



## Inter SM - Important Topics for Last Day Revision (September 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) Meaning of Vision and "Essentials of a Strategic Vision".
- g) Why should an organization have a mission?
- h) Meaning of Goals and Objectives and its characteristics.
- i) 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.**

- j) Network of Relationships between three levels
- k) Short note on Values and how it is 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) Porter's 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 Marketing techniques such as:
  - Augmented Marketing
  - Relationship Marketing
  - Enlightened Marketing
  - Synchro Marketing
  - Demarketing
- c) Major Core Competencies as per C.K. Prahalad and Gary Hamel are identified in three areas.
- d) Criteria for building Core Competencies or Four Specific criteria to determine that which capabilities are Core Competencies.
- e) Sustainability of Competitive Advantage. Four Characteristics of resources and capabilities that help in achieving sustainable competitive advantage.
- f) Benefits of SWOT Analysis.
- g) **Cost Leadership Strategy** - When suitable, Actions to achieve cost leadership and its Advantages.
- h) **Differentiation Strategy** - Basis, Risks, how to achieve and its Advantages.
- i) **Focus Strategy** - Achieving Focus Strategy
- j) Meaning of Focused Cost leadership and Focused Differentiation.
- k) Concept of Best Cost Provider Strategy.

**Very Important Topics - Since they are new inclusions.**

- l) Mendelow's Matrix - Four Categories of Stakeholders as per the Matrix.
- m) 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) Meaning and Types of Strategic Performance Measures (SPM).
- u) Importance of SPM.

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