

MCM5014 MANAGEMENT STRATEGIES of MNC'S

Course Code	MCM5014	Semester	III
Course Title	MANAGEMENT STRATEGIES of MNC'S		
Credits	3	Type	ELECTIVE

This course shall have 3 lecture hours, 2 practicals, 1 tutorial.

This is a Skill based, employability based, and entrepreneurship skill based course.

Course Objective

The objective of this course is to introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.

Learning Objectives

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

Course Structure

UNIT I:

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 II:

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 III:

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

UNIT IV:

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

Practicals

- Conduct of SWOT analysis of organizations.
- Study on application of Business Process Outsourcing as a strategy of growth by organizations.
- Analysis on the Blue Ocean Strategy in the context of strategic planning process.

Skills

- Students develop skills to perform environmental analysis.
- Students better understand strategy from the viewpoint of different strategic thinkers.
- Enables to make international marketing strategies.

Learning/Course Outcomes

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

Books for Reference:

1. Davidson, W.H., Global Strategic Management, John Wiley, New York.
2. David Collis: International Strategy Contexts,Cases and Implications: Wiley
3. F L Bascunan: International Business Management: Global Academic Publishers and Distributors.
4. J George Frynas and Kamel Mellahi: Global Strategic Management: Oxford.
5. John A Pearce II , Richard B Robinson & Amita Mital: Strategic Management
6. Henry, Anthony E., Understanding Strategic Management, Oxford University Press, New York
7. Kazuyuki Motohashi: Global Business Strategy: Springer.
8. Mullins, Walker, Jr. Boyd, Jean- Larreche- Marketing Management: Strategic Decision-Making Approach
9. Porter, Michael E., Competition in Global industries, Harvard University Press, New York
10. Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990.
11. S.B.Budhiraja&M.B.Athreya, Cases in Strategic Management
12. S C Gupta: International Business Management: Ane Books Pvt Ltd
13. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.
14. V.S.Ramasamy &S.Namakumari, Strategic Planning for Corporate Success
15. 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