

CA Inter May 24 - Strategic Management
Important Questions for exam - CA Mayank Saraf

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Chapter 1 - Introduction to Strategic Management	
Strategy is partly proactive and partly reactive	Yes
Meaning and Objectives of Strategic Management	
Important / Benefits of Strategic Management	
Limitations of Strategic Management	
Components of Strategic Intent	
Vision - Meaning, Essentials of vision, Example	Yes
Mission - Meaning, Importance of mission, Example	Yes
Goals & Objectives - Difference, Characteristics of objectives, ST vs LT,	
Values - Examples and Importance	
3 levels of management - Role of each level	Yes
Chapter 2 - Strategic Analysis - External Environment	
Issues to consider for Strategic Analysis	
Benefits of interaction with its environment to a business	
Micro environment - Components	
Macro environment - Components & PESTLE	Yes
Internationalization - Why do businesses go global? & International environment	
Product Life Cycle - Stages	Yes
Porter's 5 forces model - All 5 forces in detail	Yes
Experience curve - Short note, Factors	
Market and Customer - Thought process / orientation of business, Elements influencing consumer behaviour	
Steps to understand competitive landscape	Yes
Key factors for competitive success	Yes
Chapter 3 - Strategic Analysis - Internal Environment	
Mendelow's Matrix	Yes
Strategic Group mapping	Yes
Various marketing techniques - Read with examples for MCQ	
Types of channels	
Core competencies - Areas in which core competencies can be identified, Criteria for building core competencies	Yes
Competitive Advantage - Characteristics of resources and capabilities	
Michael Porter's Generic strategies	
Cost leadership - Meaning, Achieving, Advantages, Disadvantages / risk	Yes
Differentiation - Meaning, Basis, Achieving, Advantages, Disadvantages / risk	Yes
Focus - Meaning, Types, Achieving, Advantages, Disadvantages / risk	Yes
Best cost provider - Ways how it can be achieved & diagram	Yes

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Chapter 4 - Strategic Choices	Case
Corporate Strategy	
Summary box on pg 90 - for case studies	
Stability - Characteristics, Reasons	
Growth - Diversification - Concentric, conglomerate	Yes
Growth - Innovation	
Growth - Mergers vs Acquisitions	
Growth - Strategic Alliance - Advantages, Disadvantages	Yes
Strategic exit - Turnaround - Conditions / indicators, Action plan	Yes
Strategic exit - Reasons for turnaround / retrenchment / divestment	
Ansoff - Matrix + Growth strategies	Yes
ADL growth - Competitive position	
BCG - Matrix + Types of products + Limitations	Yes
GE - Matrix + GE vs BCG	
Chapter 5 - Strategy Implementation and Evaluation	Case
Stages in Strategic Management - Model & Stage 4 - Principal aspects in strategy execution	
Strategic uncertainty - How to deal with strategic uncertainty	
Effectiveness vs Efficiency - Diagram + Difference	
Linkages between strategic formulation and implementation	
Strategic change - Steps for strategic change, Kurt Lewin model (including H.C. Kellman)	Yes
Digital Transformation - Change management strategies, How to manage change	Yes
Mckinseys 7-S framework	Yes
Organisation structure - Multi Divisional, SBU, Matrix, Network, Hourglass (Diagram + Characteristics + Advantages + Disadvantages of each)	Yes
Development of matrix structure (Davis and Lawrence)	
Culture - Role of culture, Changing a problem culture	
Leadership - Leadership role, Two approaches - Transformational vs Transactional	Yes
Control - Elements of control, Types of control	Yes
Strategic Performance Measures - Types, Importance & Factors to be considered in choosing the right measure	