

PG Diploma in Composite Culture Management (PGD-CCM)

Semester-1

✓ Course	Title	Marks
1.	Culture, Society and Organizations	100
2. ✓	International Business Environment	100
3.	Cross-Cultural Psychology	100
4.	Diversity Management	100
5.	Cross-Cultural Communication (Internal)	50
6.	Foreign Language (Internal)	50
<i>Total</i>		<u>500</u>

Semester-2

1.	Strategic Management: Managing Across Culture	100
2.	International Human Resource Management	100
3.	Corporate Finance	100
4.	International Marketing	100
5.	Business Etiquettes across Cultures (Internal)	50
6.	Foreign Language (Internal)	50
<i>Total</i>		<u>500</u>

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Semester-I
Proposed Detailed Syllabus

PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Culture, Society and Organizations

Course No. PGD-CCM-101

Contact Hours: 45

Duration of Examination: 3 hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

Semester Examination: 70 Marks

Objective

The course is designed to understand the relationship between culture and organizations. It aims at sensitizing the students to the need for managing differently in diverse cultural environments with a view to develop skills for diagnosing & understanding heterogeneity of cultures in managing global organizations & to function effectively in them.

UNIT 1

Culture: Meanings and Concept; Foundations of Culture: Cultural Orientations, Elements of Culture and the Cultural phenomenon; Debates surrounding the concept of Culture; Culture, Society and Organizations; Societal, organizational and work cultures; Cross- Cultural differences and managerial implications; Cultural diversity, synergy and the challenge of managing multicultural work groups; A model for high performance diverse teams.

UNIT 2

Cross-Cultural Management- Meaning and concepts; National Culture Vs. Organization Culture;

Work Behavior and management values across cultures; International ethics and culture; Fundamentals of Cross-Cultural Interaction: Social Cognition, Stereotypic expectations, Differential Attributions; coping with cultural differences: Understanding Socialization; A Cross-Cultural Interaction Model.

UNIT 3

Culture and Organizations: Cultural influence on Organizational Designs; Explaining Organizational Structure; Culture and Organizational Structure; Informal Organizations; Organizing in Multinational Organizations; Relationship of the MNO to its Members, Managerial Roles in MNO's; Cultural Differences in the Psychological Contract.

UNIT 4

International and Cross-Cultural Research: Types and Critiques; Frameworks in Cross- Cultural Management: Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaar's dimensions, Schwartz Value Survey, the GLOBE study, Use of the Frameworks.

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UNIT 5

The Challenge of Managing across cultures in the future; Uneven Development; Influence of Transition Economies; Information and Communication Technologies; Pressure on Natural Environment; The Adaptation of Organizations and People, The MNO Context; The Future of Organization of Work; the Development of Global Managers; International Management Careers, Cross Cultural Skills and Abilities, Biculturals ; Cultural Intelligence.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

- Thomas, D.C. P.D. (2008). Cross-Cultural Management: Essential Concepts. New Delhi: Sage.
- Valsinger, J. (2007). Culture in Minds and Societies: Foundations of Cross Cultural Psychology. New Delhi: Sage.
- Triandis, H.C. (1994) Culture and Social Behavior. New York: McGraw Hill
- Adler, N.J. (2007). International Organizational Behavior. New Delhi: Cengage Learning.

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Semester-I
Proposed Detailed Syllabus

PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: International Business Environment

Course No. PGD-CCM-102
Contact Hours: 45
Duration of Examination: 3 hours

Max. Marks: 100 Marks
Internal Assessment: 30 Marks
Semester Examination: 70 Marks

Objective

To enlighten the students on various aspects of International Business Environment and develop an understanding of the basic concepts related to global environment issues and to analyze the impact of globalization on the Indian industry.

Unit 1

An overview of International Business Environment, Analysis of Global Environment – Political, Economic, Social and Cultural, Legal, Technological, Natural Environment .Globalization forces- Meaning, Dimensions and Stages in Globalizations- Globalization Boon or Bane

Unit 2

Theories of International Trade by Adam Smith, Ricardo and Ohlin and Heckler. Managing the multinational Enterprises- Problems and Potential- Multinational service Organizations. Indian Companies becoming Multinationals- Potential, Need and Problems.

Unit 3

Country Risk Analysis- Political, Social and Economic, Cultural and Ethical Practices- Responsibilities of International Business, Opportunities and Threats for International Business. Rise of new Economies like Brazil, Russia, India and China (BRIC) and ASEAN Countries.

Unit 4

Trade Blocks. Types of Integration- Theory of Customs Union, European Union, Regional Groupings, Integration of Developing Countries- SAARC, SAPTA, WTO- an Overview

Unit 5

Transfer of Technology, International Negotiations- Protection of IPRs. Special Economic Zones- Introduction, Types of Economic Zones, Meaning and Nature of SEZ, Mechanism of setting of SEZ, Opposition to SEZ.

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Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

- International Business Environment by Anant K. Sundaram/ J. Stewart Black- Prentice Hall.
- International Business Environment and Operations by John D. Daniel, Lee H. Radabaugh, Daniel P. Sullivan- Pearson Education, 10th Ed, 2004.
- International Management – managing across borders and cultures, 4th Edition by Helen Deresky- PHI.
- Dynamics of Successful International Business Negotiations by Robert T. Moran, William G. Stripp- Jaico.
- The International Environment of Business Negotiations by Gerald M. Meier- Oxford Press, 2006.
- The Essence of International Business, Taggart and McDermott, Prentice Hall of India.
- International Business, J.V.Prabhakara Rao and A.V. Ranganadhachary
- Alworth, Julian S. The Finance, Investment and Taxation Decision of Multinationals, London, Basil Blackwell, 1988
- Bhall, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995
- Bhall, V.K. International Economy, Liberalisation Process, New Delhi, Anmol, 1993
- Daniel, John D and Rdebangh, Lee H. International Business, 5th ed., New York, Addison Wesley, 1989
- Eiterman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Addison Wesley, 1986
- Jonston, R.B The Economics of the Euromarket : History, Theory and Practise, New York, Macmillan, 1983
- Parks, Yoon and Zwick, Jack, International Banking in Theory and Practice, New York, Addison Wesley, 1985

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Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Cross-Cultural Psychology

Max. Marks: 100 Marks

Course No. PGD-CCM-103

Internal Assessment: 30 Marks

Contact Hours: 45

Semester Examination: 70 Marks

Duration of Examination: 3 hours

Objective

The course is designed to explore and better understand psychology from a multicultural perspective. It shall enable students to examine similarities and differences among cultures and the context of their development.

UNIT 1

Introduction: Definition, concept, nature and rationale of Cross Cultural Psychology, current status of cross cultural psychology, globalization, multiculturalism and cultural diversity and the growth of indigenous psychologies.

UNIT 2

Cross-cultural differences- a conceptual model of cross cultural differences in eastern and western cultures, Individualism- Communalism, Cognitivism and Emotionalism, Free-will – Determinism, Materialism- Spiritualism: features, composition and differences.

UNIT 3

Methodological issues in cross cultural psychology, general methodological approaches to cross cultural psychology, experimental and non-experimental methods, theoretical approaches to cross cultural psychology, process of research in cross cultural psychology, the etic-emic dilemma and the pseudo-etic approach.

UNIT 4

Intercultural perception and interaction, perceiving oneself, words and language; thinking as a cultural process, three logical processes in human reasoning, social control through deductive reasoning, generalization and indeterminacy, unity of reasoning through abduction, overcoming uncertainties, strategic uses of reasoning.

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Family structures and child rearing practices, defining family, variations in family structures, contemporary family structures in Western cultures, India and developing countries, features of extended family in India, gender differences of socialization of children in India, impact of globalization on family life in India.

Doing research in India: understanding day to day social behavior of Indians, conflicting social and ethical problems, doing research in cities Vs villages, ethical issues.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

- Laungani, P.D. (2007). Understanding Cross Cultural Psychology. New Delhi: Sage.
- Valsinger, J. (2007). Culture in Minds and Societies: Foundations of Cross Cultural Psychology. New Delhi: Sage.
- Triandis, H.C. (1994) Culture and Social Behavior. New York: McGraw Hill
- Berry, J.W.; Poortinga, Y.H.. et. al. (Eds) (1997) Handbook of Cross-Cultural Psychology. 2nd Ed. 3 Volumes. Boston: Allyn and Bacon.

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Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management

Course Title: Diversity Management

Course No. PGD-CCM-104
Contact Hours: 45
Duration of Examination: 3 hours

Max. Marks: 100 Marks
Internal Assessment: 30 Marks
Semester Examination: 70 Marks

Objective

The objective of the course is to acquaint the students with the concept diversity, diversity issues and challenges and the benefits of diversity in the workplace. It shall also capitalize on the creativity and richness that increased diversity offers.

UNIT 1

Introduction: Diversity management, concept and definition, advantages and disadvantages, historical developments of the diversity management concept, Performance imperatives perspective, equal opportunities perspectives, transcending false dichotomies, single nation diversity management research, types of diversity, descriptive and prescriptive models of diversity management, global diversity management, towards a model of global diversity management and challenges facing global diversity management.

UNIT 2

The culture of global organizations, the nature of MNE's, Culture as a multilevel dynamic construct, a global work culture, values of the global work culture- task related values, interpersonal values, individual related values; an empirical investigation of the global work culture value typology, explanation of the dimension of race, ethnicity, gender, caste, sexual orientation, social / economic status, age, physical abilities, religious beliefs, political ideologies

UNIT 3

Workforce Diversity: Managing a multiple nation workforce, valuing diversity, attitudes and workforce diversity, comparative HRM policies and practices, comparing HRM around the globe, conceptual differences, differences in practices, explaining the differences in comparative HRM, culture and institutions, evidence of convergence, the power of nation states.

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UNIT 4

Recruitment, development and retention strategies in diverse organizations and workplaces, expatriate selection- expatriate selection in countries other than the US, selection mechanisms used, gender bias in expatriate selection, new developments in the field, expatriate evaluation- contextual factors in evaluation and key factors in evaluation.

UNIT 5

Cross Cultural Training- Goals, Need, Historical development of cross cultural training, Development of cross cultural training methods, types of cross cultural training programs- cognitive approaches, self- awareness training, attributional approach, behavioral approaches, cross cultural training effectiveness, recommendations for future cross cultural training research, diversity audit.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Recommended Books

1. Smith, P.B., Peterson, M.F and Thomas, D.C. (2008). The Handbook of Cross Cultural Management Research. Thousand Oaks, CA: Sage Publications.
2. Robbins, S.P. and Sanghi, S. (2006). Organizational Behavior (11th Ed.). Pearson Education: India.
3. Kirton, G. and Green, A.M. (2005). The Dynamics of Managing Diversity: A Critical Approach (2nd Ed.). Elsevier Butterworth- Hienemann: Oxford.
4. Powell, G. (1994). Gender and Diversity in the Workplace. Thousand Oaks, CA: Sage Publications.
5. Daniels, K. and Macdonald, L. (2005). Equality, Diversity and Discrimination: A Student Text. CIPD: London

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Semester-I
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Cross-Cultural Communication

Max. Marks: 50 Marks

Course No. PGD-CCM-105

Contact Hours: 27

Duration of Examination:

Objective

The course is designed to enhance the understanding of cross cultural communication concept and develop behavioural skills for effectively communicating both at a national as well as an international level or within a multi-cultural business environment.

UNIT 1

Cross Cultural Communication: Meaning and Process; Need for awareness, Cross Cultural Theory and Communication; Communication Styles: Explicit Vs Implicit Communication, Direct Vs Indirect Communication, Crucial Contribution of Hall's Low & High Context Model, Communication Flows.

UNIT 2

Intercultural Messages: Verbal Communication: Silence & Verbal Overkill, Use of Praise, Language Considerations, Language Pragmatics, Non Verbal Communication: Chromatics, Chronemics, Kinesics, Proxemics; Barriers to Cross Cultural Communication: Cultural & Perceptual

UNIT 3

Communicating Across Cultures: Cross-Cultural Misperception; Cross Cultural Misinterpretation: Meaning & Sources, Categories, Stereotypes; Cross-Cultural Misevaluation; Enhancing Cross Cultural Interaction, Intercultural Conflict Management, Cross Cultural Business etiquettes & Protocol..

Recommended Books

- Thomas, D.C. P.D. (2008). Cross-Cultural Management: Essential Concepts. New Delhi: Sage.
- Adler, N.J. (2007). International Organizational Behavior. New Delhi: Cengage Learning.
- Samovar, L.A. & Porter, R.E. and Belmont,. (2003). Intercultural Communication: A Reader. 10th Ed. C.A. : Wardworth.
- Communication Between Cultures by Larry A Samovar.
- Chen, G.M., & Starosta, W.J. (1998). Foundations of Intercultural Communication.

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Semester-II
Proposed Detailed Syllabus

PG Diploma in Composite Culture Management (PGD-CCM)

Course Title : Strategic Management: Managing Across Cultures

Course No. PGD-CCM-201
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment:30 Marks
Semester Examination : 70 Marks

Objective

The course is designed to understand the phenomenon of globalization and its impact on global strategy. It shall also enable the students to understand the various strategic alternatives available to firms in the global context.

UNIT 1

Globalization of markets and competition- The phenomenon of globalization, the benefits of globalization, the global integration/local responsiveness grid, Globalization: the macro picture, The changing global landscape; Strategic Management in International Setting- Designing a global strategy; Framework for global strategy.

UNIT 2

Global Strategic alliances- typology and framework; Global mergers and acquisitions; rationale for cross border M&A, Integrating the companies; Assessing countries' attractiveness- Market and industry opportunities; Assessing industry opportunities, Country risk analysis; Global Market Entry and Expansion Strategies; Strategic Cooperation and Networking.

UNIT 3

Cross cultural dimensions of decision making: Rational Decision Making; Cultural differences in Optimization Model, Limits of Rationality; Cultural Constraints on Rationality; Heuristics; Motivational Biases in Decision Making; Selection and reward Allocation decisions, Ethical Dilemmas in Decision Making.

UNIT 4

Motivation and Leadership Across Cultures: Content and Process Theories of Motivation; Meaning of Work; Designing Motivational Jobs; Leadership: Western

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and Non- Western Theories of Leadership, Integrated Cross-Cultural Model of Leadership, Implications for the Practice of Leadership.

UNIT 4

Negotiating Globally: Qualities of a Good Negotiator, Buyer/Seller Relationship, Negotiation Contingencies, Negotiation Process; Negotiating Strategy: A Culturally Synergistic Approach, Negotiation Tactics, Ethical Challenges in Negotiating across Cultures; Corporate Governance; Innovation Management and Global Knowledge Management.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Books Recommended

- Global Strategic Management by Lasserre Philippe, PALGRAVE: Publications, 2nd Edition.
- Redefining Global Strategy- Crossing Borders in a World Where Differences Still Matter, Pankaj Ghemawat, Harward Business School Publishing Corporation.
- Deresky Helen, International Management: Managing Across Borders and Cultures, Pearson Prentice Hall, 2006.
- David C. Thomas, Cross Cultural Management- Essential Concepts, Sage Publications 2008.
- Nancy J Adler, International Organizational Behavior. New Delhi: Cengage Learning, 2007

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Semester-II

PG Diploma in Composite Culture Management (PGD-CCM)

Course Title : International Human Resource Management

Course No. PGD-CCM-202
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment: 30 Marks
Semester Examination : 70 Marks

Objective

- To introduce the concepts, theoretical frameworks and issues in International Human Resource Management.
- To understand the role of human resource management in the international multinational context.
- To appreciate human resource management practices across cultures and nations.

Unit 1

International Human Resource Management (HRM): Definition, concepts and approaches; Forms of International Human Resource Management; Difference between domestic and International Human Resource Management; Development of the IHRM function; International Human Resource Management: A cross-cultural approach: Strategic issues in IHRM: Some theoretical frameworks; Key perspectives in global workforce management.

Unit 2

International Recruitment and Selection: Issues and Approaches; General factors affecting Global Staffing; Expatriate selection, preparation, foreign assignment and Repatriation; Expatriate Employee entry and re-entry issues. Patterns of Global Management Development; Training imperatives for the global workforce; Issues in Cross-Cultural training.

Unit 3

International Performance Management: Concepts and purposes; Performance Management in Multinational Enterprises: Process and guidelines; Performance Management of International Assignees: Evaluation issues and guidelines;

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Semester-II
Proposed Detailed Syllabus

PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: Corporate Finance

Max. Marks: 100 Marks

Course No. PGD-CCM-203

Internal Assessment: 30 Marks

Contact Hours: 45

Semester Examination : 70 Marks

Duration of Examination: 3 hours

Objective

The objective of this course is to acquaint the students to the basics of Corporate finance. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management.

Unit 1

Concept, scope, classification and organization of finance function. Objectives of Financial Management – Profit maximisation vs. Wealth maximization. Time value of money. Cost of capital: Cost of Equity, Preference Shares, Debt and weighted average cost of capital.

Unit 2

Capital Budgeting: Nature and concept of Capital Budgeting. Techniques of Capital Budgeting – Traditional and Discounted Cash Flow (DFC). Working Capital Management: Concept of working capital, Factors affecting working capital requirement. Computation of average working capital requirements

Unit 3

Financing Fixed Assets- (Long Term Sources) Shares, Debentures / Bonds, Financial Services: Leasing, Hire purchase, Venture Capital Financing Current Assets- (Short-term Sources): Public Deposits, Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring

Unit 4

Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage. Capital Structure - Determinants of capital structure. Approaches to establish Appropriate Capital Structure – EBIT-EPS Approach (Indifference point in Capital Structure), Cost of

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- 'Management Perspectives in the New Age: Strategy, Markets and People' by Neelu Rohmetra and Dinesh Sharma, Excel Books, 2011.
- 'Managing Human Resources in Cross-Border Alliance', by Randall S. Schuler and Susan Jackson, Routledge Taylor and Francis Publications, 2003
- 'Managing Resources in Asia Pacific', by Pawan Budhwar, Routledge Taylor and Francis Publications, 2004.
- 'Globalising Human Resource Management', by Paul Sparrow, Chris Brewsten and Hillary Harris Routledge Taylor and Francis Publication.
- 'Text Book of International HRM' by S. C. Gupta, MACMILAN India Ltd., 2006.
- 'Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management' by Charles M. Vance and Yougrun Paik, PHI Learning Pct. Ltd., New Delhi: 2009

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Semester-II
Proposed Detailed Syllabus
PG Diploma in Composite Culture Management (PGD-CCM)

Course Title: International Marketing

Course No. PGD-CCM-204
Contact Hours: 45
Duration of Examination: 3 hours

Max. Marks: 100 Marks
Internal Assessment: 30 Marks
Semester Examination : 70 Marks

Objective

The objective of this course is to expose the students with the challenges and issues related to international marketing. The distinctive aspects of international marketing have been deliberated upon in this course.

Unit 1

International Marketing; Process of International Marketing; Domestic, International vs. Global Marketing; Management Orientation – Ethnocentric, Polycentric, and Geocentric; Process of Internationalization; Benefits of International Marketing.

Unit 2

Trade Theories – Comparative Advantage, Relative Advantage, Factor Endowment, Product Life Cycle Theory; World Trade Organization (WTO); Economic Cooperation; Marketing Barriers – Tariff and Non Tariff

Unit 3

World Marketing Environment – Economic, Political, Social and Cultural; Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Manufacturing, Assembly Operations, Management Contract, Acquisition, Strategic Alliances ; Free Trade Zones; Export Processing Zones

Unit 4

International Product Life Cycle; Product Adoption; Branding Decisions; International Advertising and Promotion Strategies, International Channels of Distribution; Channel Decisions; Global Pricing Strategy

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Capital & Valuation Approach, and Cash Flow Approach. Capital Structure Theories – Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

Unit 5

Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision. Dividend Theories - Dividend Theories of Relevance – Walters Model, & Gordon's Model, Dividend Theories of Irrelevance – Modigliani-Miller Hypothesis. Financial Modeling- Concept, Scope and Limitations.

NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Books Recommended

- I M Pandey : Financial Management, Vikas Publishing House Pvt. Ltd.
- M Y Khan & P K Jain : Financial Management, Text, Problems and Cases, Tata McGraw Hill
- V.K.Bhalla : Financial Management and Policy, Anmol Publications Pvt. Ltd.
- Van Horne : Financial Management and Policy, Prentice Hall India
- Parsana Chandra : Financial Management Theory and Practice, Tata McGraw Hill
- Vishwanath : Corporate Finance

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Unit 5

Multicultural Marketing; Segmentation in Cross Cultural Marketing; Cross-Cultural Marketing Research; Cross-Cultural Communication and Promotion, Marketing Services Across Cultures.

NOTE

A minimum of two cases or articles or reports or projects or a combination of these shall be introduced to the students in the paper.

Note for Paper Setting

The question paper will contain two questions from each unit (total 10(ten) questions) and the candidates will be required to answer one question from each unit(total questions to be attempted will be five), i.e. there will be internal choice within each unit.

Books Recommended

- International Marketing – Analysis and Strategy by Sak Onkvisit and John J. Shaw, Prentice Hall Publication (Indian Edition)
- Global Marketing Management by Warren J Keegan, Prentice Hall Publication (Indian Edition)
- International Marketing Management, by Subash C Jain, South-Western Publication
- Cross Cultural Marketing, Robert Rugimbana and Sonny Nwankwo, Thomson Learning.

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