

## Programme..Master of Commerce (MCom)

### MCM5010 MANAGEMENT STRATEGIES of MNC'S

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|--------------|--------------------------------|----------|----------|
| Course Code  | MCM5010                        | Semester | III      |
| Course Title | MANAGEMENT STRATEGIES of MNC'S |          |          |
| Credits      | 3                              | Type     | Elective |

#### Learning/Course Objective

- To expose students to various perspectives and concepts in the field of Strategic Management.
- To analyse different combinations of international strategies and organisational structures.
- To know the process of overseas expansion by international companies.
- To analyse the need for Corporate Governance for strategic advantage.
- To analyse various types of structures and strategies which multinational companies adopt while conducting business across borders.

#### Course Structure

##### Unit 1:

Concepts of Strategic Orientation: Strategic Management and Environmental Nexus- SWOT Analysis and Organization's Response to External environment- Components of Strategies: Scope, Goals, Resource, Leverage & Synergy- Strategy Hierarchy: Corporate, Business and Functional- The General Electric (GE) Strategic Model- Geo-, Regio-, Poly- and Ethno-centric approaches- 6-S stages for Growth- Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance- Overview of Strategic Planning, Formulation and Implementation: Need and Process- Environmental Scanning and Scenario Forecasting and Mapping- Relevant one or two case studies.

##### Unit 2:

Strategic Thinkers and Strategic Growth: Henry Mintzberg's 5P Strategic Thinking: Plan, Ploy, Pattern, Position & Perspective- Strategy as Growth Propeller: Contributions of Ansoff and Greiners - McKinsey's 'Growth Pyramid' model - Michael Porter's Generic Strategies: Differentiation, Cost Leadership and Focus- 'Miles and Snow' Strategic alternatives: Prospector, Defender, Analyzer and Reactor Strategies - BCG's Product Portfolio Matrix Strategy- Related & Un-related Diversification strategies- W. Chan Kim and Renée Mauborgne: Blue Ocean Strategy - Robert Kaplan and David Norton: Balanced Scorecard Approach- Relevant one or two case studies.

##### Unit 3:

Ownership Strategy for Strategic Growth: International Joint Ventures and Strategic Alliances: Concept, Issues and Scenario- Strategic Divorces for Growth- Foreign subsidiary as strategic growth model: Types and Issues - Organizational aspects of Integration of subsidiaries-Mergers and Acquisition as Growth Strategy- Gains and Problems- Recent trends- Disinvestment, Re-organization and Reengineering as Strategic pursuits- Business Process Outsourcing - Relevant one or two case studies.

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### **Unit 4:**

Quality and Competitive Supremacies for Strategic Advantage: Strategic Advantage: Meaning and Means- Contributions of Edwards Deming, Joseph Juran, Philip Crosby and G.Taguchi to Quality Enhancements & Zero Defect Strategy – Motorola’s 6- Sigma: DMAIC & DMADV- Competitive Strategy: Contributions of C.K. Prahalad& Gary Gamel: Planning for Competitive Advantage, Core Competence and Market Leadership - Relevant one or two case studies.

### **Unit 5:**

Organizational Strategies for Strategic Advantage: Strategic Business Units- Organic Structures – Organization Niche features like Climate, Culture and Dynamism as Sinews of Strategic Advantage- Corporate Governance for Strategic Advantage – Ethics and Corporate Social Responsibility for Strategic Advantage- Strategic Adaptation to Local Conditions Ethically and Sustainably- Relevant one or two case studies.

### **Learning/Course Outcome**

- Enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- Understand the role of Strategic management in International business.
- Help students to plan and manage international marketing strategies and business networks across borders.
- Get familiarized with the views of strategic thinkers.

### **Books for References:**

1. V.S.Ramasamy&S.Namakumari Strategic Planning for Corporate Success
2. Mullins, Walker, Jr. Boyd, Jean- Larreche Marketing Management: Strategic Decision-Making Approach
3. Ricky W Griffin Management
4. S.B.Budhiraja&M.B.Athreya Cases in Strategic Management
5. John A Pearce II & Richard B Robinson Strategic Management