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STRATEGIC MANAGEMENT

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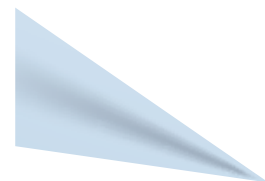
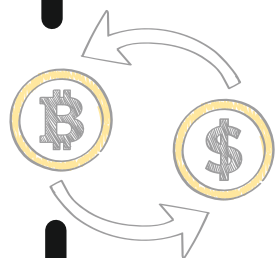
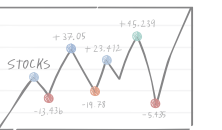
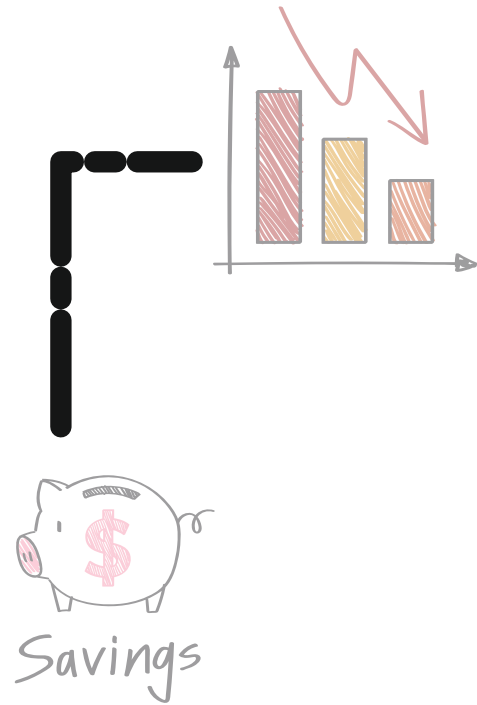


About the CA CS Amit Tated :

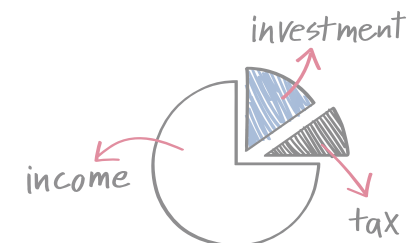
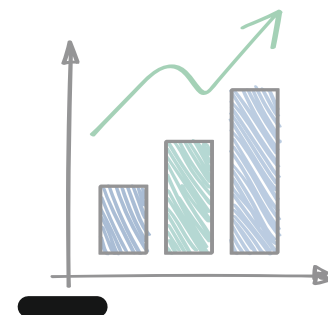
- ✍ Cleared CA, CS, CISA, DISA, CISM, BCCP Exams
- ✍ Believes in conceptual teaching & giving in depth knowledge of the subject to students.
- ✍ A renowned teacher of theory subjects like Audit, Law, EIS, SM, IT, ISCA in INDIA for last 13 years with 200+ face-to-face batches teaching more than 65,000 students at various places in India & 35,000+ students in virtual centers across India.
- ✍ Many of his students are Rankers & Highest Mark Scorers. (Including AIR 1 Multiple times)
- ✍ Worked with PWC Audit Dept. for 1 year.
- ✍ Held Strategic Position in IT Governance of HDFC Bank for 2 years.
- ✍ Founder of A. T. Academy

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Financial Plan



DEBT





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CHAPTER-1- Introduction to Strategic Management



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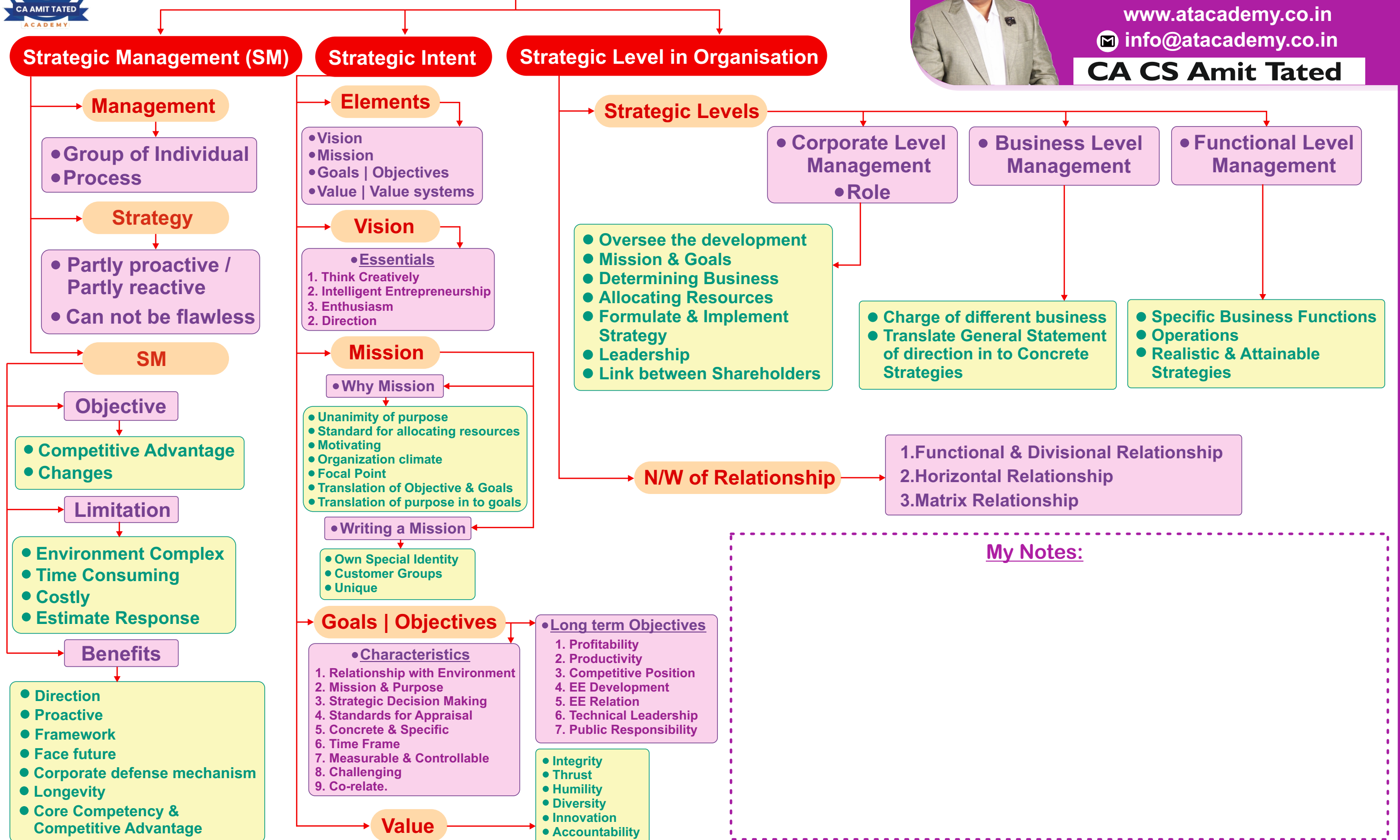


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My Notes:



CHAPTER-2- Strategic Analysis : External Environment



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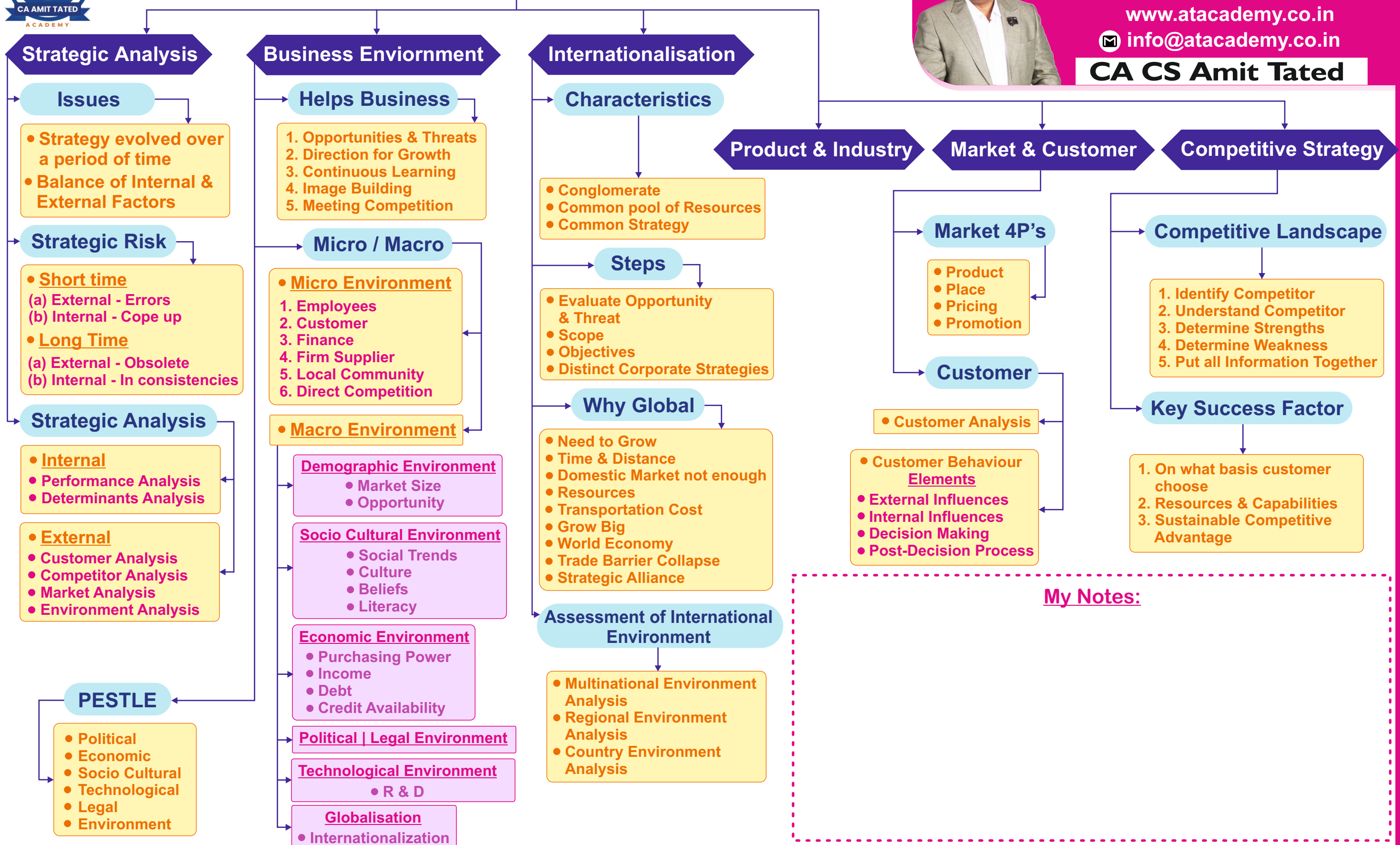
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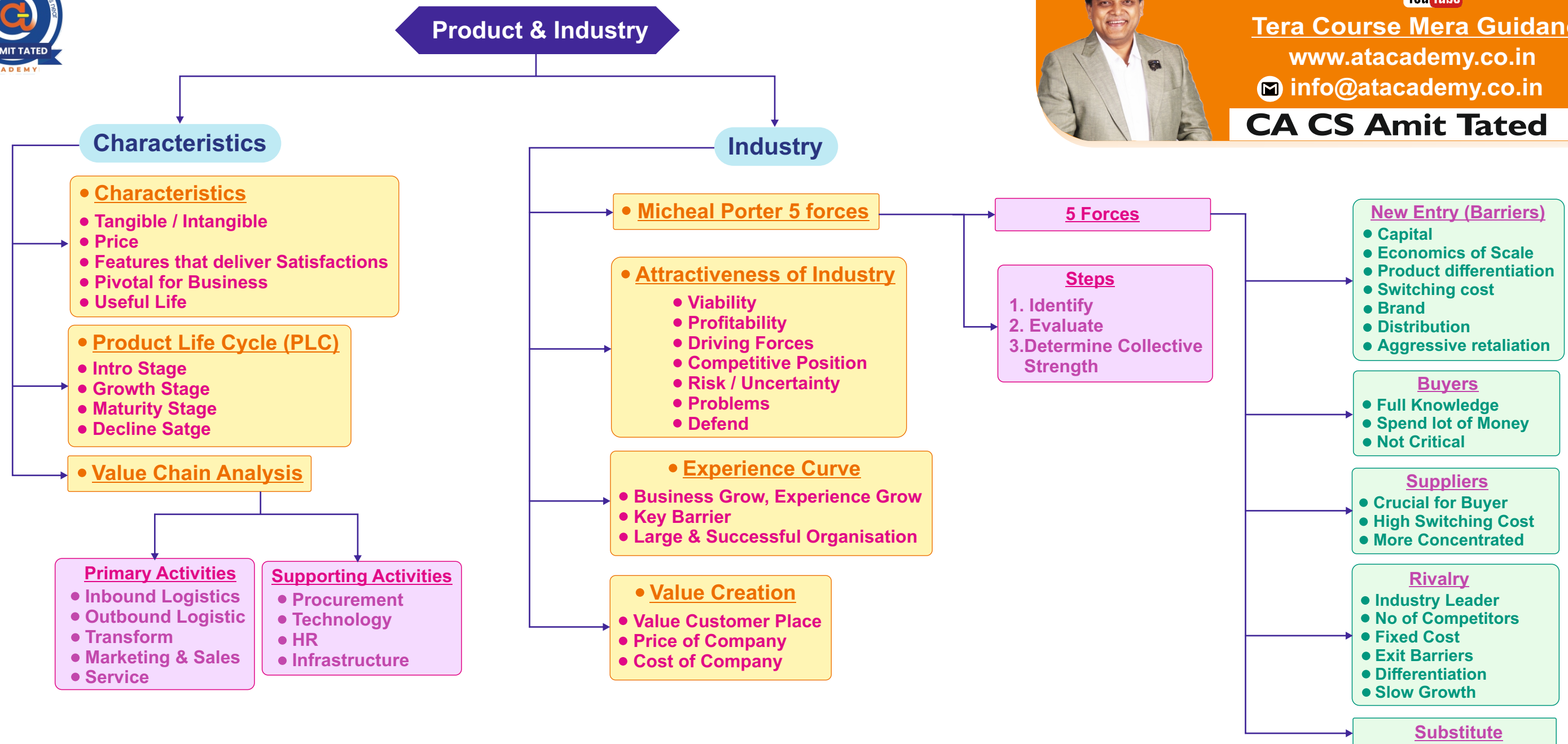
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My Notes:

CHAPTER-3- Strategic Analysis : Internal Environment



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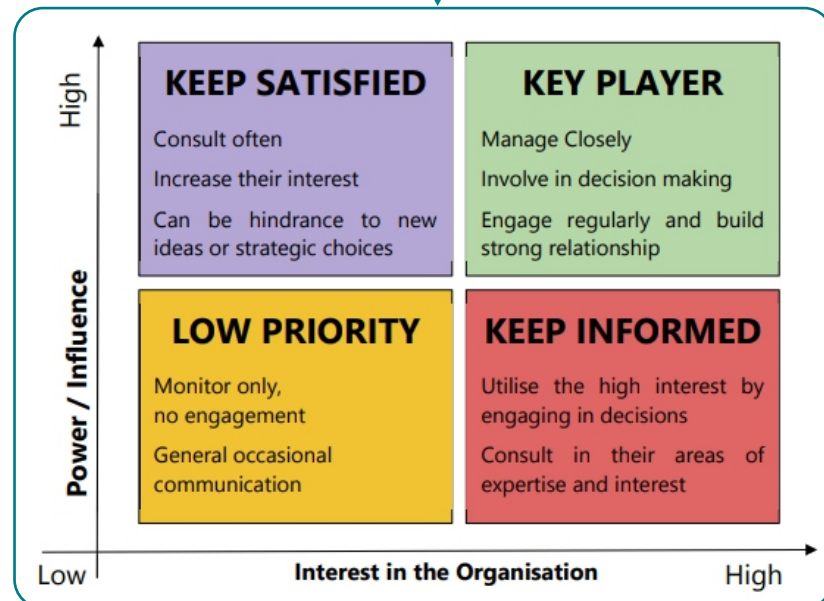
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Stakeholders

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

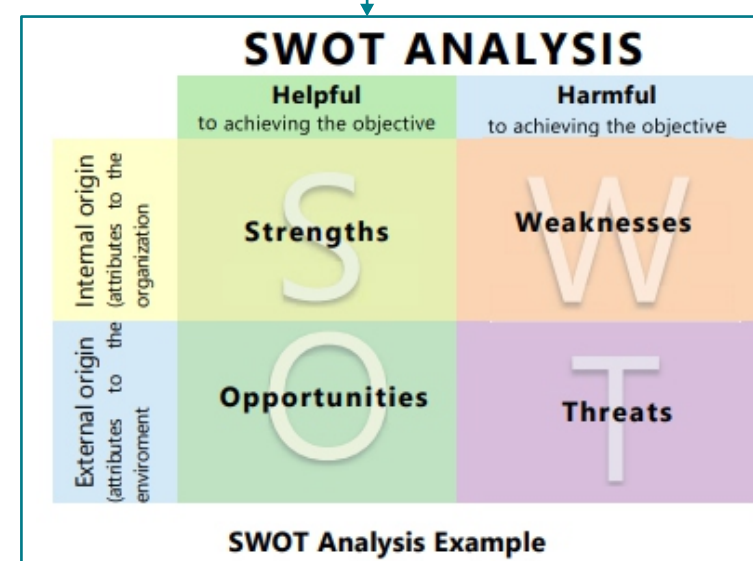
Products / Service

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

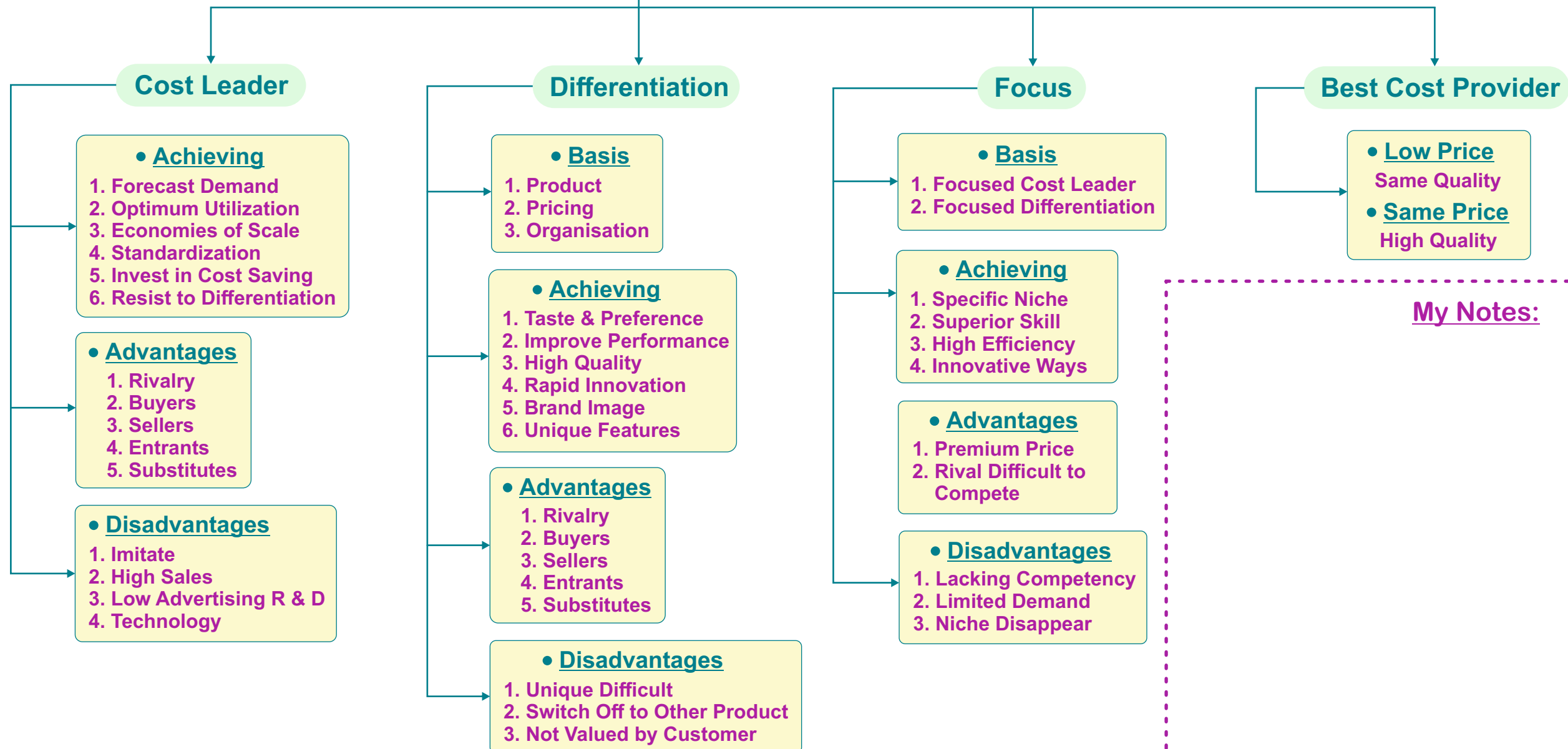
SWOT



My Notes:



Michel Porter's, Generic Strategies



My Notes:

CHAPTER-4- Strategic Choices



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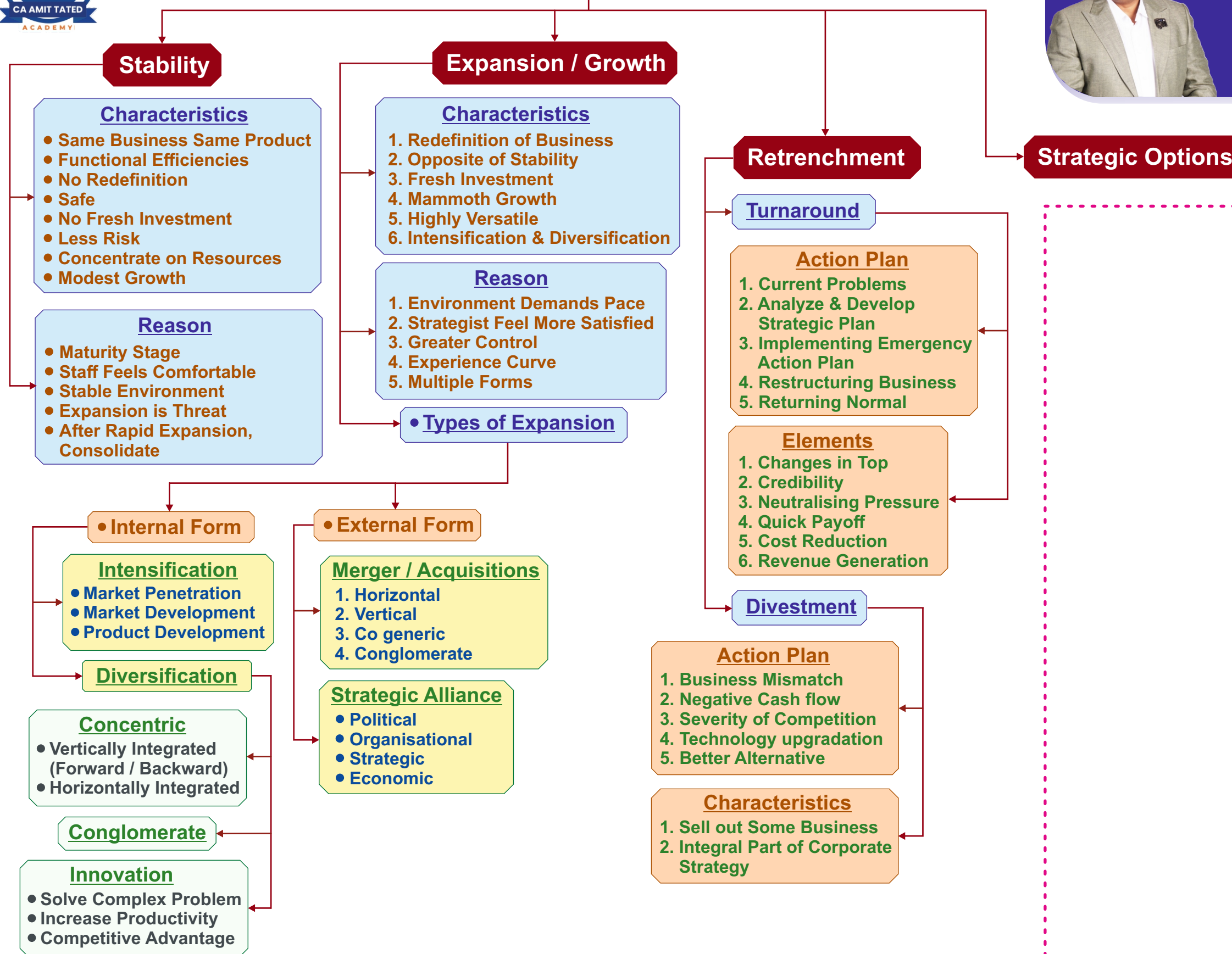
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My Notes:

Strategic Options

Ansoff's Matrix

ADL Matrix

BCG Matrix

GE Matrix



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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 - Harvest - Find niche - Hold 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

4

		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



CHAPTER-5- STRATEGY IMPLEMENTATION & EVALUATION



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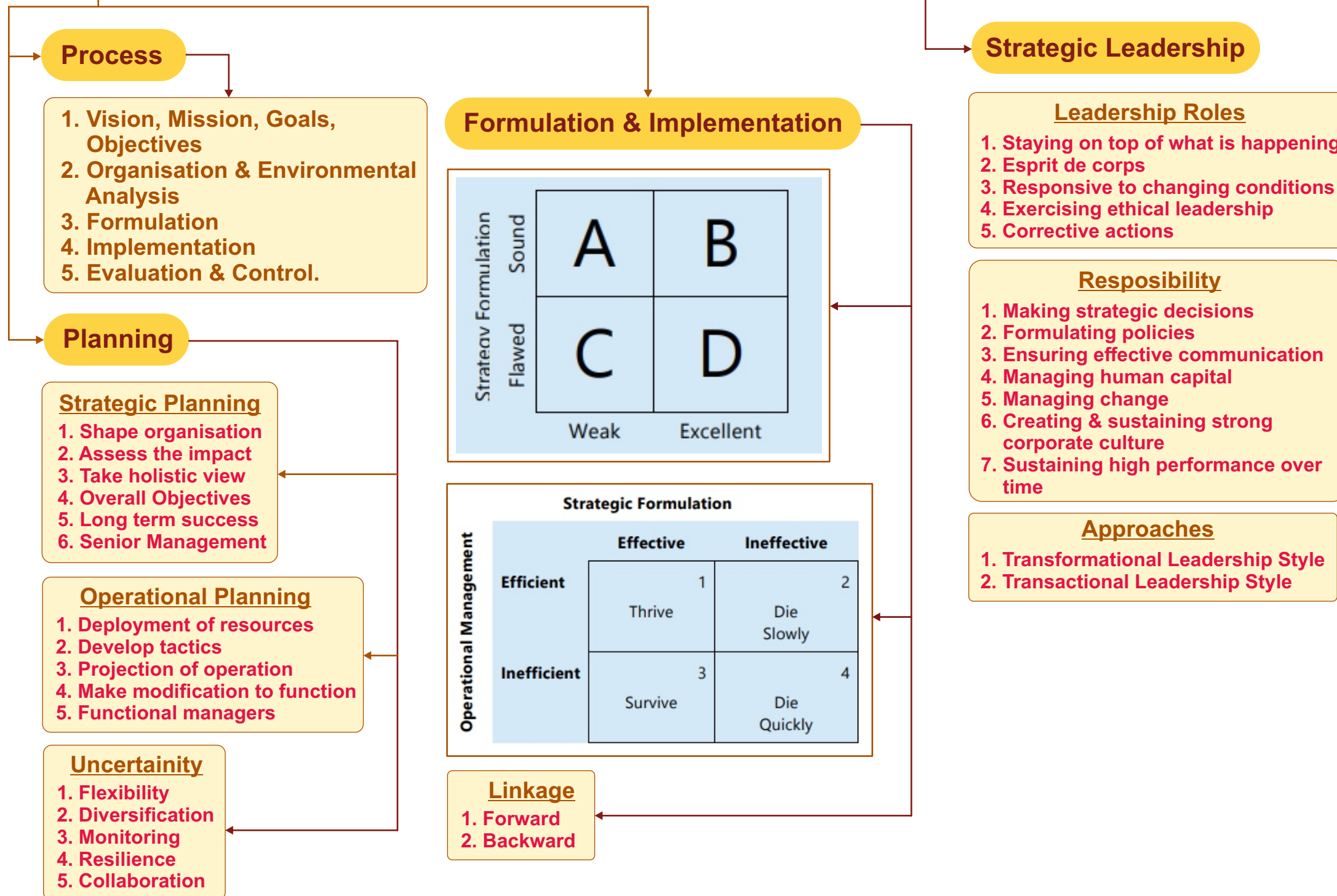
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SM Process Strategic Change Organisational Structure Leadership Control

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Organisational Structure

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

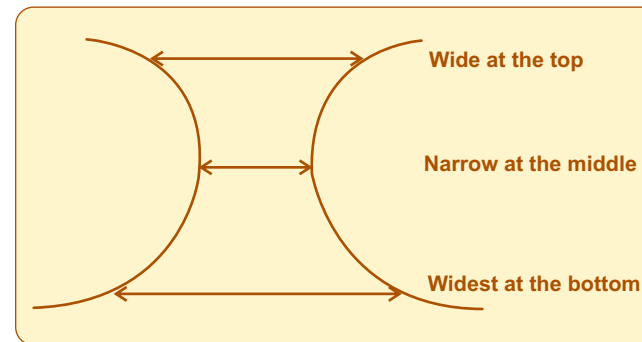
Disadvantages

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



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My Notes:



Strategic Change

Issues in Strategy Implementation

- Project Implementation
- Procedural Implementation
- Resource Allocation
- Structural Implementation
- Functional Implementation
- Behavioural Implementation

Change

Steps to Initiate Strategic Change

1. Recognize the need for change
2. Create a shared vision to manage change
3. Institutionalize the change

Kurt Lewin's Model Of Change

1. Unfreezing the situation
2. Changing to the new situation
 - a. Compliance
 - b. Identification
 - c. Internalization
3. Refreezing

Digital Transformation

Change Management

1. Goals & objectives
2. Current state
3. Road map for change
4. Implementing & managing change

Can Help Organisation

1. Parameters
2. Procedures
3. Plan
4. Involve
5. Track progress

5 Best Practices

1. Begin at the top
2. Change is necessary & desired
3. Reduce disption
4. Encourage leadership
5. Change is norm

How to Manage

1. Specify objectives
2. Communicate
3. Resistance
4. Gradually
5. Training

Organisation Framework

MCKinsey 7's Model

7's Model

Soft S's

1. Shared values
2. Style
3. Staff
4. Skills

Hard S's

1. Strategy
2. Structure
3. System

Limitation

1. Ignore External
2. Not clearly explain effectiveness
3. Static
4. Missing real gaps

Control

Process

1. Objectives of business system
2. Monitoring & Measuring
3. Actual results & standards
4. Corrective & Adaptive Information

Organizational Control

1. Operational Control
2. Management Control
3. Strategic Control

Strategic Control

1. Premise Control
2. Strategic Surveillance
3. Special Alert Control
4. Implementation Control

Strategic Performance Measures

Types

1. Financial
2. Customer Satisfaction
3. Marker
4. Employee
5. Innovation
6. Environmental

Importance

1. Goal Alignment
2. Resource Allocation
3. Continuous Improvement
4. External Accountability

Factors

1. Reference
2. Data Quality
3. Data Availability
4. Data Timeliness

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Subjects We Teach:

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CA FINAL AUDIT



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