

Inter SM – Important Topics for Last Day Revision (January 2026 Exam)

Chapter 1

- a) Meaning & Characteristics of Strategy.
- b) Strategy is partly Proactive and Partly Reactive
- c) Meaning and Objective of Strategic Management
- d) Importance and Limitations of Strategic Management
- e) Corporate level Managers and their Role in business.
- f) Role of Functional Level Managers. (Case Study Similar to Dharam Singh in QnA Module)
- g) Network of relationships between three levels (Matrix, Horizontal and Functional and Divisional).
- h) Element of Strategic Intent.
- i) Meaning of Vision and "Essentials of a Strategic Vision"
- j) Why should an organization have a Mission?
- k) Guidelines in Formulating a Mission Statement.
- l) Characteristics of Objectives.
- m) Short note on Long Term Objectives. (To achieve long term prosperity, long term objectives are established in 7 areas).
- n) 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) Elements of Macro Environment and PESTLE Analysis.
- c) Economic character of industries varies according to some factors. (Pg 2.6)
- d) Issues need to address by firm within the Micro Env. (Pg. 2.8)
- e) Characteristics of a Global company and why do companies go global.
- f) Characteristics of a Business products.
- g) Concept of PLC and its advantages.
- h) Porters five force model in summary form and the three steps involved.
- i) Common barriers to entry includes..... (Pg no 2.24)
- j) Buyers and Suppliers bargaining power.
- k) The more intensive the rivalry...(Nature of Rivalry)
- l) Factors affecting attractiveness of Industry.
- m) What is included in Customer Analysis and Elements that can influence the Customer Behavior.
- n) Steps to understand Competitive Landscape.
- o) Short note on Value Creation with diagram.
- p) Value Chain analysis (Primary)

Chapter 3

- a) Steps involved in Strategic Group Mapping
- b) Meaning of Internal Environment.
- c) Marketing strategies such as:
 - Augmented Marketing
 - Relationship Marketing
 - Enlightened Marketing
 - Synchro Marketing
 - Demarketing
- d) Meaning of Core Competency and Major Core Competencies as per C.K. Prahalad and Gary Hamel are identified in three areas.
- e) Four specific criteria of sustainable competitive advantage
- f) Benefits of SWOT Analysis.
- g) **Cost Leadership Strategy** - When suitable, Actions to achieve cost leadership and its Advantages and Disadvantages
- h) **Differentiation Strategy** - Risks, Basis of differentiation, how to achieve and its Advantages and Disadvantages
- i) **Focus Strategy** - Achieving, Advantages and Disadvantages
- j) **Focused Cost Leadership and Differentiation** - Meaning
- k) Three Channels
- l) Mendelow's Matrix (Diagram and 4 groups of stakeholders)
- m) Key Strategic Drivers

Chapter 4

- a) Characteristics and Reasons for Stability Strategy
- b) Reasons for Growth/Expansion Strategy.
- c) Expansion through Intensification
- d) Related & unrelated diversification (MCQ)
- e) Concentric and Conglomerate Diversification
- f) Innovation offers the following.....
- g) Strategic Alliance and its advantages & disadvantages
- h) Turnaround strategy action plan and important elements.
- i) ADL (5 Competitive Positions) and GE Matrix (Also GE vs BCG)
- j) BCG growth-share matrix (Post identification strategy and Limitations also)
- k) Ansoff's Product Market Growth 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) Strategic uncertainty and how to deal with it.
- f) Relationship between Strategy Formulation and Implementation.
- g) Transformational vs Transactional Leadership style.
- h) Concept of Backward and Forward Linkages for MCQ.
- i) Steps to initiate change.
- j) Kurt Lewin's model of Change
- k) Diff between Operational and Management Control
- l) Strategic Control and its types (Premise and Implementation are more imp)
- m) Simple vs Functional Structure.
- n) Divisional (Organized in 4 ways)
- o) Network structure (Short note)
- p) Phases proposed by Davis and Lawrence for Development of Matrix Structure.
- q) Benefits of SBU Structure
- r) Corporate Culture: ally or obstacle
- s) Changing a Problem Culture.
- t) How to manage change during Digital Transformation
- u) Role of change management in digital transformation
- v) Mckinsey 7 S Model
- w) Types of SPM's.
- x) Factors while choosing SPM
- y) Importance of Strategic performance measures

