

# CHAPTER-1- Introduction to Strategic Management



Subscribe

YouTube

Tera Course Mera Guidance

[www.atacademy.co.in](http://www.atacademy.co.in)

info@atacademy.co.in

**CA CS Amit Tated**



My Notes:

## CHAPTER-2- Strategic Analysis : External Environment



Subscribe

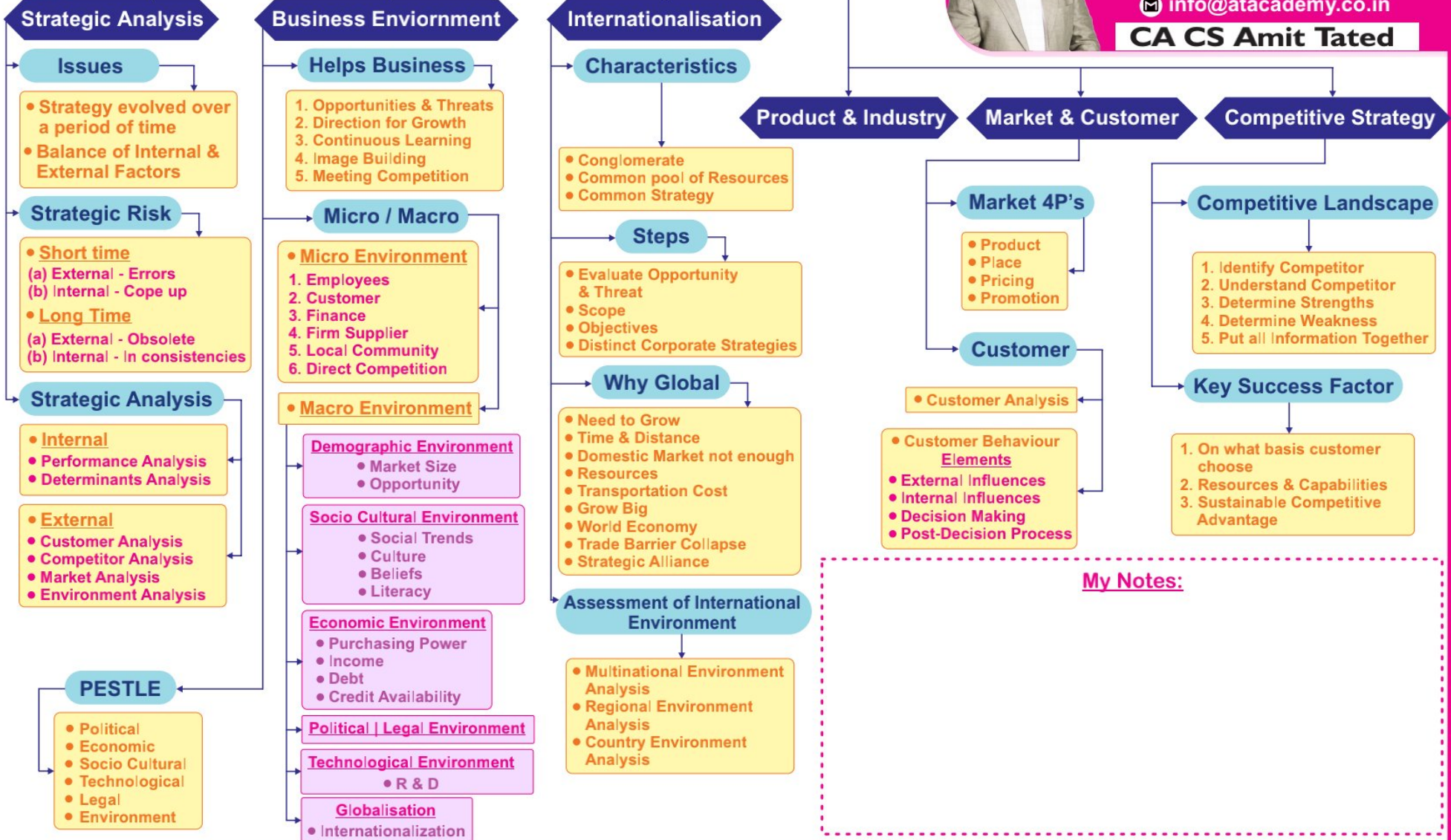
YouTube

Tera Course Mera Guidance

www.atacademy.co.in

info@atacademy.co.in

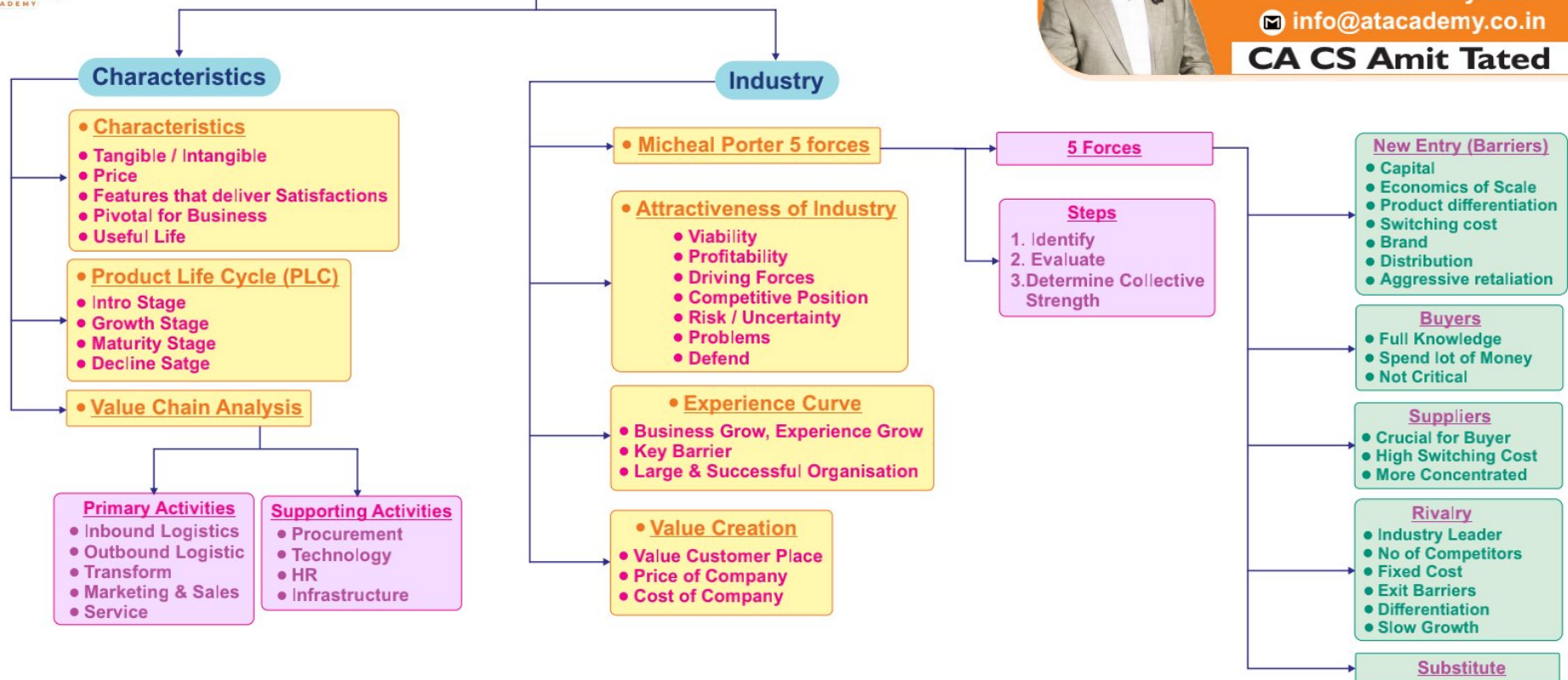
CA CS Amit Tated



My Notes:



## Product & Industry



My Notes:

## CHAPTER-3- Strategic Analysis : Internal Environment



Subscribe

YouTube

Tera Course Mera Guidance

www.atacademy.co.in

info@atacademy.co.in

CA CS Amit Tated

### Stakeholders

#### Understanding Key Stakeholders



### Strategic Drivers

#### Industry & Markets

- **Strategic Group Mapping**
  1. Identify Competitive Characteristics
  2. Plot the firms on 2 Variable Maps
  3. Assign Firms
  4. Draw Circle

#### Customer

- **Pricing Customer**
- **Value Creation Consumer**

### Core Competency, SWOT, Competitive Advantage

#### Core Competency

- **Areas (C.K. Prahalad)**
  1. Competitor Differentiation
  2. Customer Value
  3. Application to Other markets

#### Criteria

1. Valuable
2. Costly to imitate
3. Non - Substitutable
4. Rare

### Michel, Porter's, Generic Strategies

#### Competitive Advantage

#### Sustainability

1. Durability
2. transferability
3. Imitability
4. Appropriability

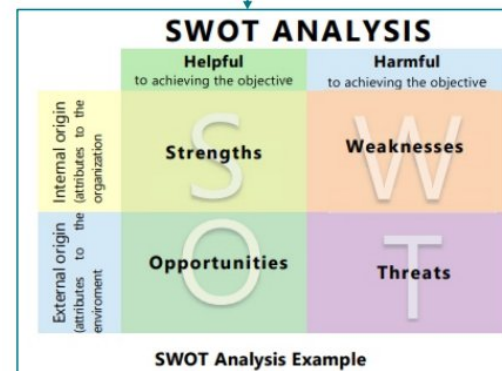
#### Products / Service

1. Social Marketing
2. Augmented Marketing
3. Direct Marketing
4. Relationship Marketing
5. Service Marketing
6. Person Marketing
7. Organisation Marketing
8. Place Marketing
9. Enlightened Marketing
10. Differential Marketing
11. Synchro Marketing
12. Concentrated Marketing
13. De-marketing

#### Channels

1. Sales Channel
2. Product Channel
3. Service channel

### SWOT

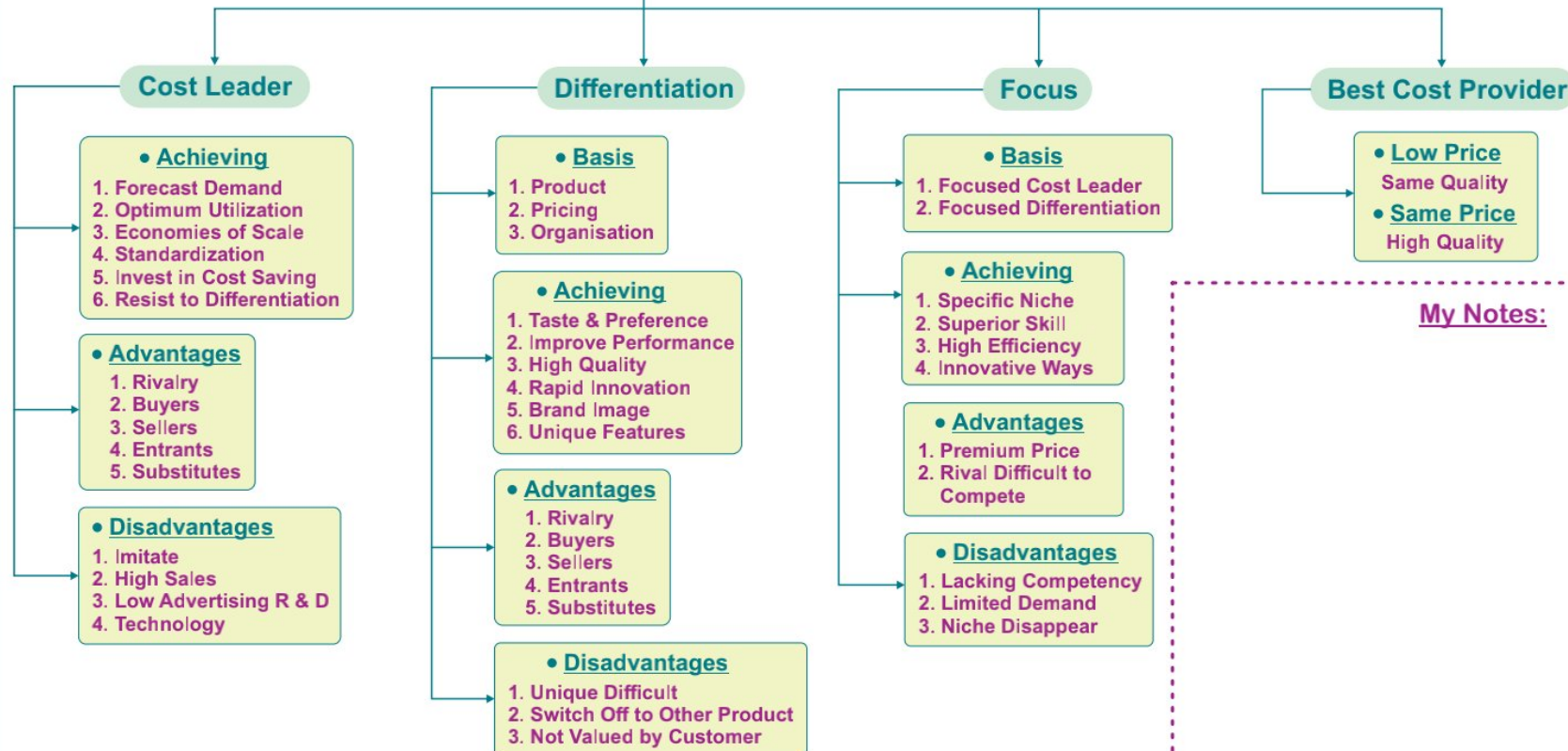


My Notes:





## Michel Porter's, Generic Strategies



My Notes:

## CHAPTER-4- Strategic Choices



Subscribe

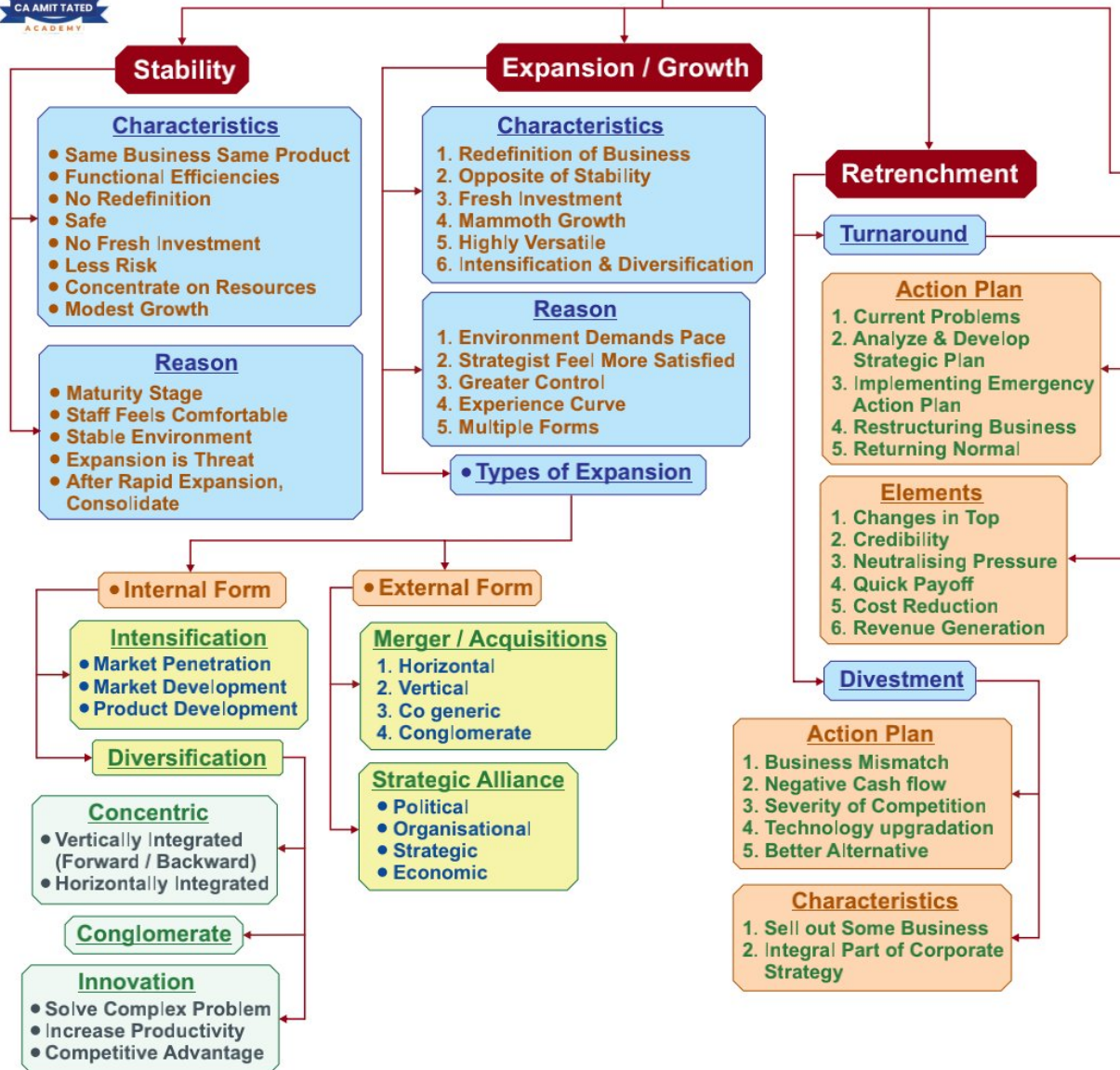
YouTube

Tera Course Mera Guidance

[www.atacademy.co.in](http://www.atacademy.co.in)

info@atacademy.co.in

CA CS Amit Tated



My Notes:



## Strategic Options

Ansoff's Matrix

ADL Matrix

BCG Matrix

GE Matrix



Subscribe

YouTube

Tera Course Mera Guidance

www.atacademy.co.in

info@atacademy.co.in

CA CS Amit Tated

1





### Ansoff's Matrix

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

Ansoff's Product Market Growth Matrix

2

### GE Matrix

		Relative Market Share	
		High	low
Market Growth Rate	High	Stars 	Question Marks 
	Low	Cash Cows 	Dogs 

BCG Growth-Share Matrix

3

### ADL Matrix

Stage of industry maturity - Arthur D. Little (ADL) Matrix				
Competitive position	Embryonic	Growth	Mature	Ageing
Dominant	- Fast grow - Build barriers - Act offensively	- Fast grow - Attend cost leadership - Renew - Defend position - Act offensively	- Defend position - Attend cost leadership - Renew - Fast grow - Act offensively	- Defend position - Renew - Focus - Consider withdrawal
Strong	- Differentiate - Fast grow	- Differentiate - Lower cost - Attack small firms	- Lower cost - Focus - Differentiate - Grow with industry	- Find niche - Hold niche - Harvest
Favorable	- Differentiate - Focus - Fast grow	- Focus - Differentiate - Defend	- Focus - Differentiate - Find niche - Turnaround - Grow with industry - Hit smaller firms	- Harvest - Turnaround
Tenable	- Grow with industry - Focus	- Hold niche - Turnaround - Focus - Grow with industry - Withdraw	- Turnaround - Hold niche - Retrench	- Divest - Retrench
Weak	- Find niche - Catch-up - Grow with industry	- Turnaround - Retrench - Niche or withdraw	- Withdraw - Divest	- Withdraw

Arthur D. Little Strategic Condition Matrix

### BCG Matrix

#### Business strength

		Strong	Average	Weak
Market attractiveness	High	Invest/Expand	Invest/Expand	Select/Earn
	Medium	Invest/Expand	Select/Earn	Harvest/Divest
	Low	Select/Earn	Harvest/Divest	Harvest/Divest

Join us -  caamittated |  t.me/amittatedeissm |  /  CA Amit Tated

7

## CHAPTER-5- STRATEGY IMPLEMENTATION & EVALUATION



Subscribe

YouTube

Tera Course Mera Guidance

www.atacademy.co.in

info@atacademy.co.in

**CA CS Amit Tated**

My Notes:

SM Process   Strategic Change   Organisational Structure   Leadership   Control

### Process

1. Vision, Mission, Goals, Objectives
2. Organisation & Environmental Analysis
3. Formulation
4. Implementation
5. Evaluation & Control.

### Planning

#### Strategic Planning

1. Shape organisation
2. Assess the impact
3. Take holistic view
4. Overall Objectives
5. Long term success
6. Senior Management

#### Operational Planning

1. Deployment of resources
2. Develop tactics
3. Projection of operation
4. Make modification to function
5. Functional managers

#### Uncertainty

1. Flexibility
2. Diversification
3. Monitoring
4. Resilience
5. Collaboration

### Formulation & Implementation

Strategic Formulation	Sound	A	B
	Flawed	C	D
		Weak	Excellent

		Strategic Formulation	
		Effective	Ineffective
Operational Management	Efficient	1 Thrive	2 Die Slowly
	Inefficient	3 Survive	4 Die Quickly

#### Linkage

1. Forward
2. Backward

### Strategic Leadership

#### Leadership Roles

1. Staying on top of what is happening
2. Esprit de corps
3. Responsive to changing conditions
4. Exercising ethical leadership
5. Corrective actions

#### Responsibility

1. Making strategic decisions
2. Formulating policies
3. Ensuring effective communication
4. Managing human capital
5. Managing change
6. Creating & sustaining strong corporate culture
7. Sustaining high performance over time

#### Approaches

1. Transformational Leadership Style
2. Transactional Leadership Style



## Organisational Structure



Subscribe

YouTube

Tera Course Mera Guidance

[www.atacademy.co.in](http://www.atacademy.co.in)

info@atacademy.co.in

CA CS Amit Tated

### 1. Simple Structure

Companies that follow a single-business strategy and offer a line of products in a single geographic market.

### 2. Functional Structure

Widely used in business organizations because of its simplicity and low cost.

#### Advantages

1. Central strategy control.
2. Functional status recognized
3. Role & responsibilities are assigned easily
4. Encourage efficiency
5. Rapid Decision making

### 3. Multi Divisional Structure

Each division represents a separate business to which the top corporate officer delegates responsibility for day-to-day operations and business unit strategy to division managers

#### Characteristics

1. Separate divisions, each representing distinct business
2. Each division would house its functional hierarchy
3. Division managers would be given responsibility
4. A small corporate office

### 4. Divisional Structure

Divisional structure can be organized in one of the four ways.

1. Geographic area
2. Product or service
3. Customer
4. Process

#### Advantages

1. Accountability is clear
2. Extensive delegation of authority
3. Easily see the results
4. Employee morale is generally higher
5. Allows local control of local situations

#### Disadvantages

1. Costly
2. Requires functional specialists
3. Duplication of staff services
4. Managers must be well qualified
4. Requires an elaborate control system

### 5. Strategic Business Unit (SBU) Structure

#### Characteristics

1. Single business or a collection of related business
2. Own set of competitors
3. Manager who has responsibility for strategic planning

#### Benefits

1. Scientific method of grouping the businesses
2. Improvement over the territorial grouping
3. Strategic planning distinct from the rest of the businesses
4. Analyzing & segregating the businesses, & regrouping them
5. Unrelated products / businesses in any group are separated
6. Removing confusion
7. Own distinct set of competitors

### 6. Network Structure

#### • Virtual strategic alliance Advantages

1. Cost Saving
2. Increased flexibility
3. Adaptable to rapid technological change
4. Allows a company to concentrate on its distinctive competencies

#### Disadvantages

1. Availability of potential partners source of trouble
2. Discovering any synergies
3. Over specializes on only a few functions
4. Employees may lack the level of confidence

## Organisational Structure

### 7. Matrix Structure

#### Advantages

1. Project objectives are clear
2. Better project control
3. Employee can see results very clearly
4. Shutting down a project is accomplished relatively easily
5. Suitable for large organizations with several projects

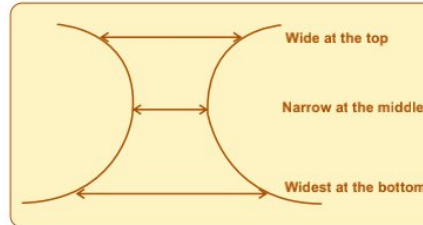
#### Disadvantages

1. Complexity in implementation
2. Costly
3. Dual reporting channels
4. Shared authority
5. It requires effective communication system

#### • Phases Proposed by Davis & Lawrence for Development of Matrix Structure

- Cross-functional task forces
- Product / brand management
- Mature matrix

### 8. Hourglass Structure



#### Advantages

1. Reduced costs
2. Enhancing responsiveness

#### Disadvantages

1. Promotion opportunities diminish
2. Bring monotony & lack of interest

### My Notes:



