

DISCIPLINE SPECIFIC ELECTIVE - GLOBAL BUSINESS MANAGEMENT (DSE-9)

INTERNATIONAL EXPANSION STRATEGIES

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorials	Practical/ Practice		
International Expansion Strategies (DSE 9)	4	3	1	0	Class XII	Concepts of International Marketing

Learning Objectives

- This course aims to help learners identify and understand the various strategies that companies can adopt while opting for international expansion.
- This course should also enable the learners to understand the nuances of marketing to a diverse audience and how to adapt to local operating challenges and local variables like culture and governance.

Learning Outcomes

On successful completion of the course the learner will be able to:

- Reproduce factors that impact international expansion.
- Interpret and have a deeper understanding of the various strategies companies can adopt while expanding abroad.
- Organise their knowledge to develop a better understanding of the various challenges that a company faces in international operations.
- Recognize and articulate strategies and actions to help manage international expansion challenges and risks.

SYLLABUS FOR DSE 9

Unit 1: Introduction

(6 Hours)

Reasons behind international expansion; types of MNCs; basic factors to consider while expanding abroad; Market Analysis tool: Porter's Five Forces, PESTEL, Porter's Diamond Model.

Unit 2: International Expansion Choices

(15 Hours)

Assessing market potential: Demographics, Segmentation, Market behaviour and operational challenges.

Tools for assessing market attractiveness: Ghemawat's CAGE framework, Ghemawat's AAA Framework, Ease of Doing Business.

Selling in specific markets: Developed, Developing/ Emerging, Post-Communist; “Right” Market to enter and “Right” Time to enter;

Product and Market Fit: Who, What, Where, Why, and How are we selling; Customer needs (of the new/foreign market); own capabilities in product development and IP capabilities; Positioning; Market realities.

Market Entry planning: Operational needs and challenges; Location of manufacturing facilities; Location of IP development and management facilities; Labelling and Packaging (Export and Retail); Inport and Export laws and taxes, local business customs and processes, cultural variables and their impact on doing business locally, business risks.

Balance between local and international operations: Which parts to bring in from abroad and what to manufacture locally, IP development centres, level of independence of local operations; managing globally dispersed operations and activities; identifying and adapting to cultural and operational differences amongst home country and non-home country operations and markets.

Unit 3: International Expansion Strategies (15 Hours)

Strategies: Distributor model; Licencing; Franchising; Joint Ventures; Strategic Alliances; Own Operations: Mergers, Acquisitions, Green-field and Brown-field expansion.

Challenges: regulatory environment, sops, staffing, export-import regulations and restrictions, currency conversion, national level variables and advantages, supply chain, infrastructure, financing and funding, new product development; long-term business risks.

Unit 4: Realities of International Operations (9 Hours)

Global competition: Product Development, E- Commerce, Pricing.

Competition from local players: Protectionism, market understanding, tactics used by local players to protect their markets, role and relevance of local partners for specific business activities, amount of resources (raw materials, infrastructure, distribution networks) available in the market, advantages possessed by local players as compared to international companies.

Sources of competitive advantage for international companies (from outside the new market): Supply chain, manufacturing facilities; raising resources and finances; operational excellence and practices, quality partners and vendors.

Managing Risks in International Business operations.

Essential/recommended Readings (latest editions of readings to be used)

1. Wild, J.J. and Wild, K.L. (2021). *International Business: The Challenges of Globalization*. (9th edition). Pearson.
2. Bartlett, Christopher, A. (2013). *Transnational Management: Text and Cases in Cross Border Management*. (7th edition). McGraw-Hill.
3. Hopkins, Raymond A. (2017). *Grow Your Global Markets*. (1st edition). Apress.
4. Cateora, P.R. & Graham, J.L. (2010). *International Marketing*. (15th edition). Tata McGraw Hill.

Suggestive Readings (latest editions of readings to be used)

1. Salwan, P., Daniels, J.D., Radenbaugh, L.H. and Sullivan, D.P. (2016). *International Business*. (15th edition). Pearson Education.
2. Peng, M.W. & Srivastava, D.K. (2019). *Global Business*. (1st edition). Cengage Learning.
3. Keega, W.J.& Green, M.C. (2014). *Global Marketing Management*. (1st edition). Prentice Hall India.
4. Muhlbacher, H., Dahringer, L. &Leih, H. (1999). *International Marketing: A Global Perspective*. (2nd edition). Cengage Learning.
5. Joshi, Rakesh M. (2014). *International Marketing*. (2nd edition). Oxford University Press.
6. Varshney, R.L & Bhattacharya, B. (2015). *International Marketing Management: An Indian Perspective*. (1st edition). Sultan Chand & Sons.

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time