



# **SAURASHTRA UNIVERSITY, RAJKOT**

## **FACULTY OF COMMERCE**

### **SYLLABUS FOR M. COM. [CBCS PROGRAMME]**

**(BASED ON UGC-CBCS-2015 GUIDELINES)**

### **SEMESTER -2**

**(FOR REGULAR AND EXTERNAL CANDIDATES)**

**Effective from DEC - 2019**

**SAURASHTRA UNIVERSITY**

**UNIVERSITY CAMPUS**

**RAJKOT - 360005**

**Website: [www.saurashtrauniversity.edu.in](http://www.saurashtrauniversity.edu.in)**

## STRUCTURE & SYLLABUS BASED ON UGC GUIDELINES M.COM. CBCS PROGRAMME

Sr no	Course Type	Subject/Course Structure	Credit	Sr no	Course Type	Subject/Course Structure	Credit	Who can teach
Semester-1				Semester-2				
1	Core	Business Research	4	1	Core	Legal Aspects of Corporate Business	4	Commerce, Accountancy, Statistics, Mathematics
2	Core	Managerial Economics	4	2	Core	International Business	4	Economics, Commerce, Management
3	Core	Accounting for Management	4	3	Core	Corporate Financial Reporting	4	Accountancy, Commerce
4	Core	Financial Management & Policy	4	4	Core	Marketing Management	4	Management, Commerce, Accountancy
5	Core	Management of Self & Career	4	5	Core	Global Strategic Management	4	Commerce, Management, Accountancy

**Structure & Syllabus based on UGC guidelines CBCS Programme for  
M. COM. All Semesters - Commerce Faculty  
M.Com. Semester-2 (Effective from DEC - 2019)**

No.	Course/Paper Code	Course Type	Course/Paper Title	Credit	For Regular Students			For External Candidates	
					Internal Marks	University Exam Marks	University Exam Time	University Exam Marks	University Exam Time
1		Core	Legal Aspects of Corporate Business	4	30	70	2¼Hours	70	2¼ Hours
2		Core	International Business	4	30	70	2¼ Hours	70	2¼ Hours
3		Core	Corporate Financial Reporting	4	30	70	2¼ Hours	70	2¼ Hours
4		Core	Marketing Management	4	30	70	2¼ Hours	70	2¼ Hours
5		Core	Global Strategic Management	4	30	70	2¼ Hours	70	2¼ Hours

## M.COM. [CBCS] Semester – 2

### Evaluation Scheme and Marks Distribution of Commerce Papers for **Regular Students Only**

WITH EFFECTIVE FROM: DEC-2019 FOR ALL SEMESTERS

<b>INTERNAL ASSESSMENT [30 Marks]</b>		
<b>No.</b>	<b>Particulars</b>	<b>Marks</b>
1	Mid Sem Exam – 1 (1 Hour Exam)	<b>10</b>
	MCQ Test - 1	<b>05</b>
	4 Assignments per paper ,	<b>10</b>
	Overall Attendance	<b>05</b>
<b>EXTERNAL (UNIVERSITY) ASSESSMENT [70 Marks]</b>		
<b>Que. No.</b>	<b>Particulars</b>	<b>Marks</b>
1 OR 1	QUESTION (From Unit 1)	<b>20</b>
2 OR 2	QUESTION (From Unit 2)	<b>20</b>
3 OR 3	QUESTION (From Unit 3)	<b>15</b>
4 OR 4	QUESTION (From Unit 4)	<b>15</b>
		<b>70</b>
	<b>Total Marks</b>	<b>100</b>

# SYLLABUS

For

## M.COM.

# Semester – 2

(With effective from Dec – 2019)



**M.COM. (CBCS) SEM-2 New Course-Titles for  
Regular and External Students  
Effective From: DEC - 2019**

<b>Sr. No.</b>	<b>Type</b>	<b>Name of the Subject</b>	<b>Pg. No.</b>
1	Core	Legal Aspects of Corporate Business	07
2	Core	International Business	09
3	Core	Corporate Financial Reporting	11
4	Core	Marketing Management	14
5	Core	Global Strategic Management	16

## M.COM. [CBCS] Semester – 2

<b>Core</b>	<b>1</b>	<b>Legal Aspects of Corporate Business</b>
-------------	----------	--

**Name of the Course : Legal Aspects of Corporate Business**

**Course credit 04**

**Teaching Hours : 45 (Hours)**

**Total marks 100**

**Objectives:** The course aims to acquaint the students with knowledge and understanding of major business laws

<b>Unit</b>	<b>Content</b>	<b>No. of Lectures</b>
1	<b>Law relating to Societies - Trusts &amp; Intellectual Property:</b> General concept relating to registration of societies; property of societies; suits by and against societies; enforcement of judgment against societies; dissolution of societies; general concept relating to trusts; creation of a trust; duties and liabilities of trustees; rights and powers of trustees, disabilities of trustees; rights and liabilities of the beneficiary, Concept and development of intellectual property law in India; law and procedure relating to patents, trademarks and copyrights; geographical indications; design act; overview of laws relating to other intellectual property rights; intellectual property appellate board	12
2	<b>Law relating to Competition and Consumer Protection:</b> Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India; compliance of competition law; Consumer protection in India- Consumer Protection Act, 1986; rights of consumers; consumer disputes redressal agencies.	11
3	<b>Law Relating to Information:</b> Right to Information Act 2005 - Definitions, right to information, obligations of public authorities, request for obtaining information, disposal of request, exemption from disclosure of information, grounds for rejection to access in certain cases, severability; central information commission- its constitution, term of office, conditions of service and removal; powers and functions of Central Information Commissions, appeals and penalties.	11
4	<b>Law relating to Pollution Control &amp; Environmental Protection:</b> Concept of sustainable development, biodiversity and carbon credit; government policy regarding environment; law relating to prevention	11

	and control of air pollution and water pollution; Environment (Protection) Act, 1986; national green tribunal.	
<b>Total Lectures</b>		<b>45</b>

**Important Instructions for paper setter: –**

Paper setter has strictly instructed to follow the following instruction of structure of a question paper while setting the University examination question paper for regular and external candidates.

<b>UNIVERSITY EXAMINATION</b>		
<b>(Que. No. 1 to 4 are compulsory for regular students and external candidates)</b>		
Sr. No.	Particulars	Marks
1	QUE - 1 (From Unit 1) <b>(OR)</b> QUE - 1 (From Unit 1)	20
2	QUE - 2 (From Unit 2) <b>(OR)</b> QUE - 2 (From Unit 2)	20
3	QUE - 3 (From Unit 3) <b>(OR)</b> QUE - 3 (From Unit 3)	15
4	QUE - 4 (From Unit 4) <b>(OR)</b> QUE - 4 (From Unit 4)	15
<b>Total Marks</b>		<b>70</b>

**Suggested Readings and Reference Books:**

1. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
2. Sharma J. P., and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.
3. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi.
4. *Handbook of Corporate Laws*, Bharat Law House, New Delhi
5. Sir Dinshaw Fardunji Mulla, revised by Dr. Poonam Pradhan Saxena, *Mulla's the Transfer of Property Act*
6. Sanjiva Row, revised by Justice K. Shanmukham & Shrinivas Gupta, *Transfer of Property Act (with Model Forms of Sale Deed, Agreement to Sell, Mortgage, Lease Deed, Gift Deed, Partition Deed, Assignment of Actionable Claim etc.) (In 2 Vols)*
7. *Bare Acts on Societies and Trusts*
8. *Bare Act on Competition Law*
9. *Bare Act on Consumer Protection Law*
10. *Bare Act on Pollution Control and Environmental Protection*
11. *Bare Act on Right to Information Act Law*

**Note: Latest Editions of the above books may be used.**

<b>M.COM. [CBCS] Semester – 2</b>		
<b>Core</b>	<b>2</b>	<b>International Business</b>

**Name of the Course : International Business**

**Course credit 04**

**Teaching Hours : 45 (Hours)**

**Total marks 100**

**Objectives:** The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarize them with trends and developments in International Business Environment and policy framework.

Unit	Content	No. of Lectures
1	<p><b>Introduction:</b> International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting and Entry Strategy; Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment</p>	10
2	<p><b>International Trade:</b> Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.</p>	12
3	<p><b>International Economic Institutions &amp; Financial Environment:</b> IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.</p>	10
4	<p><b>Regional Economic Integration:</b></p>	13

	Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EU and NAFTA, SAARC	
<b>Total Lectures</b>		<b>45</b>

**Important Instructions for paper setter: –**

Paper setter has strictly instructed to follow the following instruction of structure of a question paper while setting the University examination question paper for regular and external candidates.

UNIVERSITY EXAMINATION (Que. No. 1 to 4 are compulsory for regular students and external candidates)		
Sr. No.	Particulars	Marks
1	QUE - 1 (From Unit 1) (OR) QUE - 1 (From Unit 1)	20
2	QUE - 2 (From Unit 2) (OR) QUE - 2 (From Unit 2)	20
3	QUE - 3 (From Unit 3) (OR) QUE - 3 (From Unit 3)	15
4	QUE - 4 (From Unit 4) (OR) QUE - 4 (From Unit 4)	15
<b>Total Marks</b>		<b>70</b>

**Suggested Readings and Reference Books:**

1. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., *International Business: Environment and Operations*.
2. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York.
4. Cherunilam, F., *International Business Text and Cases*, PHI.
5. Bhasin, N., *Foreign Direct Investment in India: Policies, Conditions and Procedures*, New Century Publications.
6. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett,
7. *International Business: The Challenge of Global Competition*, McGraw Hill Co.

**Note: Latest Editions of the above books may be used.**

<b>M.COM. [CBCS] Semester – 2</b>		
<b>Core</b>	<b>3</b>	<b>Corporate Financial Reporting</b>

**Name of the Course : Corporate Financial Reporting**

**Course credit 04**

**Teaching Hours : 45 (Hours)**

**Total marks 100**

**Objectives:** The objective of this course is acquainting students to strengthen the knowledge and practice of preparing and presenting different kinds of corporate financial reporting in an analytical way with the accounting concepts, tools and techniques.

Unit	Content	No. of Lectures
1	<p><b>Overview of Corporate Financial Reporting:</b> Introduction-Accounting &amp; Economic Development-Meaning of Corporate Financial Reporting-Concept and practices of Financial Reporting- Objectives of Financial Reporting-Users in Financial Reporting- General &amp; Specific Purposes of Financial Reporting- Qualitative Characteristics of Financial Reporting Information- Benefits of Financial Reporting-Value Reporting Paradigm &amp; Model.</p>	10
2	<p><b>Financial Statement Analysis and Interpretation:</b> Introduction &amp; Meaning of Financial Statements-Objectives of Financial Statement-Contents of Financial Statements-Users of Financial Statements-Natures of Financial Statements-Features and Importance of Financial Statements-Limitations of Financial Statements. <b>Meaning -Types and Tools &amp; Techniques of Analysis and Interpretation of Financial Statements--:</b> 1. Trend Analysis 2.Common size Statement 3. Comparative Statement analysis 4. Ratio Analysis (with Reverse calculations, finding out of missing items and Inter relationships among ratios and preparation of financial statements only) 5. Inter firm comparison &amp; Intra firm comparison through Accounting Ratios (From the view point of stake holders) 6. Analysis through Du-Pont Control Chart <b>Practical problems covering above tools &amp; techniques</b></p>	12
3	<p><b>Accounts For Price Level Changes [Inflation Accounting]:</b> Introduction-Meaning, Utility &amp; Limitations of Historical Cost Accounting-Meaning, &amp; Utility of Inflation Adjusted Account-Nature and Concept of price changes (General, Specific &amp; Relative)-Inflation Accounting &amp; Disclosure Requirements in Different Countries <b>Methods of Accounting for Change in Price:</b> - 1. Current Purchasing</p>	12

	Power [CPP] Method: (Meaning, Objectives, Methodology & Evaluation) 2. Current Cost Accounting [CCA] Method: (Meaning, Objectives, Methodology & Evaluation) - <b>Practical Questions</b>	
4	<b>Value Added Accounting &amp; Reporting:</b> Introduction, Meaning, Concepts of value addition-Meaning, Utility & Disclosure of Value Added Statement (VAS) Concept & Computation of; 1. Economic Value Added (EVA) 2. Gross Value Added (GVA) 3. Net Value Added (NVA) 4. Market Value Added (MVA) - <b>Practical Questions</b>	11
<b>Total Lectures</b>		<b>45</b>

**Important Instructions for paper setter: -**

Paper setter has strictly instructed to follow the following instruction of structure of a question paper while setting the University examination question paper for regular and external candidates.

UNIVERSITY EXAMINATION (Que. No. 1 to 4 are compulsory for regular students and external candidates)		
Sr. No.	Particulars	Marks
1	PRACTICAL QUE - 2 (From Unit 2) (OR) PRACTICAL QUE - 2 (From Unit 2)	20
2	PRACTICAL QUE - 3 (From Unit 3) (OR) PRACTICAL QUE - 3 (From Unit 3)	20
3	PRACTICAL / THEORATICAL QUE - 4 (From Unit 4) (OR) PRACTICAL / THEORATICAL QUE - 4 (From Unit 4)	15
4	THEORATICAL QUE - 1 (From Unit 1) (OR) THEORATICAL QUE - 1 (From Unit 1)	15
<b>Total Marks</b>		<b>70</b>

**Suggested Readings and Reference Books:**

1. David Young & Jacob Cohen: Corporate Financial Reporting & Analysis (Willy)
2. E.Mrudula & V.R.P.Kashyap (ICFAI) Financial Reporting edited Book
3. Jawaharlal: Corporate Financial Reporting (Taxmann Publications)
4. Dr.T.P.Ghosh: Illustrated Guide to Revised Schedule VI (Taxmann pub.)

5. Relevant Literature published by the Reserve Bank of India (RBI)
6. Relevant Literature published by the IRDA
7. Relevant Literature published by Security Exchange Board of India (SEBI)
8. Corporate Financial Reporting: Study material issued by The Institute of Cost Accountants of India (ICAI)
9. R. N. Anthony, David Hawkins, K. A. Merchant, Accounting: Text & Cases. McGraw-Hill Edu
10. Charles T. Horngren & Donna Philbrick, Introduction to Financial Accounting, Pearson Edu.
11. J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, Delhi.
12. Bhushan Kumar Goyal and H N Tiwari, Financial Accounting, International Book House
13. Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning.
14. Singh, Surender, Scholar Management Accounting: Tech Press, New Delhi
15. Garrison H., Ray and Eric W. Noreen Managerial Accounting: McGraw Hill
16. Goel, Rajiv, Management Accounting: International Book House
17. S. N. Maheshwari; Corporate Accounting: (Vikas Publishing house Pvt. Ltd. New Delhi)
18. S.P. Jain & K. L. Narang: Company Accounts: (Kalyani Publishers, New Delhi)
19. Sanjeev Singhal: Accounting Standards: (Bharat Law House Pvt. Ltd; New Delhi)
20. Shukla M.C. & T.S.Grawal: Advanced Accountancy: (Sultan Chand & sons, New Delhi)
21. Gupta and Gupta; Principles and Practice of Accounting, (Sultan Chand & Sons, Delhi)
22. Ashok Sehagal Deepak Sehagal; Advanced Accounting (Taxmann Allied Services, Pvt. Ltd; New Delhi)

**Note: Latest edition of the reference books should be used.**

## M.COM. [CBCS] Semester – 2

<b>Core</b>	<b>4</b>	<b>Marketing Management</b>
-------------	----------	-----------------------------

**Name of the Course : Marketing Management**

**Course credit 04**

**Teaching Hours : 45 (Hours)**

**Total marks 100**

**Objectives:** To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Unit	Content	No. of Lectures
1	<p><b>Introduction:</b>                      Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Customer quality, value and satisfaction; Planning and control. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions.                      Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process. Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.</p>	15
2	<p><b>Product and Pricing Decisions:</b>                      Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies.                      Ethical issues in Product and pricing decisions.</p>	11
3	<p><b>Distribution Decisions:</b>                      Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions. Retailing and Wholesaling: Types of retail</p>	13

	formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.	
4	<b>Promotion Decisions:</b> Role of promotion in marketing; Promotion methods; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix; Developing advertising campaigns. Ethical issues in promotion decisions	06
<b>Total Lectures</b>		<b>45</b>

**[Note: Class discussions to be supported by relevant case studies]**

**Important Instructions for paper setter: –**

Paper setter has strictly instructed to follow the following instruction of structure of a question paper while setting the University examination question paper for regular and external candidates.

UNIVERSITY EXAMINATION		
(Que. No. 1 to 4 are compulsory for regular students and external candidates)		
Sr. No.	Particulars	Marks
1	QUE - 1 (From Unit 1) (OR) QUE - 1 (From Unit 1)	20
2	QUE - 2 (From Unit 2) (OR) QUE - 2 (From Unit 2)	20
3	QUE - 3 (From Unit 3) (OR) QUE - 3 (From Unit 3)	15
4	QUE - 4 (From Unit 4) (OR) QUE - 4 (From Unit 4)	15
<b>Total Marks</b>		<b>70</b>

**Suggested Readings and Reference Books:**

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, *Marketing Management*, Cengage Learning.
5. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
6. Kumar, Arun and N. Meenakshi, *Marketing Management*, Vikas Publishing House.
7. Zikmund, William G. and Michael D'Amico, *Marketing: Creating and Keeping Customers in an E- Commerce World*, South-Western College Pub.

**Note: Latest Editions of the above books may be used.**

## M.COM. [CBCS] Semester – 2

<b>Core</b>	<b>5</b>	<b>Global Strategic Management</b>
-------------	----------	------------------------------------

**Name of the Course** : Global Strategic Management

**Course credit** : 04

**Teaching Hours** : 45 (Hours)

**Total marks** : 100

**Objectives:** To help students to understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment with understanding the tasks of implementing strategy in a global market.

Unit	Content	No. of Lectures
1	<p><b>Introduction:</b>                      Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors &amp; Top Management. Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility and learning organization.</p>	12
2	<p><b>Environmental Analysis:</b>                      Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; The International Product Life Cycle (IPLC) Analysis of Internal Environment- Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.</p>	11
3	<p><b>Strategic Choice:</b>                      Strategic options at Corporate Level - Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies. Evaluation of Strategic Alternatives - Product Portfolio Models (BCG matrix, GE Matrix, etc.)</p>	11
4	<p><b>Strategy Implementation and Control:</b>                      Interdependence of Formulation and Implementation of Strategy - Joint Ventures, Foreign Technology Agreements, Mergers and Acquisitions; Multi-country and global strategies; Outsourcing strategies, Issues in global strategy implementation- Planning and allocating resources; Organization Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control</p>	11
<b>Total Lectures</b>		<b>45</b>

**[Note: Case studies and problems involving issues in global strategy are required to be discussed.]**

**Important Instructions for paper setter: -**

Paper setter has strictly instructed to follow the following instruction of structure of a question paper while setting the University examination question paper for regular and external candidates.

<b>UNIVERSITY EXAMINATION</b>		
<b>(Que. No. 1 to 4 are compulsory for regular students and external candidates)</b>		
Sr. No.	Particulars	Marks
1	QUE - 1 (From Unit 1) (OR) QUE - 1 (From Unit 1)	20
2	QUE - 2 (From Unit 2) (OR) QUE - 2 (From Unit 2)	20
3	QUE - 3 (From Unit 3) (OR) QUE - 3 (From Unit 3)	15
4	QUE - 4 (From Unit 4) (OR) QUE - 4 (From Unit 4)	15
<b>Total Marks</b>		<b>70</b>

**Suggested Readings and Reference Books:**

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
3. Davidson, W.H., *Global Strategic Management*, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
5. Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, *Strategic Management: A South-Asian Perspective*, Cengage Learning, India
6. Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London,
9. Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford Uni. Press.
10. Henry, Anthony E., *Understanding Strategic Management*, Oxford Uni. Press, New York.
11. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
12. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
13. Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
14. Nag, A., *Strategic Management- Analysis, Implementation, Control*, and Vikas Publishing.

**Note: Latest edition of the readings may be used.**