EKATVAM ACADEMY
COMMERCE KE LIYE HAMESHA PRATHAM

Inter SM – Important Topics for Last Day Revision (May 2024 Exam)

Chapter 1

a) Meaning & Characteristics of Strategy

b) Strategy is partly Proactive and partly Reactive. Comment

c) Meaning and Importance of Strategic Management

d) Limitations of Strategic Management

e) Corporate level Managers and their Role in business.

f) Role of Functional Level Managers.

g) Meaning of Vision and "Essentials of a Strategic Vision".

h) Why should an organization have a mission?

i) Guidelines in Formulating a Mission Statement.

j) Meaning of Goals and Objectives and its characteristics.

k) Short note on Long Term Objectives. (To achieve long term prosperity, long term objectives are established in 7 areas).

Very Important Topics – Since they are new inclusions.

l) Network of Relationships between three levels

m) Shor note on Values and how it it different from "Intent".

Chapter 2

a) Meaning of Strategic Analysis and issues to consider for Strategic Analysis.

b) Characteristics of a Global company and why do companies go global.

c) Concept of PLC and its advantages.

d) Meaning of Value chain analysis and what is covered in primary and secondary activities.

e) Porters five force model in summary form and the three steps involved.

f) Common barriers to entry to discourage new entrants.

g) Rivalry among competitors tend to be cutthroat and an industry's profitability is low when....

h) What is included in Customer Analysis.

i) Steps to understand Competitive Landscape.

j) Short note on Value Creation with diagram.

k) Key Factors for Competitive Success

Very Important Topics – Since they are new inclusions.

l) Elements of Micro - environment for general short note and MCQ.

m) Short note on PESTLE Analysis.

n) Understanding product and industry. (Products have certain characteristics)

Chapter 3

a) Meaning of Internal Environment.

b) Strategic Group Mapping

c) Strategic Marketing techniques such as:

- Augmented Marketing
- Relationship Marketing
- Enlightened Marketing
- Synchro Marketing
- Demarketing

d) Major Core Competencies as per C.K. Prahalad and Gary Hamel are identified in three areas.

e) Criteria for building Core Competencies or Four Specific criteria to determine that which capabilities are Core Competencies.

f) Sustainability of Competitive Advantage. Four Characteristics of resources and capabilities that help in achieving sustainable competitive advantage.

g) Benefits of SWOT Analysis.

h) **Cost Leadership Strategy** – When suitable, Actions to achieve cost leadership and its Advantages.

i) **Differentiation Strategy** – Basis, Risks, how to achieve and its Advantages.

j) **Focus Strategy** – Achieving Focus Strategy

k) Meaning of Focused Cost leadership and Focused Differentiation.

l) Concept of Best Cost Provider Strategy.

Very Important Topics – Since they are new inclusions.

m) Mendelow's Matrix – Four Categories of Stakeholders as per the Matrix.

n) Meaning of Channels and what are the three important channels that should be considered.

Chapter 4

a) When is Stability strategy pursued.

b) Characteristics and Reasons for Stability Strategy.

c) Characteristics and Reasons for Growth/Expansion Strategy.

d) Expansion through Diversification

e) Related & unrelated diversification (MCQ)

f) Concentric and Conglomerate Diversification

g) Types of Mergers.

h) Strategic Alliance and its advantages & disadvantages

i) Turnaround strategy and its action plan.

j) Reasons for Divestment Strategy.

k) BCG, Ansoff and GE Matrix

Very Important Topics – Since they are new inclusions.

l) Innovation – What does innovation offers to a business for long term growth.

Chapter 5

a) Stages in Strategic Management.

b) Stage 2 – Environmental and Organizational Analysis. Short note.

c) Stage 4 – Implementation (Strategy Execution includes certain principal aspects)

d) Difference between Strategic Planning & Operational Planning

e) Relationship between Strategy Formulation and Implementation.

f) Strategy Formulation vs Implementation

g) Concept of Backward and Forward Linkages for MCQ.

h) Kurt Lewin's model of Change

i) Strategic Control and its types

j) Simple vs Functional Structure.

k) Divisional and Multi Divisional Structure

l) Phases proposed by Davis and Lawrence for Development of Matrix Structure.

m) Concept of Hourglass Structure

n) Transformational vs Transactional Leadership style.

o) Corporate Culture: ally or obstacle

p) Changing a Problem Culture.

Very Important Topics – Since they are new inclusions.

q) How to manage change during digital transformation.

r) Change management strategies for digital transformation. (5 Best Practices for managing change in SME's)

s) Role of change management in digital transformation

t) McKinsey 7S Model with diagram.

u) Meaning and Types of Strategic Performance Measures (SPM).

v) Importance of SPM.

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