



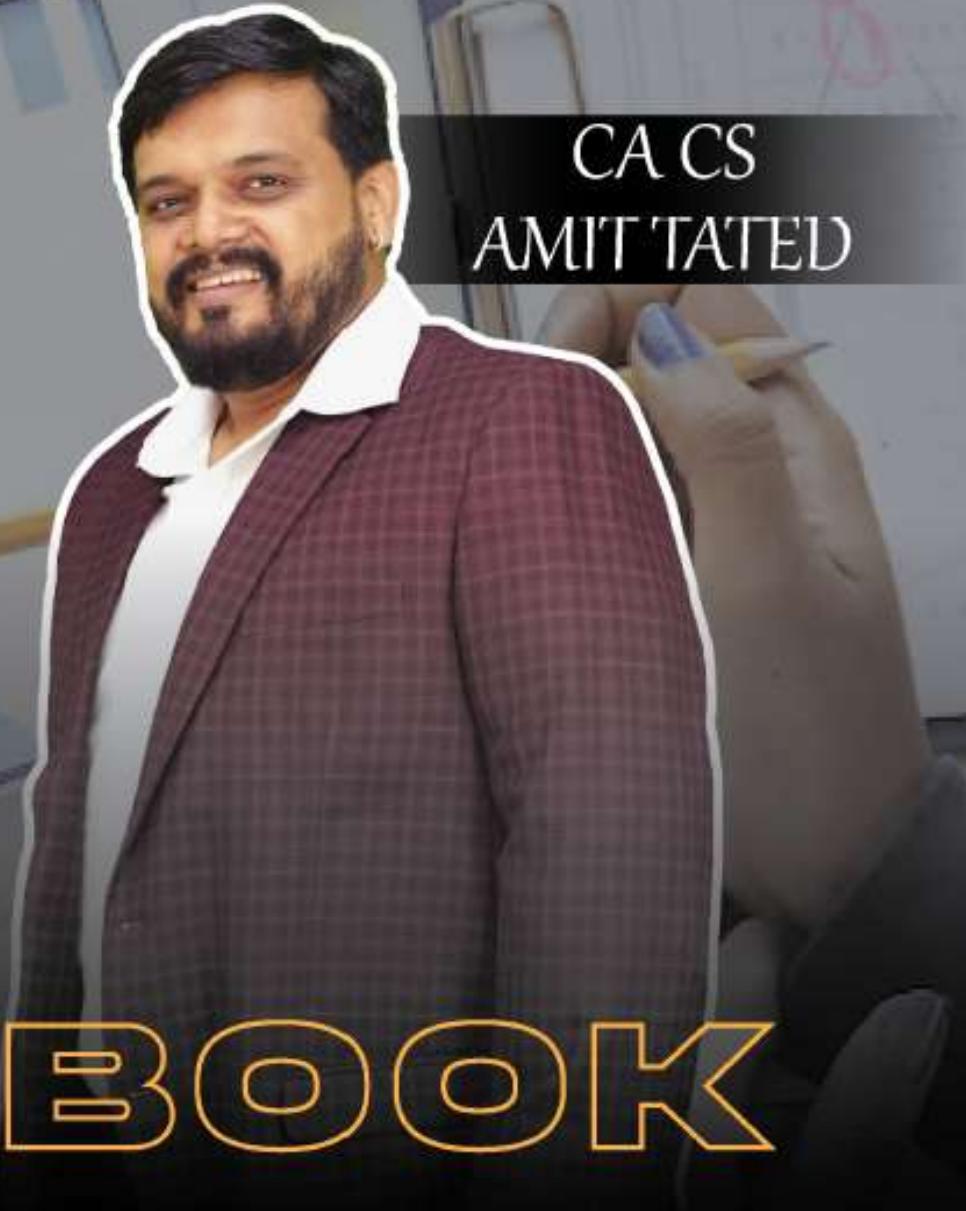
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SM

STRATEGIC MANAGEMENT

CHART BOOK

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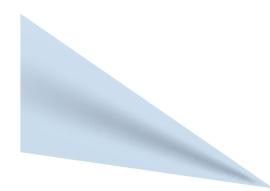
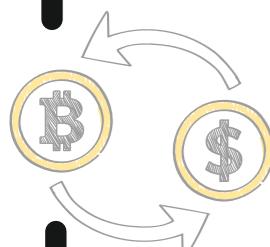


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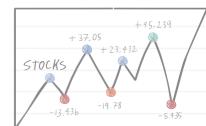
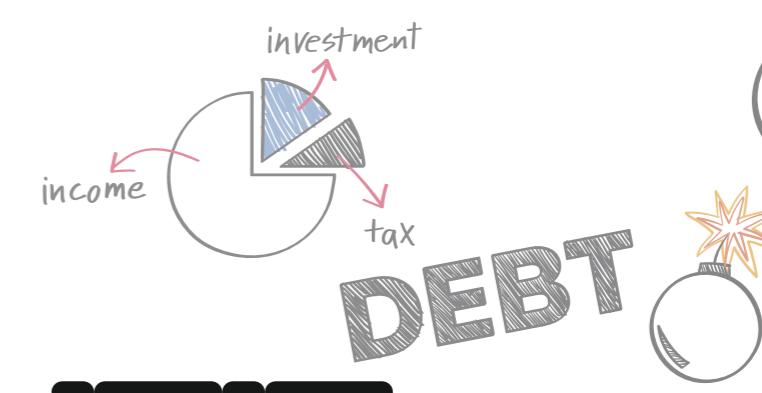
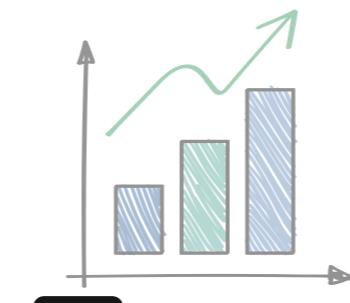
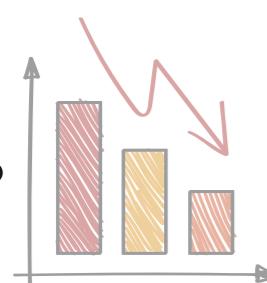
- ✍ Cleared CA, CS, CISA, DISA, CISM, BCCP Exams
- ✍ Believes in conceptual teaching & giving in depth knowledge of the subject to students.
- ✍ A renowned teacher of theory subjects like Audit, Law, EIS, SM, IT, ISCA in INDIA for last 13 years with 200+ face-to-face batches teaching more than 65,000 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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SM



Financial Plan





SM

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CHAPTER-1- Introduction to Strategic Management



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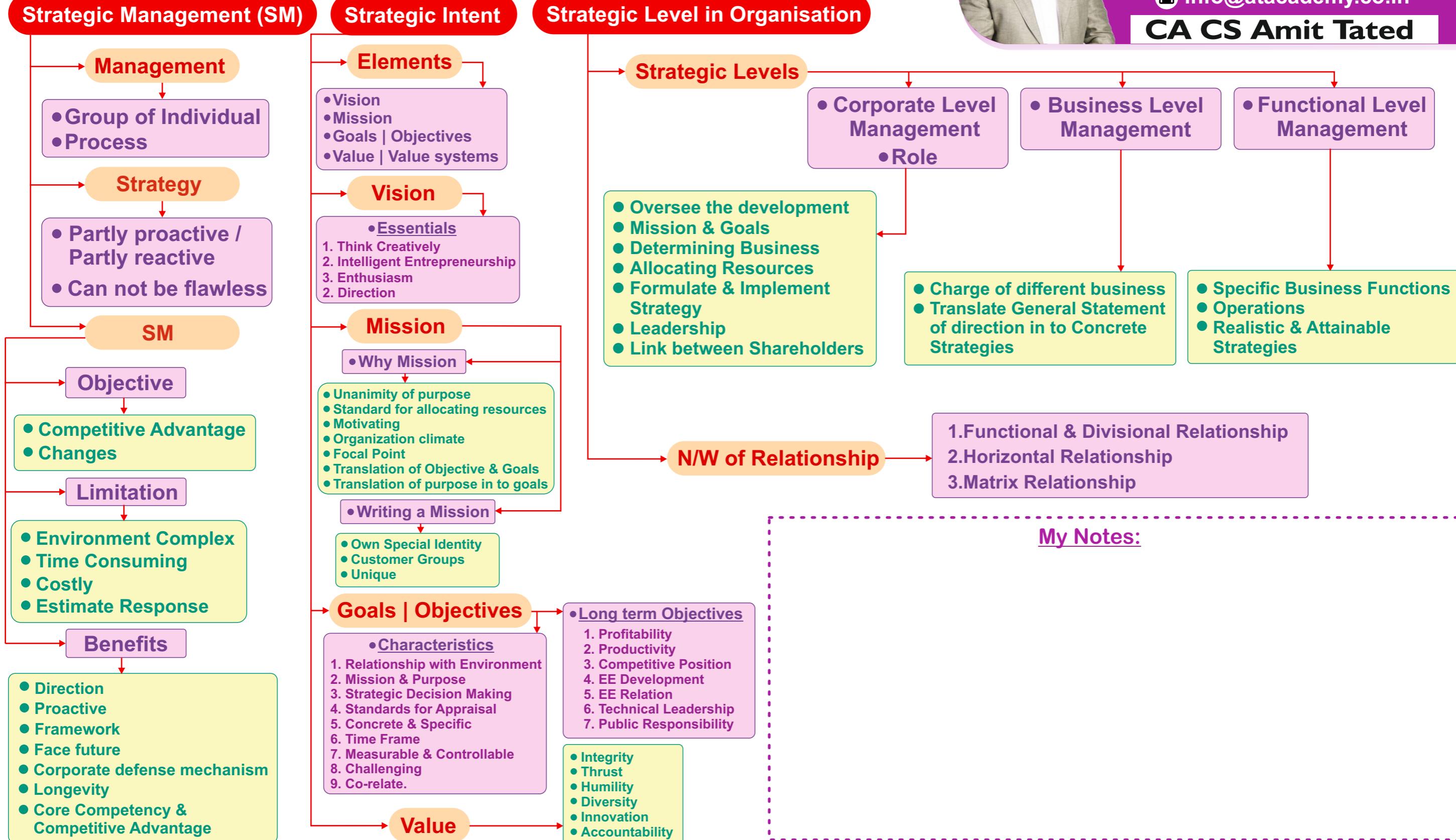


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CHAPTER-2- Strategic Analysis : External Environment



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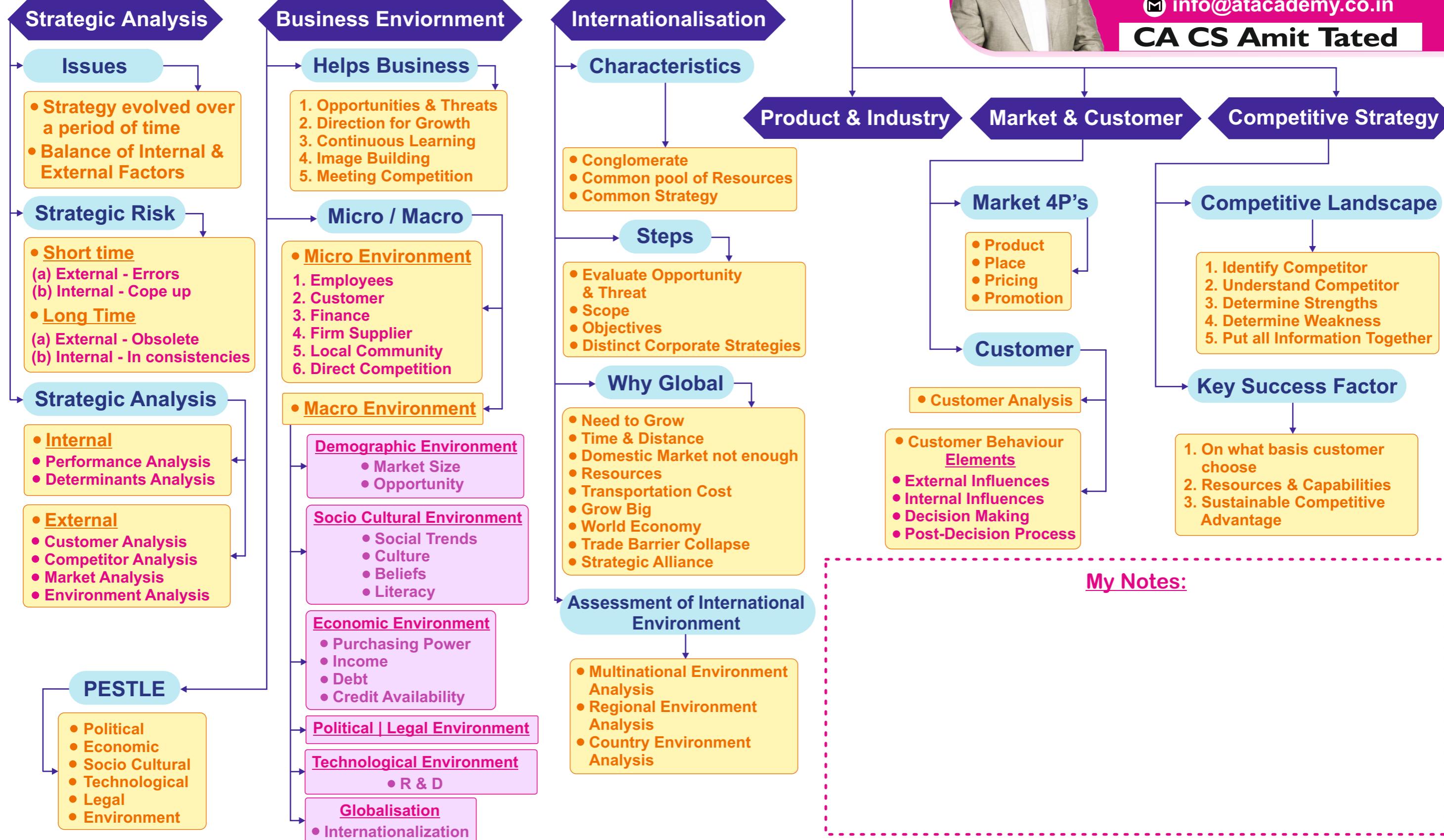


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My Notes:

Product & Industry



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Characteristics

- **Characteristics**

- Tangible / Intangible
- Price
- Features that deliver Satisfactions
- Pivotal for Business
- Useful Life

- **Product Life Cycle (PLC)**

- Intro Stage
- Growth Stage
- Maturity Stage
- Decline Stage

- **Value Chain Analysis**

- Primary Activities

- Inbound Logistics
- Outbound Logistic
- Transform
- Marketing & Sales
- Service

- Supporting Activities

- Procurement
- Technology
- HR
- Infrastructure

Industry

- **Micheal Porter 5 forces**

- **Attractiveness of Industry**

- Viability
- Profitability
- Driving Forces
- Competitive Position
- Risk / Uncertainty
- Problems
- Defend

- **Experience Curve**

- Business Grow, Experience Grow
- Key Barrier
- Large & Successful Organisation

- **Value Creation**

- Value Customer Place
- Price of Company
- Cost of Company

5 Forces

Steps

1. Identify
2. Evaluate
3. Determine Collective Strength

New Entry (Barriers)

- Capital
- Economics of Scale
- Product differentiation
- Switching cost
- Brand
- Distribution
- Aggressive retaliation

Buyers

- Full Knowledge
- Spend lot of Money
- Not Critical

Suppliers

- Crucial for Buyer
- High Switching Cost
- More Concentrated

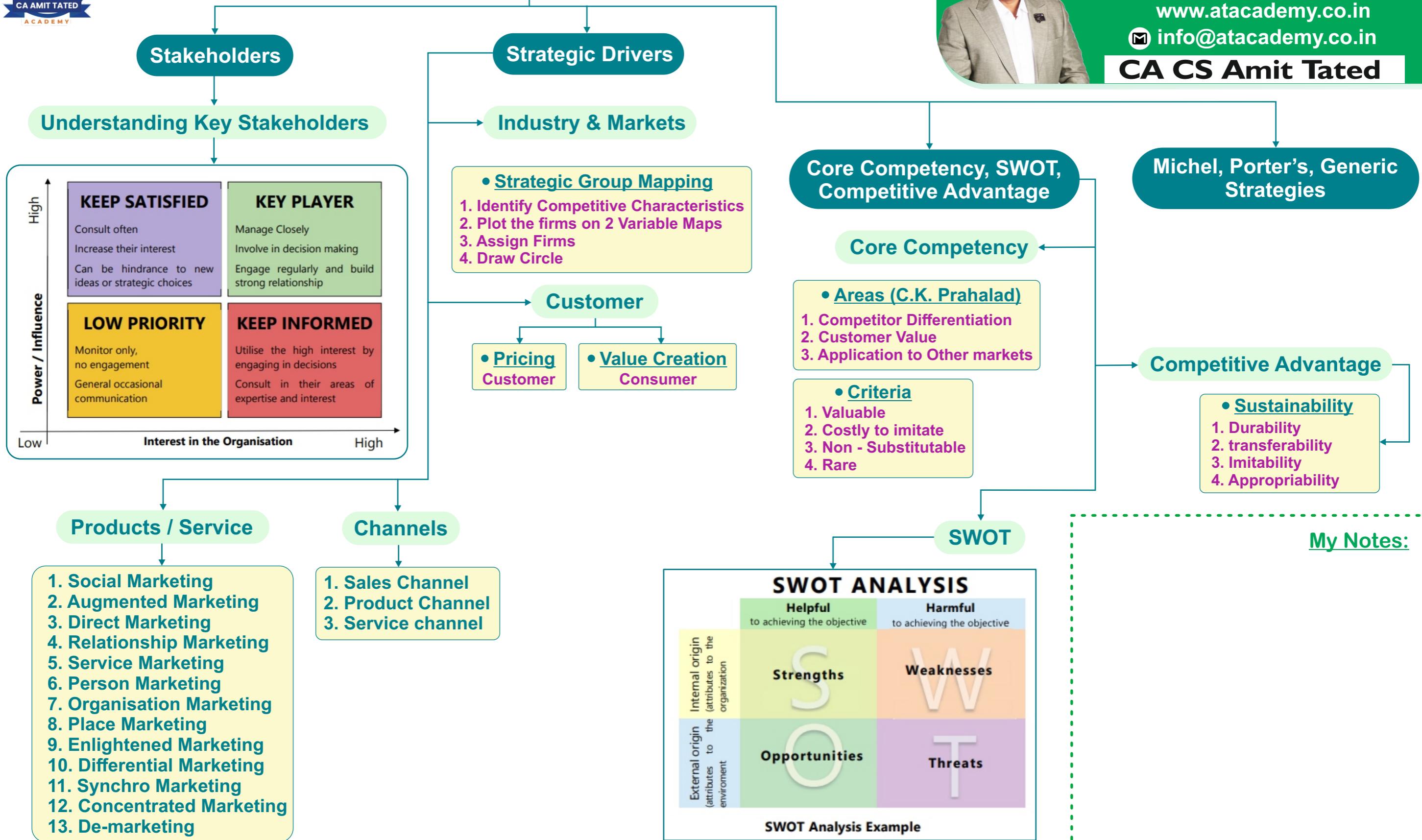
Rivalry

- Industry Leader
- No of Competitors
- Fixed Cost
- Exit Barriers
- Differentiation
- Slow Growth

Substitute

My Notes:

CHAPTER-3- Strategic Analysis : Internal Environment



Michel Porter's, Generic Strategies



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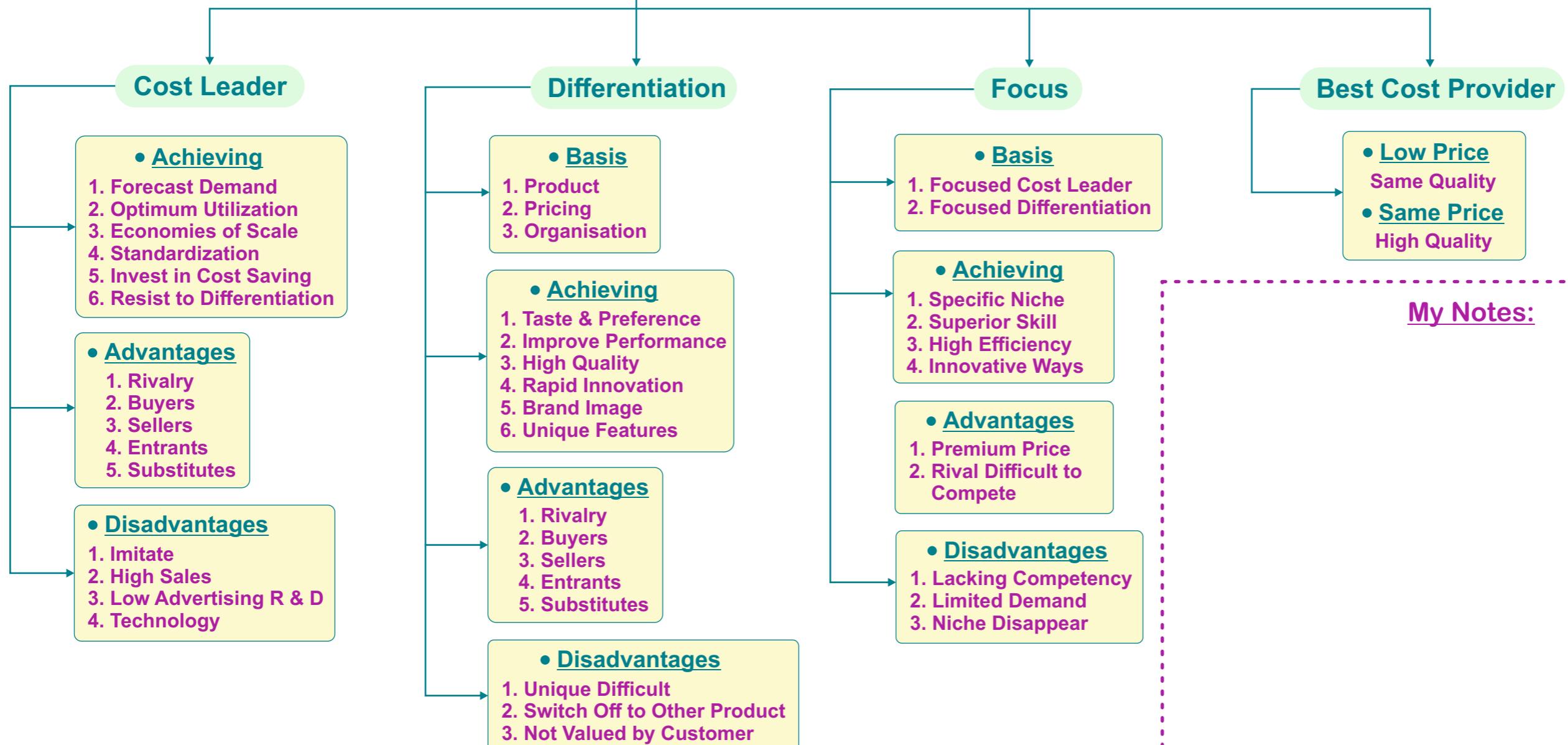


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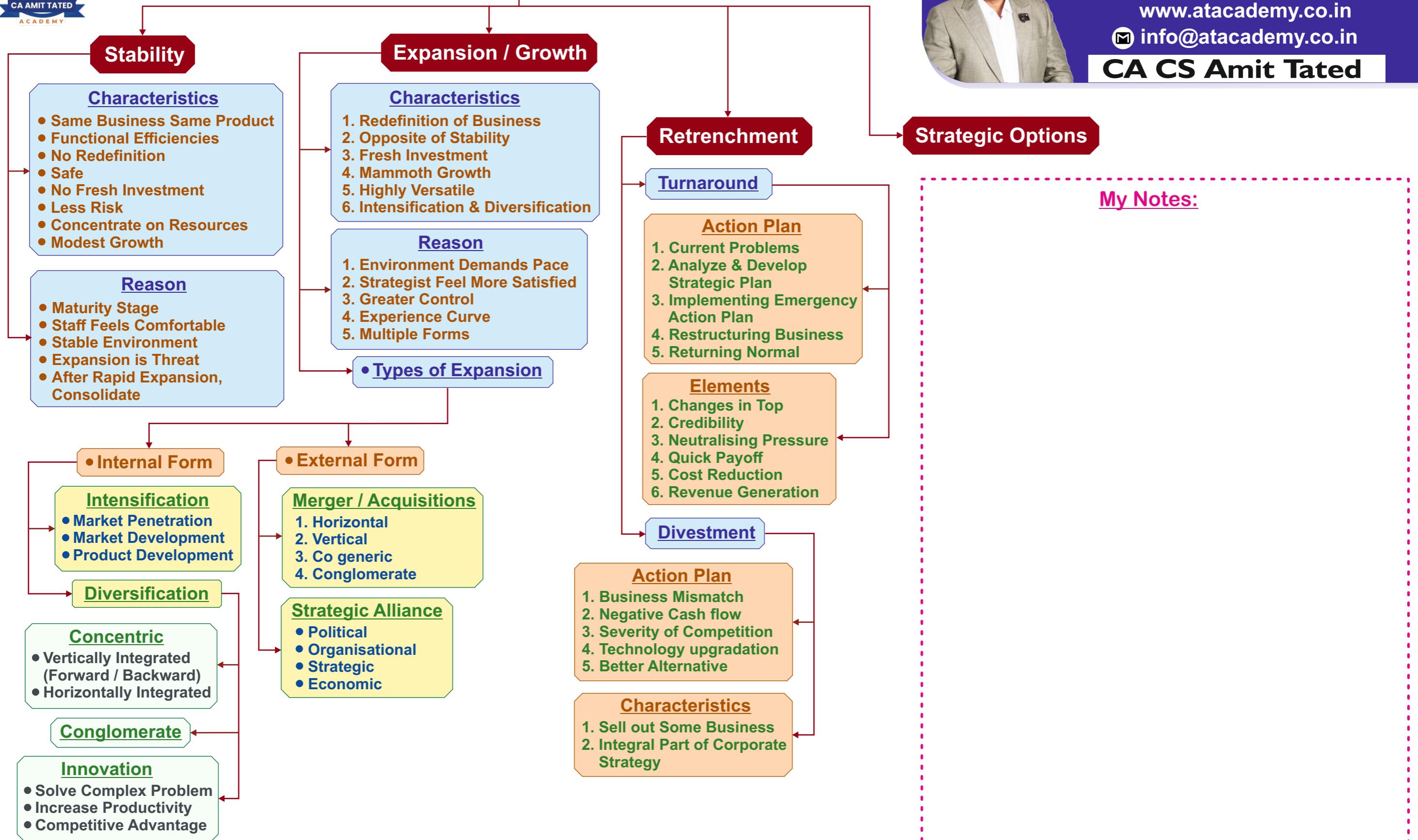
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CHAPTER-4- Strategic Choices



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Strategic Options

Ansoff's Matrix ADL Matrix BCG Matrix GE Matrix



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1

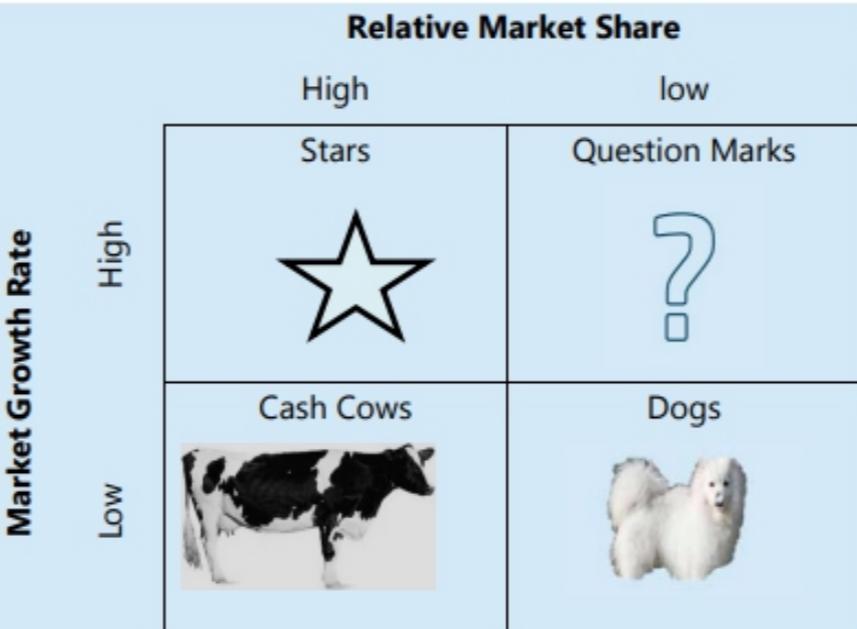
Ansoff's Matrix

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

Ansoff's Product Market Growth Matrix

2

GE Matrix



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 - 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

4

BCG Matrix



CHAPTER-5- STRATEGY IMPLEMENTATION & EVALUATION



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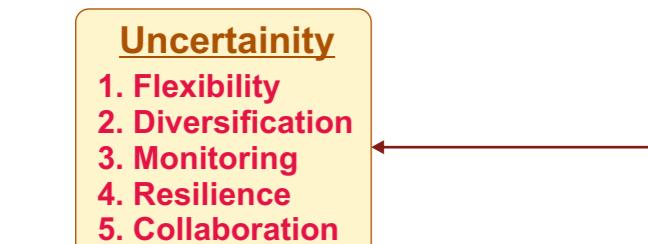
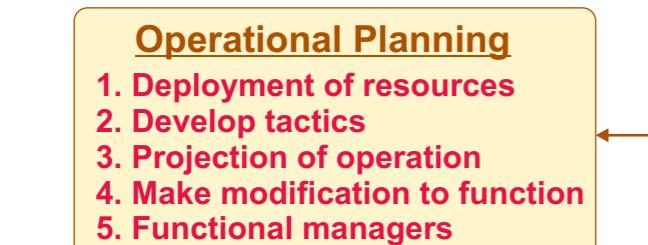
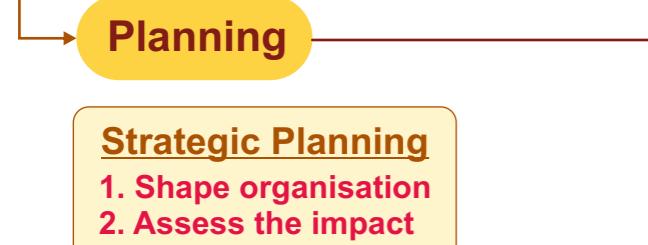


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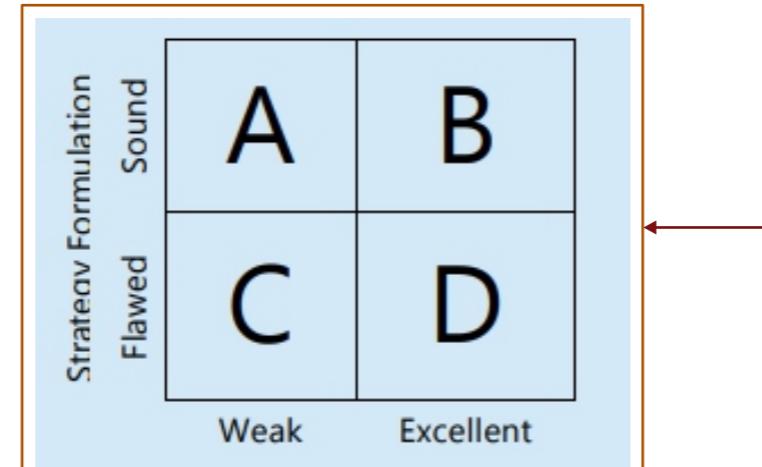
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Formulation & Implementation



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

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Organisational Structure



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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
5. 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



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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

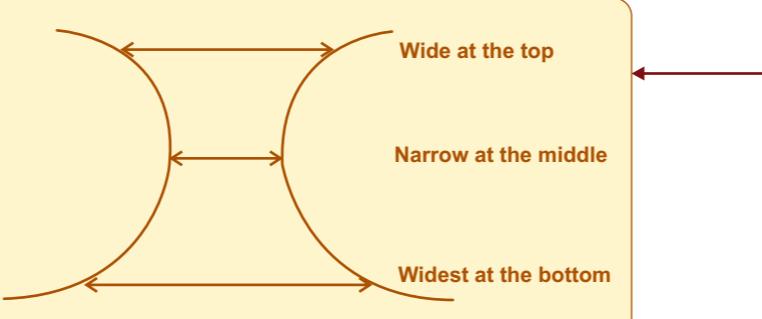
Disadvantages

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

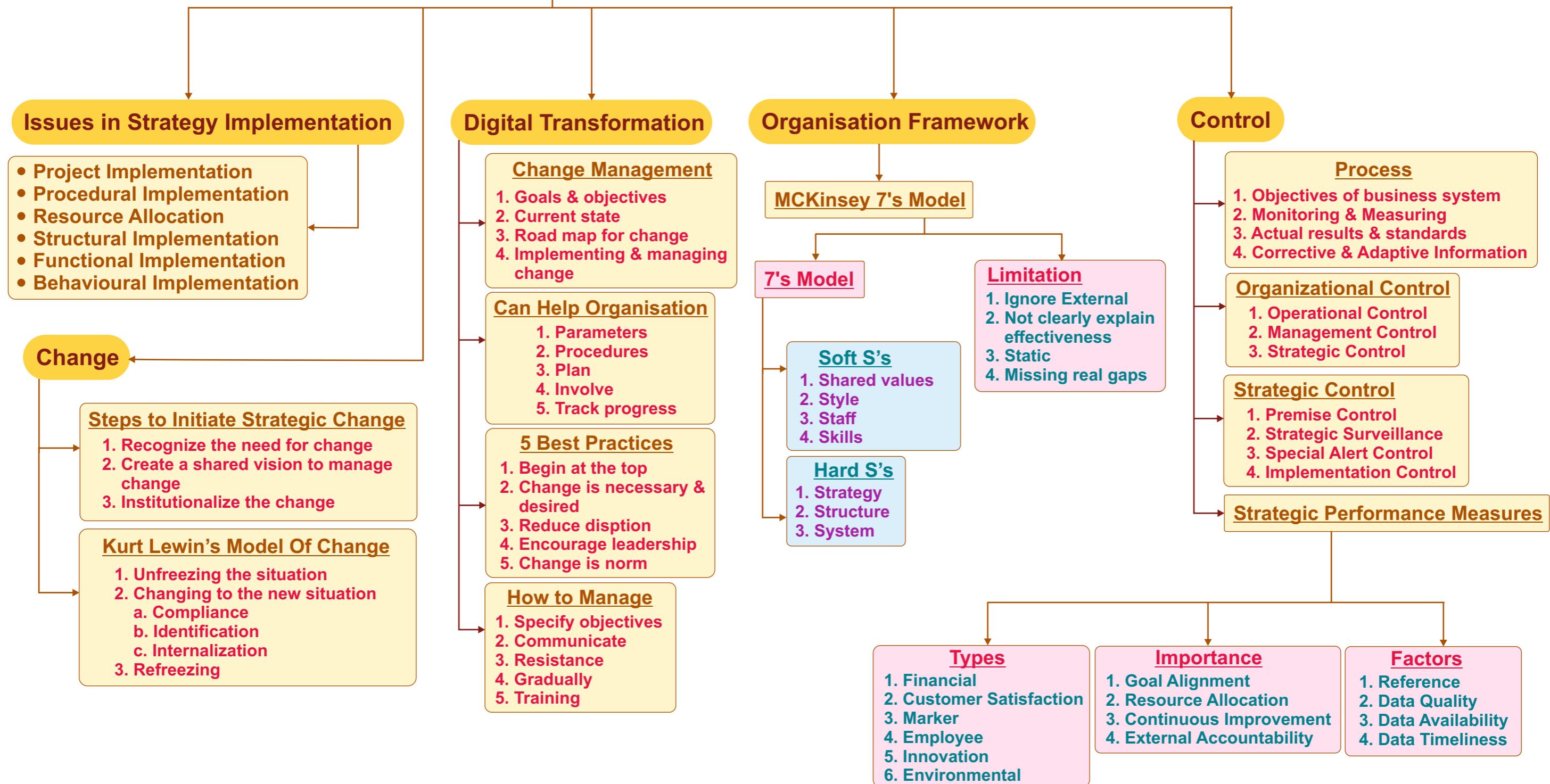
1. Reduced costs
2. Enhancing responsiveness

Disadvantages

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



Strategic Change



My Notes:

My Notes:

