



Unit 1

Chapter 1 : Introduction of Global Strategic Management	1-1 to 1-43
--	--------------------

1.1	Introduction.....	1-2
1.1.1	Globalisation and Sociology	1-3
1.1.2	Evolution of the Term “Glocalisation”	1-5
1.1.3	Fusion as Glocalisation	1-6
1.2	The phenomenon of Globalization Localization and Glocalization.....	1-7
1.2.1	Multi – Country Strategy vs. Global Strategy	1-10
1.2.2	The Process Of Globalisation.....	1-12
1.3	Factors that Push Globalization	1-12
1.3.1	Political Factors	1-13
1.3.2	Technological Factors	1-14
1.3.3	Economic Factors.....	1-14
1.3.4	Competitive Factors.....	1-15
1.4.	The Benefits of Globalization	1-15
1.5	Factors that work Against and Globalization	1-17
1.6	The Benefits of Localization and Globalization,	1-20
1.7	The Global Integration / Local Responsiveness Grid.....	1-20
1.8	Strategy Implementing and Strategic Management	1-22
1.9	Globalization and the Management of Policies	1-23
1.10	Strategic Flexibility and Learning Organization	1-25
1.10.1	Learning Organization	1-27
1.11	Competitive Strategy and Competitive Advantage in Global Market	1-33
1.12	Assessing Countries’ Attractiveness and Industry Opportunities	1-34
1.13	Country risk Analysis.....	1-37

Unit 2

Chapter 2 : Market Intelligence and Designing a Global Strategy	2-1 to 2-21
--	--------------------

2.1	Market Intelligence	2-2
2.1.1	Drivers and Benefits	2-3
2.1.2	Benefits of Marketing Intelligence	2-3
2.1.3	Key Success Factors of World Class Market Intelligence.....	2-6
2.1.4	Intelligence Scope	2-7
2.1.5	Intelligence Process	2-8
2.1.6	Intelligence Tools.....	2-9



2.2	Designing a Global Strategy.....	2-11
2.2.1	Entry Strategies.....	2-15
2.2.2	Direct Exporting.....	2-15
2.2.3	Licensing.....	2-15
2.2.4	Partnering.....	2-16
2.2.5	Joint Ventures.....	2-16
2.2.6	Buying an Organization.....	2-16
2.2.7	Piggybacking.....	2-17
2.2.8	Turnkey Projects.....	2-17
2.2.9	Green Field Investments.....	2-17
2.3	Three basic Benefits of Global Strategy are.....	2-17
2.3.1	Increased Market Size and ROI.....	2-17
2.3.2	Economies of scale and learning.....	2-17
2.3.3	Location Advantages.....	2-18

Unit 3

Chapter 3 : Global Strat. Alliances & Resources & Business-Level Strategy	3-1 to 3-24
--	--------------------

3.1	Strategic Alliances.....	3-2
3.1.1	Global versus local alliances.....	3-2
3.1.2	Typology and framework.....	3-3
3.1.3	Value Potential.....	3-3
3.1.4	Partner Analysis.....	3-4
3.1.5	Negotiation and design.....	3-5
3.1.6	Implementation of alliance management.....	3-7
3.1.6.1	Exploration Stage-.....	3-8
3.1.6.2	Recurrent Contract Stage-.....	3-9
3.1.6.3	Relational Contract Stage.....	3-10
3.1.6.4	Outcome Stage.....	3-12
3.1.7	Global Multilateral Alliances.....	3-13
3.1.8	Alliance Constellation Management.....	3-13
3.1.9	Criteria for Successful Alliances.....	3-14
3.2	Global Mergers and Acquisitions.....	3-15
3.2.1	The Rationale for Cross-border M and A.....	3-16
3.2.2	Cross-Border Acquisitions Performance.....	3-16
3.2.3	Deciding on the M&A-.....	3-17
3.3	Integrating the Companies.....	3-19
3.3.1	The Integration Phase.....	3-20



Unit 4

Chapter 4 : Designing a Global Organization	4-1 to 4-22
4.1 Structure	4-2
4.2 Process and Culture	4-3
4.2.1 Process of internationalization of a firm	4-3
4.2.1.1 Organizational Factors	4-3
4.2.1.2 Environmental Factors.....	4-4
4.2.2 The Process of Internationalization	4-4
4.2.2.1 The Uppsala Model (Johanson and Vahlne (1977)).....	4-6
4.2.3 Culture	4-7
4.2.3.1 Organization Culture and Strategy	4-10
4.3 What is global organization structure ?	4-12
4.3.1 Variables to consider while designing an organization structure.	4-12
4.3.2 Components of Organization Structure	4-12
4.3.3 Types of Global Organization Structure	4-13
4.4 Global functional Model.....	4-13
4.5 Geographical and Multi-business Geographical Model.....	4-14
4.6 Multi Business Geographical Model	4-15
4.7 Single and Multi-business Matrix Model.....	4-15
4.8 Hybrid Model	4-17
4.9 Transnational Model.....	4-18

Unit 5

Chapter 5 : Globalization, Innovation, and Sustainability	5-1 to 5-20
5.1 Introduction.....	5-2
5.2 Challenges to Strategic Management	5-3
5.3 Impact of Globalization, Innovation, Sustainability.....	5-5
5.4 Theories of Organizational Adaptation	5-6
5.5 Creating Learning Organization	5-6
5.6 Environment Scanning	5-9
5.6.1 SWOT Analysis	5-9
5.6.2 PEST Analysis.....	5-10
5.6.3 Porter's Five Forces Model	5-10
5.7 Strategy Formulation Strategy Implementation.....	5-11



5.8	Evaluation and Control	5-12
5.9	Feedback/Learning Process, Resources	5-12
5.10	Capabilities and Core Competencies	5-13
5.11	Building Core Competencies	5-15
5.12	Four Criteria of Sustainable Competitive Advantage:	5-16
5.13	Issues in Global Strategy Implementation	5-17
