DSEI05 – International Business Strategy

Masters of Commerce
Semester III
DSE – Elective Paper
International Business Strategy

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSEI05	International Business Strategy	3	1	0	4	NIL

Objective: The course aims to equip students with the knowledge and skills needed to formulate, evaluate, and implement global business strategies for multinational firms. The course will orient students towards developing a global vision towards business operations and learn to respond to rapid changes in global environment through effective strategies.

Learning Outcomes: After completion of the course, learners will be able to:

- Assess the dynamics of strategic management in the context of internationalization;
- Develop an understanding of influence of global competition on firm strategy and performance;
- Comprehend external and internal environment and its impact on business;
- Make strategic choice for different levels of the organization.

Contents:

Unit I **(11 Hours)**

Globalisation, Internationalization and global strategy; Strategic management process; Approaches to strategic decision making; Strategic intent, semi-globalization and strategy; Competing in global markets - Reasons and process of firm's internationalization; International entry options; Multi-country and global strategies; Outsourcing strategies, Managing overseas operations.

Unit II **(12 Hours)**

Analysis and management of global environment; analysis of internal environment; Resource Based View (RBV), Core and distinctive competencies; Industry analysis – strategic group analysis; Country selection; Diamond Framework.

Unit III **(14 Hours)**

Strategic options at corporate level – Growth, stability and retrenchment strategies; Corporate Restructuring strategic options at business level- Michael Porter's competitive strategies and cooperative strategies; Evaluation of strategic alternatives – Product Portfolio Models.

Unit IV **(8 Hours)**

Issues in global strategy implementation; Strategy evaluation and control; Contemporary issues - ethics & sustainability, value chains.

Tutorial Exercise:

The students shall be asked to Select a multinational enterprise and trace the evolution of its strategies over time as it expanded its operations abroad. Identify the core strengths of the company and assess how its strategies embed building and nurturing of the core competencies of the firm.

Suggested Readings:

- Hill, Charles, W.L., Schilling, M.A. & Gareth, R. Jones (2020). *Strategic Management: Theory & Cases: An Integrated Approach*, Cengage Learning, India.
- Kazmi, A. & Kazmi, A. (2020). *Strategic Management*. McGraw-Hill Education.
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N. & Charles E. B. (2023). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. Pearson, Essex.
- M. W. Peng (2023). *Global Business* (5th ed.). Cengage Learning, India.
- David, R. Fred, David, R. Forest, David, E. Meredith, Jacob, I., Kanjer, H., Chaudhuri, R. (2024). *Strategic Management: Concepts and Cases—A Competitive Advantage Approach* (18^{th} Edition), Pearson.

Additional Readings:

- Michael A.H., Ireland, R.D. & Hoskisson, R. E. (2022). *Strategic Management: Competitiveness and Globalization: Concepts and Cases*. Cengage.
- Porter, E Michael. (1996). What is Strategy? *Harvard Business Review*, 74(6) 61-78.
- Prahalad, C. K., & Hamel, G. (1990). The Core Competence of the Corporation. Harvard Business Review