta	Brand Management: Principles & Practices	Oxford University Press - Latest
2	Kevin Lane Keller	Strategic Brand Management	Pearson - Latest

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	S. Ramesh Kumar	Managing Indian Brands – Marketing concepts & strategies	Vikas - Latest
2	Y L R Moorthi	Brand Management – The Indian Context	Vikas - Latest

SERVICES MARKETING
SUBJECT CODE: 06

Course Objectives:

- (a) To make the students aware of the importance of Services in any economy.
- (b) To help students differentiate between the marketing of goods and services.
- (c) To help students understand the various components of Services and given these components how to develop skills to understand the expectations of consumers from the service.
- (d) Having understood the expectations of the consumers, to help students make strategies to win customers and retain them with the organization.
- (e) Given the expectations of the customers and the management, how to promote and price services to achieve the desired financial objectives of the organization.

Contents:

Module No	Module Content
1	What are services? Why study services? Role of services in the economy. Services and technology – technology in service encounter, emergence of self-service, automation in service, Internet services, Distinction between services and goods. Services Marketing Mix – 7 Ps of Services Marketing.
2	The four categories of Services – People- processing, Mental-stimulus processing, Possession –processing, and Information- processing. Customer decision making , Stages in customer decision making – Pre-purchase stage, Service-encounter stage, Post encounter stage. Customer expectations and Perceptions of service- Zone of tolerance. Product- core and supplementary elements, Branding service products. Price – Role of Non-monetary costs, Pricing strategy, Pricing and revenue management, yield management
3	Place- Service distribution, Role of customers in service delivery, delivery through intermediaries, Franchising, Electronic channels, Self-service technologies. Promotion – Role of marketing communication, marketing communication mix, Integrated Services Marketing communication. People – Employees’ Role in service delivery, Service leadership and culture. Process – Service blueprint, Service process redesign. Physical Evidence – Servicescape, service environment.
4	Understanding capacity, Demand patterns, strategies for matching capacity and demand Services Quality _ Gaps model, Measuring and improving service quality Relationship Management – Defining customer relationship, The basics; external relationship, supplier relationship, internal relationships Customer retention, Customer loyalty, strategies for reducing customer defections, Customer relationship management.

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	Lovelock, Wirtz, Chatterjee	Services Marketing – People, Technology, Strategy	Pearson
2	Services Marketing	Zeithmal, Bitner and Pandit	

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	S M Jha	Srervices Marketing	Himalaya
2	Rajendra Nirgundkar	Services Marketing	

FINANCE
CORPORATE TAX PLANNING
SUBJECT CODE: 06

Course Objectives:

- (a) To equip students with the ability to apply corporate tax provisions to corporate world.
- (b) To provide necessary inputs to the students for handling real life business problems efficiently
- (c) Help students in using appropriate concepts of taxation laws.

Contents:

Module No	Module Content
1	Law of Income-Tax in Brief Tax planning, tax management, tax avoidance and tax evasion Definitions
2	Residential status and tax incidence Taxation of companies Tax planning with reference to new business
3	Tax planning with reference to new business –Nature of business Tax planning with reference to new business – Form of Organization Tax planning in respect of employee's remuneration
4	Tax planning with reference to sale of scientific research Avoidance of payment of tax agment Deduction/collection of tax at source and e-TDS return

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	Dr. Vinod K Singhania & Dr Monica Singhania	Corporate Tax Planning & Business Tax Procedures with Case Studies	Taxmann Publication
2	Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practices	Bharat Law House

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	Dr. Vinod K Singhania & Dr Kapil Singhania	Direct Taxes – Law & Practice	Taxmann
2	H P Ranina	Corporate Taxation	Orient Law House

FUTURES AND OPTIONS
SUBJECT CODE: 06

Course Objectives:

- (a) To equip students to apply stock market basics to derivative market
- (b) To understand financial derivatives, their valuation and analysis
- (c) To learn uses of derivatives for hedging, speculation and arbitrage
- (d) To understand trading strategies

Contents:

Module No	Module Content
1	<p>Derivatives –An Introduction- Introduction –Risk Management, Managing Risks Derivatives- Derivative Products, Classification of Derivatives, Participants in Derivative Markets, Evolution of Derivative Markets</p> <p>Forwards and Futures- Introduction, Forward Contracts, Settlement of Forward Contracts, Futures Contract, Specifications of a Futures Contract, Open Interest Cash flows under forward and futures contracts, Differences between Forward and Futures Contract, Pricing a Forward/Futures Contract, Value of A Forward Contract Relationship of Futures Price and Expected Spot Price, Types of Futures</p>
2	<p>Stock and Index Futures-Introduction, Index Futures, Pricing stock and Index Futures, Application of Index Futures, Hedging through Stock Index Futures Speculation with Stock Index Futures, Arbitrage with Stock Index Futures</p> <p>Option Basics- Introduction, Terminology of Options, Call Option, Put Option, Moneyness of Options, Types of Options, Understanding Options Quotations, Trading and Settlement, Margins in Options, Differences Between Options and Forwards/Futures</p>
3	<p>Option Pricing – Basics; Introduction, Intrinsic Value and Time Value, Boundary Conditions for Option Pricing, Put-Call Parity, Binomial Option Pricing Model, Risk Return Valuation, Binomial for Put Pricing</p> <p>Option Pricing – Black-Scholes Model- Introduction, Factors Affecting the Option Price, Black-Scholes Options Pricing Model, Assumptions of Black-Scholes Model, Interpreting the BSM, Put Pricing using BSM, Volatility, Measuring Historical Volatility, Implied Volatility, Estimating Implied Volatility</p>
4	<p>Options Trading Strategies- Introduction, Income Generation with Options, Naked call and covered call, Writing Put, Options Trading Strategies- Combination of Options, Straddle- Long and Short, Strangle- Long and Short, Straps and Strips Bull Spread, Bear Spread, Butterfly Spread, Condor Spread, Factors Affecting the Spreads</p>

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	B L Bagri & N D Vora	Futures and Options	Tata McGraw Hill
2	Sundaram Janakiramana n	Derivatives and Risk Management	Pearson

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	Rajiv Shrivastava	Derivatives and Risk Management	Oxford University Press
2	John C Hull	Futures, Options & Derivatives	Pearson

HUMAN REESOURCE MANAGEMENT
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
SUBJECT CODE: 06

Course Objectives:

The course aims to provide strong foundation in understanding evolution and enduring context of IHRM, characteristics and functions of IHRM in organizational context. Managing IHRM functions with regard to hiring, training and compensation. HR issues with regards to IR, Performance Management and host country. The course will help students to know about impact of globalization on IHRM. Linkage between domestic HR and IHRM and current and future outlook of IHRM.

Contents:

Module No	Module Content
1	<p>INTRODUCTION TO IHRM - Introduction to IHRM scenario: Globalization nature and its effect.</p> <p>Nature of IHRM: Meaning of IHRM and difference between domestic and IHRM, Functional Positioning of IHRM/ strategy of IHRM, Organizational Context/ Structure of IHRM, Model of IHRM / Nature of IHRM</p> <p>Strategic IHRM: Understanding strategy, dimension, Strategic HR policies& choices, linking IHRM to business strategy.</p>
2	<p>INTERNATIONAL RECRUITMENT & STAFFING - HRM role in Mergers & Acquisitions and approaches of Post mergers.</p> <p>Staffing of International Business: HRP, Recruitment & Selection. Advantages and disadvantages of using PCNs, HCNs, TCNs. Managing expatriate and its failure. Female expats, Recent trends in international staffing</p>
3	<p>MULTICULTURALISM AND INTERNATIONAL T & D</p> <p>Multiculturalism: Nature of culture , Hofstede culture dimensions</p> <p>Culture predispositions: 1.Ethnocentric, 2.Polycentric 3. Regio-centric 4. Geocentric</p> <p>Managing across culture : dimensions of Multicultural management , building Multicultural organisation</p> <p>Training and development : Training strategies, expatriate training (CCT), HCN & TCN training , identifying training methods</p>
4	<p>INTERNATIONAL PERFORMANCE MANAGEMENT AND COMPENSATION</p> <p>Performance Management :Organizational strategy& PM, steps in global PMS, identifying variables affecting performance, Issues in managing performance in global context</p> <p>International Compensation : compensation strategy and approach, compensation components, management practices and issues while managing international assignments</p> <p>Repatriation: Re-entry and carrier issues while managing international assignments, repatriation process and managing repatriation</p>

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	K. Aswathappa & Sadhna Dash	International Human Resource Management	Tata Mcgraw-Hill Education
2	P.L.RAO	International Human Resource Management Text And Cases	Excel Publishers

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	Peter Dowling, Marion Festing, Allen D. Engle, SR.	International Human Resource Management	Cengage Learning Publication

PERFORMANCE MANAGEMENT SYSTEMS
SUBJECT CODE: 06

Course Objectives:

To make student understand Performance Management as the most critical function for all organizations intending to enrich the worth of human capital and delivering profits to different stakeholders. The objective of this course is to provide the students with the theoretical framework. Adequate emphasis is on learning the application of concepts to become an effective appraiser. The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for understanding Performance Management System and Performance Appraisal in their organizations.

Contents:

Module No	Module Content
1	<p>Introduction And Concept of Performance Management , performance as integral part of performance management, Purpose, system model of PMS, Performance Management System (PMS) Process, PMS and Strategic planning linkage, performance objective and standard</p> <p>Planning Performance Appraisal And Analysis – Planning Performance, Role Clarity, Accountability and Effectiveness, Planning Individual Performance. Performance Appraisal, Meaning, Concepts, Need, Objectives, Principles, And Importance of Performance Appraisal.</p> <p>Characteristics of PA, Benefits , Advantages and Disadvantages of PA</p>
2	<p>Performance Appraisal Sources , Approaches and Process of PA, Types of PA</p> <p>Job analysis and performance appraisal system</p> <p>Methods Of Performance Appraisal-I – Traditional Approach</p> <p>Methods Of Performance Appraisal-II- Modern Approach</p> <p>Performance Appraisal Steps and Format , performance appraisal interview , feedback and counseling</p>
3	<p>Managing and Appraising Executive Performance- Why performance appraisal and performance management fail.</p> <p>Problems/Obstacles While Implementing Performance Appraisal Strategies, Performance Assessment Errors Appraising potential for enhancement, ethical and legal issue in PA /PMS</p> <p>Meaning and Concept of Performance Counseling and Mentoring, skills, phases of mentoring, employee counseling and mentoring for improving performance.</p>
4	<p>Compensation Management and Performance Management- approaches for rewarding performance. Validity of performance based compensation.</p> <p>Implications of Performance Appraisal & Management</p> <ol style="list-style-type: none"> 1. Organizational culture and employee performance. 2. Organizational Conflict and employee performance 3. Job Stress and Employee performance 4. Implication of Performance Appraisal & Management on Knowledge Management 5. Employee Counseling for improving performance

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	Tapomey Deb	Performance Appraisal and Management	Excel Books

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	N. Kamaraju Pantulu, P.N.REDDY, D.V. RAMANA	Performance Appraisal And Counselling	Himalaya Publishing House
2	T.V.RAO	Appraisal & Developing Managerial Performance	Excel Books

**INTERNATIONAL BUSINESS
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
SUBJECT CODE: 06**

Course Objectives:

The course aims to provide strong foundation in understanding evolution and enduring context of IHRM, characteristics and functions of IHRM in organizational context. Managing IHRM functions with regard to hiring, training and compensation. HR issues with regards to IR, Performance Management and host country. The course will help students to know about impact of globalization on IHRM. Linkage between domestic HR and IHRM and current and future outlook of IHRM.

Contents:

Module No	Module Content
1	<p>INTRODUCTION TO IHRM - Introduction to IHRM scenario: Globalization nature and its effect.</p> <p>Nature of IHRM: Meaning of IHRM and difference between domestic and IHRM Functional Positioning of IHRM/ strategy of IHRM, 3. Organizational Context/ Structure of IHRM, 4. Model of IHRM / Nature of IHRM</p> <p>Strategic IHRM: Understanding strategy, dimension, Strategic HR policies& choices, linking IHRM to business strategy.</p>
2	<p>INTERNATIONAL RECRUITMENT & STAFFING - HRM role in Mergers & Acquisitions and approaches of Post mergers.</p> <p>Staffing of International Business: HRP, Recruitment & Selection. Advantages and disadvantages of using PCNs, HCNs, TCNs. Managing expatriate and its failure. Female expats, Recent trends in international staffing</p>
3	<p>MULTICULTURALISM AND INTERNATIONAL T & D</p> <p>Multiculturalism: Nature of culture , Hofstede culture dimensions Culture predispositions: 1.Ethnocentric, 2.Polycentric 3. Regio-centric 4. Geocentric</p> <p>Managing across culture : dimensions of Multicultural management , building Multicultural organisation</p> <p>Training and development : Training strategies, expatriate training (CCT), HCN & TCN training , identifying training methods</p>
4	<p>INTERNATIONAL PERFORMANCE MANAGEMENT AND COMPENSATION</p> <p>Performance Management :Organizational strategy& PM, steps in global PMS, identifying variables affecting performance, Issues in managing performance in global context</p> <p>International Compensation : compensation strategy and approach, compensation components, management practices and issues while managing international assignments</p> <p>Repatriation: Re-entry and carrier issues while managing international assignments, repatriation process and managing repatriation</p>

Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	K. Aswathappa & Sadhna Dash	International Human Resource Management	Tata Mcgraw-Hill Education
2	P.L.RAO	International Human Resource Management Text And Cases	Excel Publishers

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	Peter Dowling, Marion Festing, Allen D. Engle, SR.	International Human Resource Management	Cengage Learning Publication

INTERNATIONAL MARKETING
SUBJECT CODE: 06501253

Course Objectives:

To enlighten the management students who are involved in international business with updated information and multivariate dimensions of actions required to succeed in the competitive environment. The vibrant and changing scenario in global trade calls for different skills and strategies today. Learn the key concept in this area and develop a “Micro-View” of the Marketing initiative taken by the Multinational Companies especially during the current turbulent times of Globalization.

Contents:

Module No	Module Content
1	<p>Introduction to Global Marketing</p> <ul style="list-style-type: none"> • Three Principles of Marketing • Importance of Global Marketing • Orientations (Global Perspective) • Driving and Restraining Force <p>Global Economic Environment</p> <ul style="list-style-type: none"> • Economic System • Stages of Market and Economic Development • BOP • Trade Patterns • Regional Economic Organization
2	<p>Social And Cultural Environment :</p> <ul style="list-style-type: none"> • Basic Aspects of Society and Culture • Analytical approaches to cultural factors <p>Political, Legal and Regulatory Environment of Global Marketing:</p> <ul style="list-style-type: none"> • Political Environment • Legal Problems : Business Issues • Conflict resolution, Dispute settlement and Ethical Issues
3	<p>Global Customer</p> <ul style="list-style-type: none"> • Regional Market Characteristics • Global Buyers • Global Marketing Plan <p>Entry and Expansion Strategies</p> <ul style="list-style-type: none"> • Decision Criteria • Entry and Expansion Model • Exporting • Alternatives

4	<p>Cooperative and Global Strategies</p> <ul style="list-style-type: none"> • Nature of Global Partnership • Alliance between Manufacturer and Marketers • International Partnership in Developing Countries <p>Competitive Analysis and Strategy</p> <ul style="list-style-type: none"> • Industry analysis • Global Competition and National Competitive Advantage • Strategic Model • Strategic Position • Innovation and Strategic Models
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Case Studies relevant for Sections 1 to 4:

1&2	<p>Case Studies :</p> <ol style="list-style-type: none"> 1. Which Company is transnational 2. The new Drivers of World Trade 3. Coca Cola : Universal Appeal 4. The Education of an Expat
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4 & 5	<p>Case Studies :</p> <ol style="list-style-type: none"> 1. Oriflamme 2. Smart Car 3. Odyssees. Inc : Decision to Go International 4. Metro Corporation : Technology Licensing Negotiation
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Recommended Text Books:

Sr. No	Author	Name of the Text Book	Publisher Edition
1	Warren J Keegan & Naval K . Bhargava	Global Marketing Management	Pearson, Latest Edition

Reference Books:

Sr. No	Author	Name of the Reference Book	Publisher Edition
1	R Srinivasan	International Marketing	PHI
2	Cateora, Graham	International Marketing	Tata McGraw Hill
3	Kotabe et al	International Marketing	Willey India