



Inter SM - Important Topics for Last Day Revision (Jan 2025 Exam)

Chapter 1

- a) Meaning & Characteristics of Strategy
- b) Strategy is partly Proactive and partly Reactive. Comment (Case Study can be asked)
- c) Meaning and Objective of Strategic Management
- d) Limitations of Strategic Management
- e) Corporate level Managers and their Role in business.
- f) Role of Functional Level Managers.
- g) Element of Strategic Intent.
- h) Meaning of Vision and "Essentials of a Strategic Vision".
- i) Guidelines in Formulating a Mission Statement.
- j) 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.

- k) Network of Relationships between three levels
- l) 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) Porters five force model in summary form and the three steps involved.
- e) Rivalry among competitors tend to be cutthroat and an industry's profitability is low when....
- f) Buyers and Suppliers bargaining power.
- g) What is included in Customer Analysis.
- h) Steps to understand Competitive Landscape.
- i) Short note on Value Creation with diagram.

j) Key Factors for Competitive Success

Very Important Topics - Since they are new inclusions.

k) Elements of Macro - environment for general short note and MCQ.

l) Short note on PESTLE Analysis.

Chapter 3

a) Meaning of Internal Environment.

b) Strategic Marketing techniques such as:

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

c) Meaning of Core Competency and Major Core Competencies as per C.K. Prahalad and Gary Hamel are identified in three areas.

d) Benefits of SWOT Analysis.

e) The sustainability of Competitive advantage and a firm's ability to earn profits depends upon four major characteristics of resources and capabilities. (Sustainability of Competitive Advantage)

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

g) **Differentiation Strategy** - Basis, Risks, How to achieve and its Advantages.

h) Concept of Best Cost Provider Strategy.

Very Important Topics - Since they are new inclusions.

i) Mendelow's Matrix short note. Four Categories of Stakeholders as per the Matrix with diagram.

Chapter 4

a) Characteristics and Reasons for Growth/Expansion Strategy.

b) Expansion through Diversification

c) Related & unrelated diversification (MCQ)

d) Horizontal Integrated and Conglomerate Diversification

e) Types of Mergers.

- f) Strategic Alliance and its advantages & disadvantages
- g) Reasons for Divestment Strategy.
- h) BCG, Ansoff and GE Matrix

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) Change management strategies for digital transformation. (5 Best Practices for managing change in SME's)
- r) Role of change management in digital transformation
- s) Importance of SPM.
