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Memory Techniques: CA Inter **Strategic management**

CA INTER STRATEGIC MNGT: Memory Trick (Full)

What this Contains?

- Important topics of CA Inter SM
- Memory techniques of above topics
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By: CA Hemant Somani | AIR 46

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A Motivation CUM Story

I always needed a single digit rank in CA Final, But **Luck** factor was not in my favor, just **before 15 days of my exams**, me & my family got **infected by COVID**, and last 15 days are equivalent to 3 months, But I didn't loosed hope and gave exam at that time also, During exams also I was suffering from many post COVID symptoms
And Finally, I Secured **AIR 46 (Not single digit)**,
I just want to convey that while doing your preparation, "**Always Aim for the BEST & Prepare for the Worst scenario**"



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CHAPTER-1 - Introduction to Strategic Management

Sr.	Topic	Trick	Detail
1	Objective of SM	"CC" hai kya, itta basic Qn nii pata tuje ..	<ol style="list-style-type: none"> 1) Create Competitive Advantage 2) Change: guide the company successfully through all changes in the environment
2	Benefits of SM	Benefit to aisa hai bhai ki .. → "Future" me aane wali problems ko "Proactively" Solve kar dnge → taaki apan "competitors" pe attack bhi kar sake and "defense" bhi .. taaki "Long term" me business rahe + "GF"	<ol style="list-style-type: none"> 1) Prepare organisation to Face future 2) Proactive instead of reactive 3) Develop Core Competency & Competitive Advantage 4) Serve as Corporate defense mechanism 5) Enhance Longevity of business 6) Provide Direction, Goals & missions 7) Framework for all major decision
3	Limitations of SM	Bhai limitation to basic hi hai .. tum kuch bhi karoge . to "Time / Paisa" accha khaasa lagega .. Uske baad bhi bharosa nii hai ki dhandha chal jaage... kyuki bhayankar "Complex" . "Competitor" hai apne	<ol style="list-style-type: none"> 1) time-consuming process. 2) costly process 3) Environment is highly complex & turbulent 4) difficult to clearly estimate the competitive responses
4	Strategic Intent - Components:	VM-GV	<ol style="list-style-type: none"> 1) Vision 2) Mission 3) Goals Objectives 4) Value Value systems
5	Essentials of Strategic Vision:	Intelligent person ka vision hamesha clear rhta h .. wo uss vision ko achieve karne k liye Enthusias hoke i CD pe saari classes dkhta h	<ol style="list-style-type: none"> 1. Think Creatively 2. Direction 3. Intelligent Entrepreneurship 4. Enthusiasm
6	Mission : Why organisation have mission ?	"U" "R" "Motivating" the whole "Organisation" ... tumhara "Vocal" accha I ... hamrari Organisation k "Objective/ Goal / Purpose ko tum reality me translate" kar doge ... → tumhara mission y hi hai	<ul style="list-style-type: none"> • Unanimity of purpose • Standard for allocating resources • Motivating • Organization climate • Focal Point • Translation of Objective & Goals • Translation of purpose into goals

7	Points to consider while writing mission :	"ICU" me baithke aaram se Mission likna.. shaanti Se	<ul style="list-style-type: none"> • Own Special Identity • Customer Groups we are targeting • Unique
8	What is our mission ? & What business we are in ? → Should raise some basic Qns		<ol style="list-style-type: none"> 1. What is our mission ? 2. What is our ultimate purpose ? 3. What do we want to become ? 4. What kind of growth do we seek ? 5. What business are we in ? 6. Do we understand our business correctly & define it accurately in its broadest connotation ? 7. Whom do we intent to serve through our offer ? 8. What human need do we intend to serve ? 9. What bring us to this particular business ? 10. What would be the nature of business in future ? 11. In what business would we like to be in the future ?
9	Characteristics of Objectives	SMART MD CCC	<ol style="list-style-type: none"> 1. Should Concrete & Specific 2. Measurable & Controllable 3. Standards for performance Appraisal 4. Organisation Relationship with Environment 5. Related to Time Frame 6. Facilitate achievement of Mission & Purpose 7. Provide basis for Strategic Decision Making 8. Challenging 9. Co-relate 10. Withing the constraint of organisation resources & external environmental
10	Long term objectives in 7 areas:	PPE ki HCELP (help) se Long term objective poore karo	<ol style="list-style-type: none"> 1. Profitability 2. Productivity 3. Employee Development 4. Competitive Position 5. Employee Relation 6. Technical Leadership 7. Public Responsibility
11	Examples of Values	A Say Hi to the ITD (<i>income tax dept</i>) Or. Hii Trust Accountability & Diversity	<ul style="list-style-type: none"> • Accountability • Humility • Innovation • Integrity • Thrust

			• <u>Diversity</u>
12	Strategic levels in Organisation		1) Corporate level 2) Business Level 3) Functional Level
13	Network of relationship		1) Functional & Divisional relationship 2) Horizontal relationship 3) Matrix relationship

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CHAPTER-2- Strategic Analysis: External environment

Sr.	Topic	Trick	Detail									
1	For Strategic Analysis: 2 important situational considerations are:		1) Industry & Competitive conditions 2) An organisation own capability, resources, internal strength , weakness & market position									
2	Issues for strategic analysis:	EIR	1) Strategy Evolved over a period of time 2) Balance of Internal & External Factors 3) Risk <table border="1" data-bbox="880 1333 1513 1562"> <thead> <tr> <th></th> <th>Short time</th> <th>Long time</th> </tr> </thead> <tbody> <tr> <td>External</td> <td>Error in interpreting environ.</td> <td>Changes in Environ</td> </tr> <tr> <td>Internal</td> <td>Organisation not able to Cope up</td> <td>Inconsistencies with strategy</td> </tr> </tbody> </table>		Short time	Long time	External	Error in interpreting environ.	Changes in Environ	Internal	Organisation not able to Cope up	Inconsistencies with strategy
	Short time	Long time										
External	Error in interpreting environ.	Changes in Environ										
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3	Strategic analysis:	External me kon kon hoga ? Market me Customer bhi h .. competitor bhi h .. govt (environment) bhi h	1) Internal → Performance Analysis → Determinants Analysis 2) External → Market Analysis → Customer Analysis → Competitor Analysis → Environment Analysis									

4	Strategy Identification & Selection:		<ol style="list-style-type: none"> 1) Identify strategic alternatives 2) Select strategy 3) Implement operating plans 4) Review strategies
5	Business Environment: Help Business -	Business environment ko analyse krke .. uski madad se .. apan " CID " jese " Competition " ko & " new opportunity / threat " ko identify kar sakte h	<ol style="list-style-type: none"> 1) Continuous learning 2) Image building 3) Gives Direction for growth. 4) Meeting competition 5) Determining opportunities & threat
6	Issues to address in Micro environment:	(No trick... saare stakeholders ke naam .. <i>Banker, Supplier, customer, employee, society, competitor</i>)	<ol style="list-style-type: none"> 1) The ways in which firm can raise it's finance. 2) Who are the firm suppliers & how are the links? 3) Existing customer base on which firm relies for the business. 4) Employees of the firm, their characteristics & how they are organized. 5) Local community within which firm operates 6) Direct competition
7	Macro Environment:	DSP is saying .. GET him .. he is Macro Criminal	<ol style="list-style-type: none"> 1) Demographic Environment 2) Socio Cultural Environment 3) Political Legal Environment 4) Globalisation 5) Economic Environment 6) Technological Environment
8	PESTLE - tool for analysing Macro Environment	PESTLE	<ul style="list-style-type: none"> • Political • Economic • Socio Cultural • Technological • Legal • Environment
9	Characteristics of Global Business (internationalization)	Global business ho to bhi " CSR " to India me hi karega	<ul style="list-style-type: none"> • Conglomerate • Common Strategy • Common pool of Resources
10	Steps for international strategic planning:	" Evaluate " karo .. fir .. → " kya kya kaam " karna h .. apni " objective " & " strategy " kya honi chaaiy uss kaam ko like Or "ESOS"	<ul style="list-style-type: none"> • Evaluate Opportunity & Threat • Describe Scope of global operation • Create firm's global Objectives • Develop Distinct Corporate Strategies
11	Why to go global	Domestic me T.B ke DR . nhii mile → to baahar	<ul style="list-style-type: none"> • Domestic Market not enough • Reduce Transportation Cost

		World me Ilaaz karane to janana padega na	<ul style="list-style-type: none"> Grow Big (generate higher sales and better cash flow.) Shrink in Time & Distance Reliable or cheaper sources of Resources (Raw material, labors etc.) World Economy Need to Grow Trade Barrier reduced/Collapse (increased privatization, less Govt. interference) Globalisation for Strategic Alliance 				
12	Assessment of International Environment	Analyse kro ki internationally .. Mr. Country kon hai	<ul style="list-style-type: none"> Multinational Environment Analysis Regional Environment Analysis Country Environment Analysis 				
13	Characteristics of Product:	Product T bilkul Laal, Pila, Purple, Safed hona chahiye.. OR, Pak premier league jitne waale ko .. 1 TVS ka prouc milega .. PPL TVS	<ul style="list-style-type: none"> Tangible / Intangible Useful Life Has Price Pivotal for Business Features that deliver Satisfactions 				
14	Product Life Cycle		<ul style="list-style-type: none"> Intro Stage Growth Stage Maturity Stage Decline Stage 				
15	Value Chain Analysis:	Primary trick: No Trick .. just assume normal process of procuring R.M to Selling / after sale service Support: sup Port-THI	<table border="1"> <thead> <tr> <th>Primary Activity</th> <th>Support Activity</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Inbound Logistics Outbound Logistic Transform Marketing & Sales Service </td> <td> <ul style="list-style-type: none"> Procurment Technology HR Infrasturcture </td> </tr> </tbody> </table>	Primary Activity	Support Activity	<ul style="list-style-type: none"> Inbound Logistics Outbound Logistic Transform Marketing & Sales Service 	<ul style="list-style-type: none"> Procurment Technology HR Infrasturcture
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16	Micheal Porter 5 forces	Porter Baba ki RESS	<ol style="list-style-type: none"> Buyers Bargaining Power Rival New entry Substitute Suppliers bargaining power 				
	New entrant	Buyer	<table border="1"> <thead> <tr> <th>Supplier</th> <th>Rivalry</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Crucial for Buyer (not Substitutable) High Switching Cost Sellers are More Concentrated than buyers </td> <td> <p>(CDEFG Rivalry .. Rivalry ..)</p> <ul style="list-style-type: none"> No of Competitors Differentiation Exit Barriers Fixed Cost </td> </tr> </tbody> </table>	Supplier	Rivalry	<ul style="list-style-type: none"> Crucial for Buyer (not Substitutable) High Switching Cost Sellers are More Concentrated than buyers 	<p>(CDEFG Rivalry .. Rivalry ..)</p> <ul style="list-style-type: none"> No of Competitors Differentiation Exit Barriers Fixed Cost
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	<p>(ABCD - ED ki Entry Sabpe bhaarii..)</p> <ul style="list-style-type: none"> Aggressive retaliation Brand identity Capital 	<ul style="list-style-type: none"> Not Critical to buyers need (Substitutable) Has Full Knowledge They are Big Buyers 					

	<ul style="list-style-type: none"> • Product differentiation • Economics of Scale • Distribution channels • Switching cost 		<ul style="list-style-type: none"> • Slow Growth • Industry Leaders
17	5 steps to determine competition in industry using 5 forces:	Identify → Evaluate → Determine	<p>Step 1: Identify specific competitive pressures associated with each of the 5 forces</p> <p>Step 2: Evaluate how strong the pressures are ?</p> <p>Step 3: determine whether collecting strength of 5 competitive forces are conducting to earning attractive profits</p>
18	Attractiveness of Industry: (Factors managements will consider)	<p>No trick .. basic things only → Industry me ab Growth ho sakti h ya ni.. competition kitna h.. usme apni position kya hai .. apan weak hai ya apne Rivals ? usse profitability kam ho jaaegi kya ? ...</p> <p>bhai muje to bahot problems dikh rhi h .. y to bahot risky industry hai</p>	<ol style="list-style-type: none"> 1) The industry's growth potential ? 2) Whether competition currently permits <u>adequate profitability</u> and whether competitive forces will become stronger or weaker? 3) The competitive position of an organisation in the industry and whether its position is likely to <u>grow stronger or weaker</u>. 4) The potential to capitalize on the vulnerabilities of weaker rivals 5) Whether industry profitability will be favourably or unfavourably affected by the prevailing <u>driving forces</u>? 6) The severity of problems confronting the industry as a whole 7) The degrees of risk and uncertainty in the industry's future. The severity of problems confronting the industry as a whole 8) Whether the company is able to defend against or counteract the factors that make the industry unattractive?
19	Features of Experience Curve:		<ol style="list-style-type: none"> 1) Organisation grow → they gain experience. 2) Experience provide advantage over competition. 3) Large/successful organisation possess stronger Experience effect
20	Value Creation: how company become profitable depends upon 3 factors:	Easy .. no trick	<ol style="list-style-type: none"> 1) Value customer place on companies' product 2) Price that company charges for its product. 3) Cost of creating those products
21	Market 4 P's	4 P's	1) Product

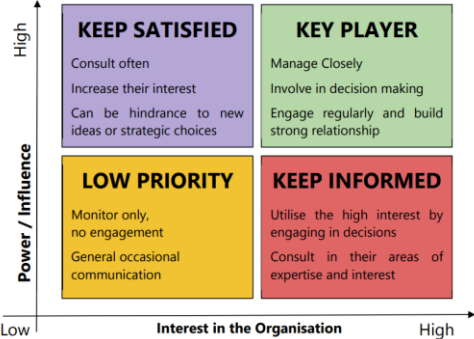
			2) Pricing 3) Place 4) Promotion
22	Elements of Customer Behavior:	Easy .. no trick	<ul style="list-style-type: none"> • External Influences • Internal Influences • Decision Making • Post -Decision Process
23	Steps to understand Competitive Landscape	Easy .. no trick	<ol style="list-style-type: none"> 1. Identify Competitor 2. Understand Competitor 3. Determine Strengths 4. Determine Weakness 5. Put all Information Together
24	Key factors for competitive success:	1 point customer ka 2 point seller ke	<ol style="list-style-type: none"> 1. On what basis customer choose 2. What Resources & Capabilities does <u>seller needs</u> 3. <u>What does it take for seller</u> to achieved Sustainable Competitive Advantage (long term)

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CHAPTER-3- Strategic Analysis : Internal Environment

Sr.	Topic	Trick	Detail								
1	Example of stakeholders:	No Trick:									
		<table border="1"> <thead> <tr> <th>Stakeholders</th> <th>Requirements</th> </tr> </thead> <tbody> <tr> <td>Shareholders</td> <td> <ul style="list-style-type: none"> ◆ Top rankings of the organisation ◆ Highest market share ◆ Total shareholder return (RoI) ◆ Innovation and continuous creative content ◆ Corporate social responsibility </td> </tr> <tr> <td>CEO and Board of Directors</td> <td> <ul style="list-style-type: none"> ◆ Market rankings ◆ Market share ◆ Revenue and profit growth ◆ Prestige </td> </tr> <tr> <td>Major Vendors (Production Houses)</td> <td> <ul style="list-style-type: none"> ◆ Stability of ordering ◆ Growth ◆ Stable margins </td> </tr> </tbody> </table>	Stakeholders	Requirements	Shareholders	<ul style="list-style-type: none"> ◆ Top rankings of the organisation ◆ Highest market share ◆ Total shareholder return (RoI) ◆ Innovation and continuous creative content ◆ Corporate social responsibility 	CEO and Board of Directors	<ul style="list-style-type: none"> ◆ Market rankings ◆ Market share ◆ Revenue and profit growth ◆ Prestige 	Major Vendors (Production Houses)	<ul style="list-style-type: none"> ◆ Stability of ordering ◆ Growth ◆ Stable margins 	
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Major Vendors (Production Houses)	<ul style="list-style-type: none"> ◆ Stability of ordering ◆ Growth ◆ Stable margins 										

		<p>(hamaare yaha se "Bahot saara order" kare... "bahot Jayada margin" deke)</p> <p>Consumers (Viewers)</p> <ul style="list-style-type: none"> ◆ New content - Innovation ◆ Better deals - Pricing Benefits ◆ Value for money ◆ Continuous supply <p>(kuch Naya.. accha .. kam paiso me .. lagaatar de)</p> <p>Employees</p> <ul style="list-style-type: none"> ◆ Wages and benefits ◆ Pride of working for a reputed organisation ◆ Stability of employment <p>(Paisa, izzat.. stability)</p>
2	Understanding Key players:	
3	Key Strategic drivers of an Organisation	<p>Driver ko bolo .. "Market" me jo "Product" "customer" maang rha h n .. wo hi do .. retail "channel" se</p> <ul style="list-style-type: none"> • Industry & Market • Product/Services • Customers • Channels
4	Procedure for constructing strategic Group:	<ol style="list-style-type: none"> 1. Identify Competitive Characteristics that differentiate firms in the industry (price: high, low, medium) (Quality: high, low, etc) 2. Plot the firms on 2 Variable Maps using differentiating characters 3. Assign Firms that fall in same strategy space to the same strategic group 4. Draw Circle around each strategic group
5	Objectives to keep in mind for new product/ new strategy	<p>Wo product lane se kya Market share apna increase hoga yaa Return increase hoga ?</p> <ol style="list-style-type: none"> 1) Have customer centric approach while making a product 2) Produce sufficient returns through a reasonable margin over a cost 3) Increasing market share
6	Marketing for Products:	<p>ABCDE - OPQRS - PD - SSD</p> <p><u>Or</u></p> <p>ABCD³E - OP²QRS³</p> <ol style="list-style-type: none"> 1. Augmented Marketing 2. Concentrated Marketing 3. Direct Marketing 4. Enlightened Marketing 5. Organisation Marketing 6. Place Marketing 7. Relationship Marketing 8. Social Marketing

			<p>9. Person Marketing 10. De-marketing</p> <p>11. Service Marketing 12. Synchro Marketing 13. Differential Marketing</p>
7	Channels	SPS	<p>1) Sales channel 2) Product Channel 3) Service Channel</p>
8	Core Competency Areas (CK Prahlad)	VAD vyas ji ... Core area h unka ShreeMad bhagwad geeta	<p>1. Customer Value 2. Application to Other markets 3. Competitor Differentiation</p>
9	Criteria for Building core competency:	"I" am taking "VRS" ... It's not my core competency to do this kind of work...	<p>1. Costly to Imitate 2. Valuable 3. Rare 4. Non - Substitutable</p>
10	Competitive advantage (Sustainability of Competitive advantage)	"DIAT" acchi rakho taaki long term me health Sustain.....	<p>1. Durability 2. Imitability 3. Appropriability 4. Transferability</p>
11	Michel Porter's Generic strategies:		<p>1) Cost leader 2) Differentiation 3) Focus</p>
12	Cost Leader:		<p>Effective when:</p> <p>1) Price sensitive Buyers 2) Few ways to achieve product differentiation</p> <p>Risk in Cost leadership:</p> <p>1) Competitors may imitate the strategy 2) Technological breakdown</p>
13	Cost Leader: how to Achieve:	Phle hi ForeCast karlo demand .. jisse pata rhe ki Kitna produce karna h → wo apan acchi si technology laake "Mass Produce" karke .. "economies of scale" liyaange .. and	<p>1. Forecast Demand 2. Invest in Cost Saving 3. Standardization of product for mass production, reducing cost 4. Economies of Scale 5. Optimum Utilization of resources 6. Resist to Differentiation</p>
14	Cost Leader: Advantage	RESS-B	<p>1. Rivalry: likely to avoid cost war 2. Entrants : barrier 3. Sellers 4. Substitutes: decrease</p>

			5. Buyers : powerful buyer not able to exploit cost leader firm
15	Cost Leader: DisAdvantage	Koi " TISRI " company aake orr kam rate me produce sale kar degi	<ul style="list-style-type: none"> • Technology advancement are threat • Competitor Imitate cost reduction • Can be achieve only if have High Sales • Low Advertising R&D
16	Differentiation basis	PPO (Pappu Partner Orange color ke kapde pahan ke sabse different lagra hai)	<ol style="list-style-type: none"> 1. Product 2. Pricing 3. Organisation
17	Differentiation Achieving	Restaurant ka Taste thoda improve kar bhai.. kuch innovative & Unique dish laa agar Quality bigdi to Image kharaab ho jaaegi	<ol style="list-style-type: none"> 1. Taste & Preference 2. Improve Performance 3. Rapid Innovation 4. Unique Features 5. High Quality 6. Brand Image
18	Differentiation Advantage	RESS-B	<ol style="list-style-type: none"> 1. Rivalry 2. Sellers 3. Substitutes 4. Buyers 5. Entrants
19	Differentiation DisAdvantage	Jyda time tak Unique nii rakh paaoge.. koi orr accha product laaega kam Value me .. and customer udhar switch ho jaaege	<ol style="list-style-type: none"> 1. Unique Difficult 2. Not Valued by Customer 3. Switch Off to Other Product
20	Focus basis		<ol style="list-style-type: none"> 1. Focused Cost Leader 2. Focused Differentiation
21	Focus Achieving	Sabka Focus wo Niche aadmi hi h ... usko itta kaam de diya .. koi skill hai EI nahi uske paas....	<ol style="list-style-type: none"> 1. Specific Niche 2. Superior Skill 3. High Efficiency 4. Innovative Ways
22	Focus Advantage		<ol style="list-style-type: none"> 1. Premium Price 2. Rival Difficult to Compete
23	Focus DisAdvantage	Wo hi NICHE aadmi... product ki Demand kam kar dega ... gadha hai 1 number ka.. bina competency ka	<ol style="list-style-type: none"> 1. Niche Disappear 2. Limited Demand 3. Lacking Competency

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CHAPTER-4- Strategic Choice

Sr.	Topic	Trick	Detail										
1	Characteristics of Stability Strategy	Jesa hai wsa hi rakho .. kuch redefine nii karna .. koi new product pe investment nii .. koi risk nii	<ol style="list-style-type: none"> 1) Status Quo 2) Not involve redefinition of business 3) Firm with same product and same business choose this strategy 4) No fresh investment require 5) Less risk 6) Organisation can concentrate on resources 7) Firm with modest growth choose this strategy 										
2	Major Reason of Stability Strategy	Ho gya bhai bahot bhaag dod Karli (rapid expansion) , ab maturity aa gyi h ... bas ab khi to rukna padega n ..zindagi m ab stability & comfort chahiye ... thak gye bas	<ol style="list-style-type: none"> 1) After Rapid Expansion, Consolidate 2) Product reached Maturity stage 3) Environment is Stable 4) Staff feels comfortable 5) Where Expansion is Threat 										
3	Characteristics of Expansion/ Growth Strategy	Bahot ho hya... kab tak aise hi stable rhenge .. ab growth chahiye.. business ko redefine krna ha .. to investment to karna hi padega	<ol style="list-style-type: none"> 1) Opposite of Stability 2) A firm with Mammoth Growth need this 3) Redefinition of Business 4) Fresh Investment 5) It's a Highly Versatile strategy 6) It folds 2 major routes: Intensification & Diversification 										
4	Major Reason of Expansion/ Growth Strategy	SCMPE CA final me padhoge .. abhi nahi .. thoda orr grow ho jaao pahle	<ol style="list-style-type: none"> 1) Strategist Feel More Satisfied with growth. 2) Greater Control over market 3) Many Forms can be internal growth, external growth etc. 4) Environment Demands Pace 5) Advantage from Experience Curve <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th colspan="2" style="text-align: center;"><u>Types of Expansion:</u></th> </tr> <tr> <th style="text-align: center;">Internal Form</th> <th style="text-align: center;">External Form</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1) Intensification </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1) Merger / Acquisitions 1. Horizontal 2. Vertical 3. Co generic 4. Conglomerate </td> </tr> <tr> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 2) Diversification <table border="1" style="width: 100%; margin-top: 5px;"> <tr> <td style="width: 50%;"><u>Concentric</u></td> <td>- Vertically Integrated (Forward / Backward)</td> </tr> </table> </td> <td style="vertical-align: top;"> Strategic Alliance (POSE) - Political </td> </tr> </tbody> </table>	<u>Types of Expansion:</u>		Internal Form	External Form	<ol style="list-style-type: none"> 1) Intensification 	<ol style="list-style-type: none"> 1) Merger / Acquisitions 1. Horizontal 2. Vertical 3. Co generic 4. Conglomerate 	<ol style="list-style-type: none"> 2) Diversification <table border="1" style="width: 100%; margin-top: 5px;"> <tr> <td style="width: 50%;"><u>Concentric</u></td> <td>- Vertically Integrated (Forward / Backward)</td> </tr> </table> 	<u>Concentric</u>	- Vertically Integrated (Forward / Backward)	Strategic Alliance (POSE) - Political
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			<ul style="list-style-type: none"> - Horizontally Integrated Conglomerate Innovation (ye CC Pappu kya hi innovation karega) - Solve Complex Problem - Increase Productivity - Competitive Advantage 	<ul style="list-style-type: none"> - Organisational - Strategic - Economic
5	Retrenchment/ Strategic Exits 1) Turnaround 2) Divestment	Product, Management, employee ..sab kuch kharaab hai Koi nii kharid rha apna product market me .. paise kaha se aaenge ... Better hai dhandha band kar do	Danger Signals for Are: 1) Uncompetitive products /services 2) Overstaffing, high employee turnover 3) mismanagement 4) Declining market share 5) Negative cash flows 6) Deterioration in physical facility	
		<ul style="list-style-type: none"> - Abhi kya hai ? - Naya kya chahiye ? - Action lo - Business restructure karo - Kuch deen baad sab normal ho jaaega 	Turnaround Plan Stage 1 - Assess C urrent problem. Stage 2- Analyze & D evelop Stage 3- Implementing Emergency A ction Plan Stage 4 - R estructuring Business Stage 5 - Returning N ormal	
		Business turaround ka mtlb hai .. Cost kam karo .. revenue badaho .. inventory becho NP i will TC (no problem .. I will take care)	Important Elements of Turnaround: 1. Quick C ost Reduction 2. R evenue Generation 3. A ssets liquidation for generating cash 4. N eutralising external Pressure 5. Identify Quick P ayoff activities 6. Changes in T op 7. C redibility 8. Better internal co-ordination	
		Galat business acquire kar liye bhai... itna paisa already laga diya technology wagera me .. fir bhi bhayankar competition hai ... Isse accha to y paise kahi orr invest karte	DIVESTMENT STRATEGY: REASONS: 1) A cquired business is Mismatch 2) Negative cashflows 3) T echnology upgradation not possible 4) Severity of C ompetition 5) Better alternative available for investment	
			DIVESTMENT STRATEGY: CHARACTERSTICS: 1) Sell out Some Business 2) Integral Part of Corporate Strategy	
6	Strategic Options	1) Ansoff's Product Market Growth Matrix:		

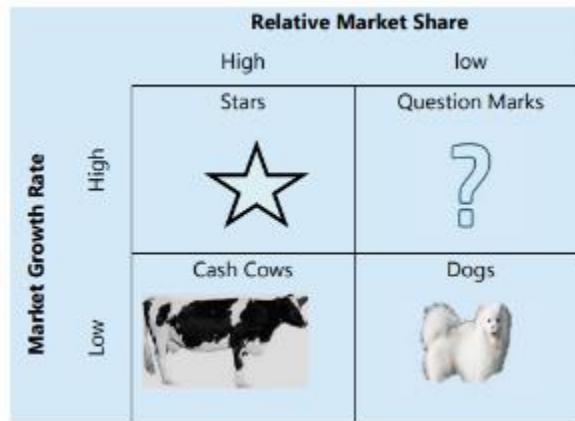
(For Understanding)

	Existing Products	New Products
Existing Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

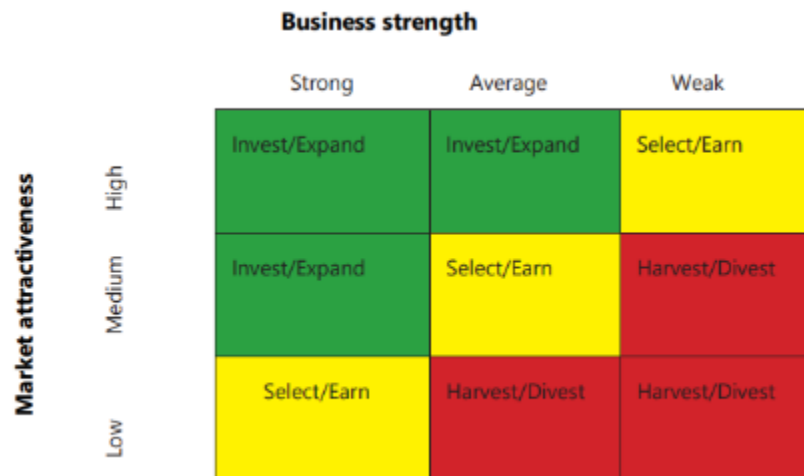
2) ADL Matrix:

Stage of industry maturity - Arthur D. Little (ADL) Matrix				
Competitive position	Embryonic	Growth	Mature	Ageing
Dominant	<ul style="list-style-type: none"> - Fast grow - Build barriers - Act offensively 	<ul style="list-style-type: none"> - Fast grow - Attend cost leadership - Renew - Defend position - Act offensively 	<ul style="list-style-type: none"> - Defend position - Attend cost leadership - Renew - Fast grow - Act offensively 	<ul style="list-style-type: none"> - Defend position - Renew - Focus - Consider withdrawal
Strong	<ul style="list-style-type: none"> - Differentiate - Fast grow 	<ul style="list-style-type: none"> - Differentiate - Lower cost - Attack small firms 	<ul style="list-style-type: none"> - Lower cost - Focus - Differentiate - Grow with industry 	<ul style="list-style-type: none"> - Find niche - Hold niche - Harvest
Favorable	<ul style="list-style-type: none"> - Differentiate - Focus - Fast grow 	<ul style="list-style-type: none"> - Focus - Differentiate - Defend 	<ul style="list-style-type: none"> - Focus - Differentiate - Harvest - Find niche - Hold niche - Turnaround - Grow with industry - Hit smaller firms 	<ul style="list-style-type: none"> - Harvest - Turnaround
Tenable	<ul style="list-style-type: none"> - Grow with industry - Focus 	<ul style="list-style-type: none"> - Hold niche - Turnaround - Focus - Grow with industry - Withdraw 	<ul style="list-style-type: none"> - Turnaround - Hold niche - Retrench 	<ul style="list-style-type: none"> - Divest - Retrench
Weak	<ul style="list-style-type: none"> - Find niche - Catch-up - Grow with industry 	<ul style="list-style-type: none"> - Turnaround - Retrench - Niche or withdraw 	<ul style="list-style-type: none"> - Withdraw - Divest 	<ul style="list-style-type: none"> - Withdraw

3) BCG:



4) General Electric Matrix:



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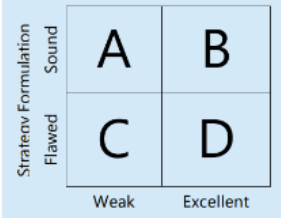

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CHAPTER-5: Strategy Implementation & evaluation:

Sr.	Topic	Trick	Detail
1	Stages in Strategic management:	Aapka goal kya hai ? Accha.. or abhi aapki condition kya hai? Uss hisaab se Strategy banaao ... Use implement karo .. Fir use control karo	<ol style="list-style-type: none"> 1. Develop Vision, Mission, Goals, Objectives 2. Organisation & Environmental Analysis 3. Formulation of Strategy 4. Implementation 5. Evaluation & Control
2	Strategic Planning characteristics:	M-HOLES Panning shi se kar lena strategically .. wrna direct kaam karoge to khadde me kudne ki nobat aa jaegei	<ol style="list-style-type: none"> 1. Its Senior Management responsibility 2. Take Holistic view. 3. Develop Overall Objectives & strategy. 4. Concern with Long term success 5. Assess the impact of Environmental variables. 6. Shapes organisation & resources
3	Operational Planning:	FTM of May... paani planning se use lena . means resources ka shi se use lena .. baad me future me bhi jarurat padegi	<ol style="list-style-type: none"> 1. Deal with current Deployment of Resources 2. Project current operation into Future 3. Responsibility of Functional managers 4. Develop Tactics (not strategy) 5. Make Modification to function.
4	Deal with Strategic uncertainty	Duniya badi hi uncertain & MC hai bhai ... apne aap ko Flexible rakhoi .. résistent mat ho kisike liye.. wrna Diversify nii ho paaeoge ..	<ol style="list-style-type: none"> 1. Monitoring 2. Collaboration 3. Flexibility 4. Resilience 5. Diversification

<p>5</p>	<p>Strategy Formulation & Implementation Matrix</p>		 				
<p>6</p>	<p>Issues in Strategy Implementation:</p>	<p>FB-P partner dhundke uske saath PSR share kar rhe ho ... murkh ho .. har koi aa jaaega to issue ho jaaenge</p>	<ul style="list-style-type: none"> • Functional Implementation • Behavioral Implementation • Procedural Implementation • Project Implementation • Structural Implementation • Resource Allocation 				
<p>7</p>	<p>Strategic Change</p>	<p>Sab accha hi to chakra hai .. change karna kyu h.. kya need hai ? → thik hai .. kya vision hai change ka ? implement karo fir orr kya</p> <p>U-C-R</p> <p>(Unfreeze → Change → Freeze again)</p>	<p>Steps:</p> <ol style="list-style-type: none"> 1) Recognize the need for change 2) Create a shared vision to manage change 3) Institutionalize the change <p>Kurt Lewin's Model Of Change</p> <ol style="list-style-type: none"> 1) Unfreezing the situation 2) Changing to the new situation <ol style="list-style-type: none"> a) Compliance b) Identification c) Internalization 3) Refreezing 				
<p>8</p>	<p>Strategic Change through Digital transformation:</p>	<p>Aapa goal kya hai ? Abhi ki situation kya h ? Create new map ... Then implement it</p> <p>PSP PP → Digitally PSP pe game khelne ka maja hi kuch or h .. horn maaro PP ...</p>	<table border="1"> <tr> <th style="background-color: #e1eef6;">Change Management</th> </tr> <tr> <td> <ol style="list-style-type: none"> 1. Define Goals & objectives 2. Assess Current state & gaps 3. Create Road map for change 4. Implementing & managing change </td> </tr> <tr> <th style="background-color: #e1eef6;">Can Help Organisation</th> </tr> <tr> <td> <ol style="list-style-type: none"> 1. Specify Parameters & goals of digital transformation. 2. Involve Staff & party in transformation 3. Determine which Procedures needs to be modify. 4. Make Plan for implementing improvement. 5. Take Progress & make required course correction </td> </tr> </table>	Change Management	<ol style="list-style-type: none"> 1. Define Goals & objectives 2. Assess Current state & gaps 3. Create Road map for change 4. Implementing & managing change 	Can Help Organisation	<ol style="list-style-type: none"> 1. Specify Parameters & goals of digital transformation. 2. Involve Staff & party in transformation 3. Determine which Procedures needs to be modify. 4. Make Plan for implementing improvement. 5. Take Progress & make required course correction
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		<p>CN NDTV</p> <p>Best digital channel kisi k liye Cartoon network (CN) hai .. kisi k liye NDTV</p> <p>Aapka jo bhi aim/objective hai wo logo ko bataao ... Unko gradually bolo changes karne k liye ...resist naa ho Finally jo bhi new aaya uss system ki training d do</p>	<p>5 best practices</p> <ol style="list-style-type: none"> 1. Encourage Communication 2. Change is norm, not exception 3. Ensure both: Change is Necessary & desired 4. Reduce Disruption 5. Begin at the Top <p>How to manage change during digital transformation:</p> <ol style="list-style-type: none"> 1. Specify objectives 2. Always Communicate 3. Be ready for Resistance 4. Implement changes Gradually 5. Offer Training
9	Organisation Framework MCKinsey 7's Model	<p>Staff ki values & skills dekho ... style nii</p>	<p>Soft S's</p> <ol style="list-style-type: none"> 1. Staff 2. Skills 3. Shared values 4. Style <p>Hard S's</p> <ol style="list-style-type: none"> 1. Strategy 2. Structure 3. System
10	LIMITATION of MCKinsey 7's Model	<p>Bhai Indian education system itna effective nii hai ... bahar k education system k mukable (external) ... bahot gaps hai isme.. Itne saalo se koi change nii kara isme... bilkul static hai</p>	<p>Limitation:</p> <ol style="list-style-type: none"> 1. Not clearly explain effectiveness 2. Ignore External environment importance 3. Missing real gaps 4. Model is More Static and less flexible
11	Multidivisional Structure calls for (Characteristics)	<p>Small small Separate division → unke sabke separate managers → sabki separate hierarchy</p>	<ol style="list-style-type: none"> 1) Small corporate office 2) Creating separate division (each is separate business) 3) Divisional managers manage day to day operation 4) Each division have it's Functional hierarchy
12	Divisional Structure can be in 4 ways:	GP-CP	<ol style="list-style-type: none"> 1) Geographic area 2) Product or service 3) Customer 4) Process
13	Strategic Business Unit (SBU) Structure - Characteristics:	<p>Khudka business.. khudke manager .. khudhke competitor</p>	<ol style="list-style-type: none"> 1. Single business or a collection of related business 2. Manager who has responsibility for strategic planning 3. Own set of competitors
14	Strategic Business		<ol style="list-style-type: none"> 1. Scientific method of grouping the businesses 2. Improvement over the territorial grouping

	Unit (SBU) Structure - ADVANTAGES:	Scientific method se grouping hoti hai ..based on <ul style="list-style-type: none"> - Different territory - Different Products <p>Taaki koi confusion na ho CEO ko ki kis business ka kon competitor hai ... so uska kya plan rkha hai</p>	3. Unrelated products / businesses in any group are separated 4. Removing confusion 5. Each SBU have CEO 6. Own distinct set of competitors 7. Strategic planning distinct from the rest of the businesses 8. Analyzing & segregating the businesses, & regrouping them						
15	Matrix Structure: Phases Proposed by Davis & Lawrence for Development of Matrix Structure	Lawrence MC-PG hai ..	1) C ross-functional task forces 2) M ature matrix 3) P roduct / brand management						
16	Strategic Leadership: Leadership Roles	Leader accha hona chahiye hamesha .. ethical .. ji team me team esprit rakhe ... koi bhi issue aae/ change aar to khud top pe rakhke use correct kare	1. Exercising ethical leadership 2. Promoting Esprit de corps 3. Keep Responsive to changing conditions 4. Staying on top of what is happening 5. Corrective actions to improve strategy						
17	Strategic Leadership: Responsibility:	CC naa ho PP naa ho .. CHAD hona chahiye	1. Creating & sustaining strong corporate culture 2. Ensuring effective communication 3. Formulating policies 4. Sustaining high Performance over time 5. Managing change 6. Managing human capital 7. Making strategic decisions						
18	Strategic Control	Easy hai .. objective ko time to time monitor karo .. actual se compare karo ... kuch deviation ho to correct karo S-SIP (Strategically SIP karo ...)	<table border="1"> <tr> <th style="background-color: #d9e1f2;">Elements of Strategic process Control</th> </tr> <tr> <td> 1) Objectives of business system (measurable) 2) Mechanism for Monitoring & Measuring 3) Compare Actual results & standards 4) Feeding Corrective & Adaptive Information </td> </tr> <tr> <th style="background-color: #d9e1f2;">3 types of Organisation Control</th> </tr> <tr> <td> 1. Operational Control 2. Management Control 3. Strategic Control </td> </tr> <tr> <th style="background-color: #d9e1f2;">Strategic Control</th> </tr> <tr> <td> 1. Premise Control 2. Strategic Surveillance 3. Special Alert Control 4. Implementation Control </td> </tr> </table>	Elements of Strategic process Control	1) Objectives of business system (measurable) 2) Mechanism for Monitoring & Measuring 3) Compare Actual results & standards 4) Feeding Corrective & Adaptive Information	3 types of Organisation Control	1. Operational Control 2. Management Control 3. Strategic Control	Strategic Control	1. P remise Control 2. S trategic Surveillance 3. S pecial Alert Control 4. I mplementation Control
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19	Strategic Performance Measures: TYPES	Paise ... Customer, employee, market, environment innovation	1) Financial 2) Customer Satisfaction 3) Employee 4) Market 5) Environmental 6) Innovation
20	Strategic Performance Measures: IMPORTANCE	Goal kya hai.. uss hisaab se Resource allocate karo ..to achieve them.. and continuously evaluate accountability rkhte rho Or GARI	1. Goal Alignment 2. Resource Allocation 3. Continuous I mprovement 4. External A ccountability
21	Strategic Performance Measures: Choosing Factors	Timely Quality wala data available ho jaana chahiye	1. Reference 2. Data Quality 3. Data Availability 4. Data Timeliness

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- Muskan Somani - 61
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- Soniya Sharma - 60

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- Vidhyadhari - 69
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- Bommerla Shruthi - 66
- Krunal Pandya - 65
- Nehal - 65
- Nihar chandaliya - 64
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Earlier Attempt 35 Earlier Attempt 25 Earlier Attempt 26

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Rishika Vijay • 4 hours ago

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Tareef karun kya me uski jisne apko banaya 🙏

Thank you thank you so so much sir itne efforts laga ke revision videos banane ke liye..💕

So grateful to have you as my teacher 😊

Neha Singh • 6 hours ago (edited)

Very Very Thanks to you Boss 🧡🧡

aapki is rattaification ki wajah se aaj me audit me direct direct answer kr payi hu jo mere liye kabhi possible nhi tha

Again Lots of Thanks 🥰🥰🥰

Hi CA Hemant!

I don't have words to describe how valuable you've been to me in my learning journey and am always going to be grateful for your teachings and your notes. You're a true inspiration to many of us and really wish you to change many more lives

Humbly yours,
CA Tarak Dharmesh Doshi

2:58 pm

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Akshat • 4 hours ago

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