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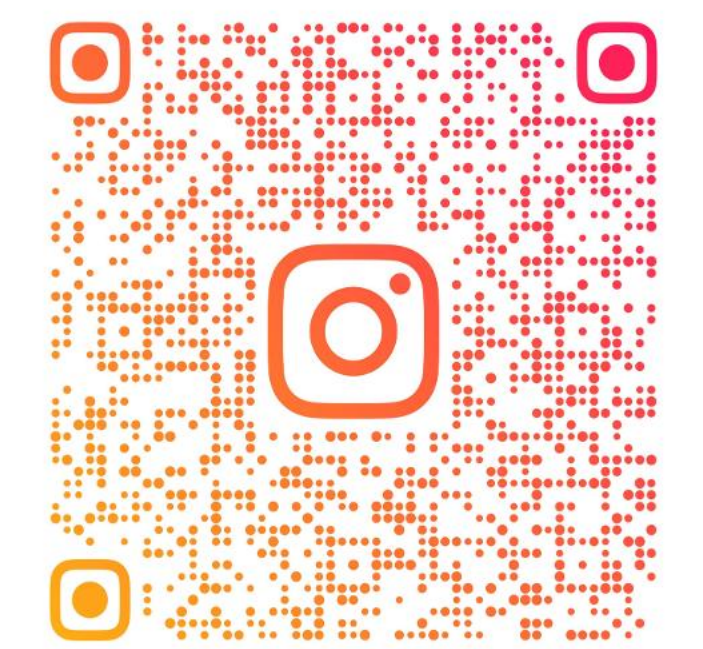


CA ADARSH JOSHI

CA , B.COM

FOUNDER

- 8+ years of teaching experience in CA education
- Subject Expert in:
CA Foundation – Paper 2: Business Laws
CA Intermediate – Paper 2: Corporate and Other Laws
- Has uploaded over 3000+ educational videos for CA Foundation and CA Inter students
- Known for his dynamic, conceptual and “fun-and-learn” teaching style
- Guided thousands of students across India to success in CA exams
- Strong academic background with B.Com (BMCC, Pune) and ACA qualification
- Widely appreciated for his clarity, energy, and practical approach to law subjects
- Through Shikshadwar, offers comprehensive classes, books, tests, and mentorship to CA students



CAADARSHJOSHI



CA DARSHAN JAIN

CA , CS , LLB , DISA , DIRM , B.COM

CO FOUNDER

- Chartered Accountant by profession & educator by passion
- Teaching Financial Accounting , Financial Management & Strategic Management to CA Students For 12 Years.
- Practicing Chartered Accountant For Past 13 years in The Field of Audit , Direct & Indirect Taxes & Management Consultancy
- Elected as Convenor of The Jalna CA CPE Chapter of WIRC of ICAI For 2 consecutive years 20-21 & 21-22.
- He Has Successfully Completed & Qualified Following Certificate Course Conducted By ICAI
 1. Forensic Accounting & Fraud Detection
 2. Concurrent Audit of Banks
 3. Goods & Service Tax (GST)
 4. Public Finance & Accounting
 5. Drafting & Pleading Before Authorities
 6. Wealth management & Financial Planning
 7. Artificial Intelligence



@CA_DARSHAN_JAIN

CA TUSHAR TAPARIA

CA , LLB

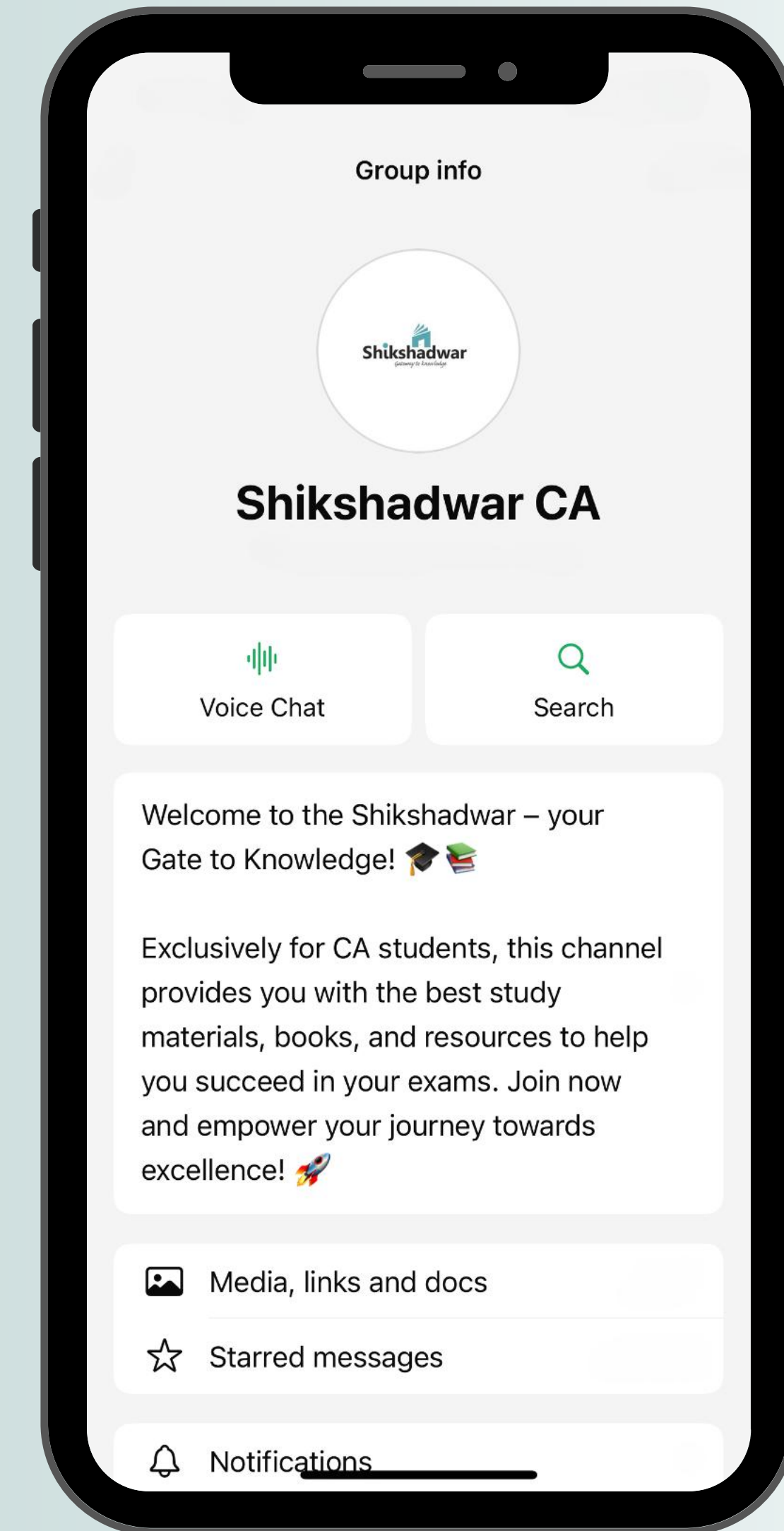
- A multi-faceted professional with a Chartered Accountancy qualification and a Bachelor's degree in Law.
- Brings 7+ years of teaching experience across CA and CS professional courses.
- Specializes in:
 - Taxation at CA Intermediate and CS Executive levels
 - Economics at CA Foundation level
- Known for simplifying complex concepts with crystal-clear explanations and practical insights.
- Expert in delivering Fasttrack batches with proven accelerated learning techniques.
- Frequently invited as a visiting faculty for Taxation at reputed coaching institutes.
- Loved by students for his interactive teaching style, real-life examples, and exam-oriented approach.



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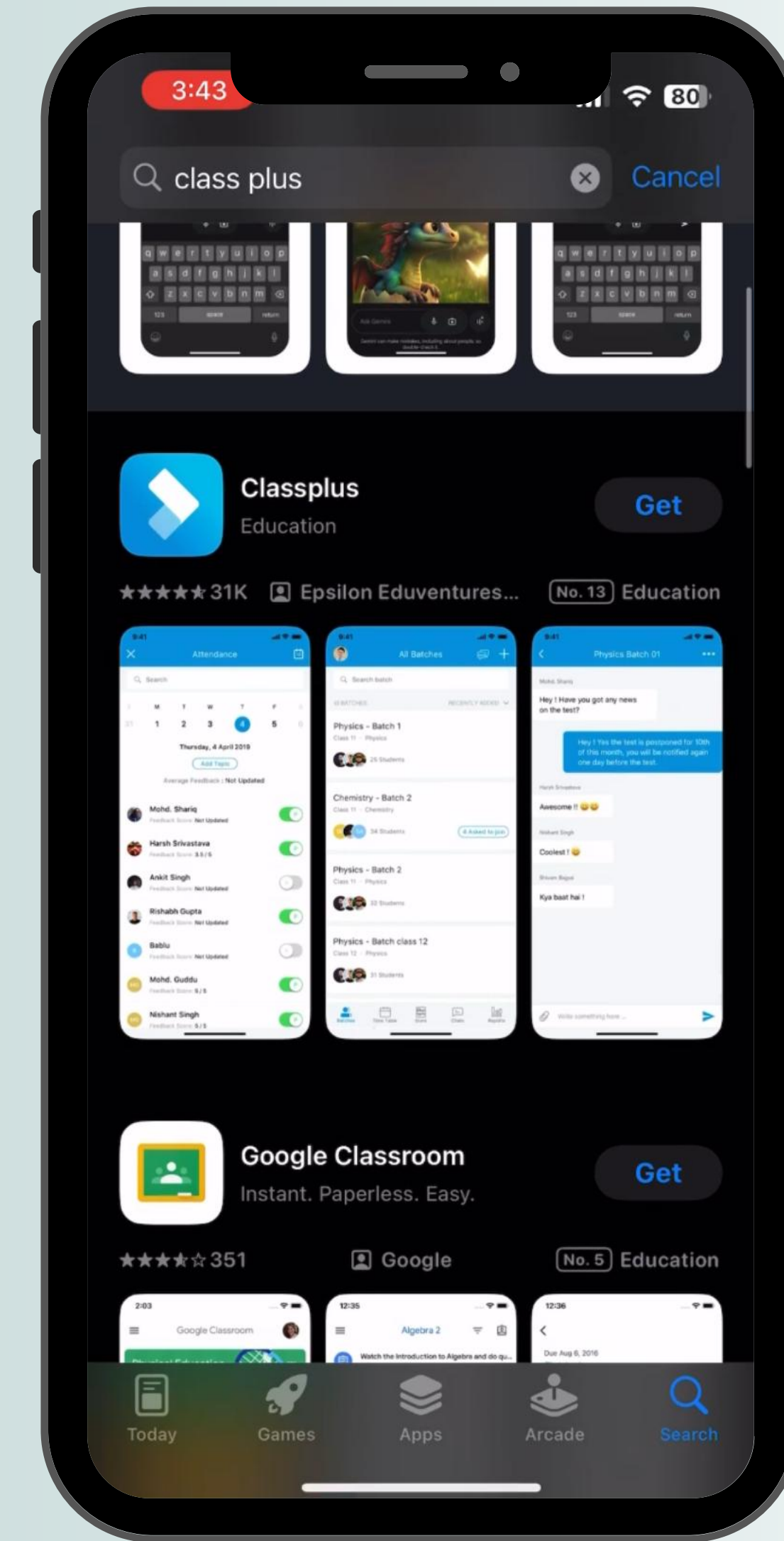
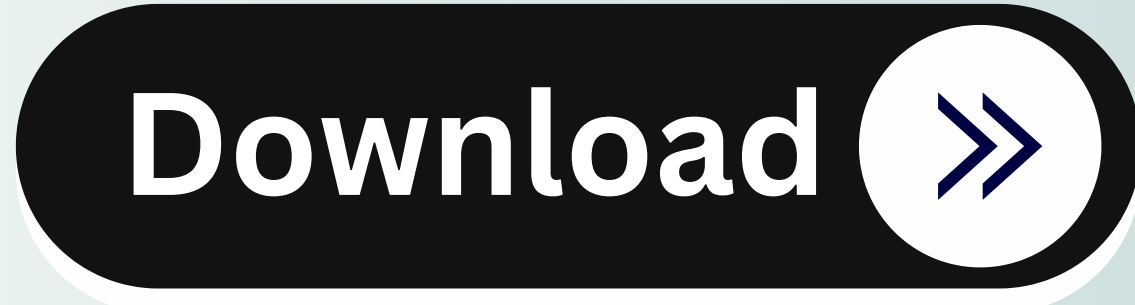
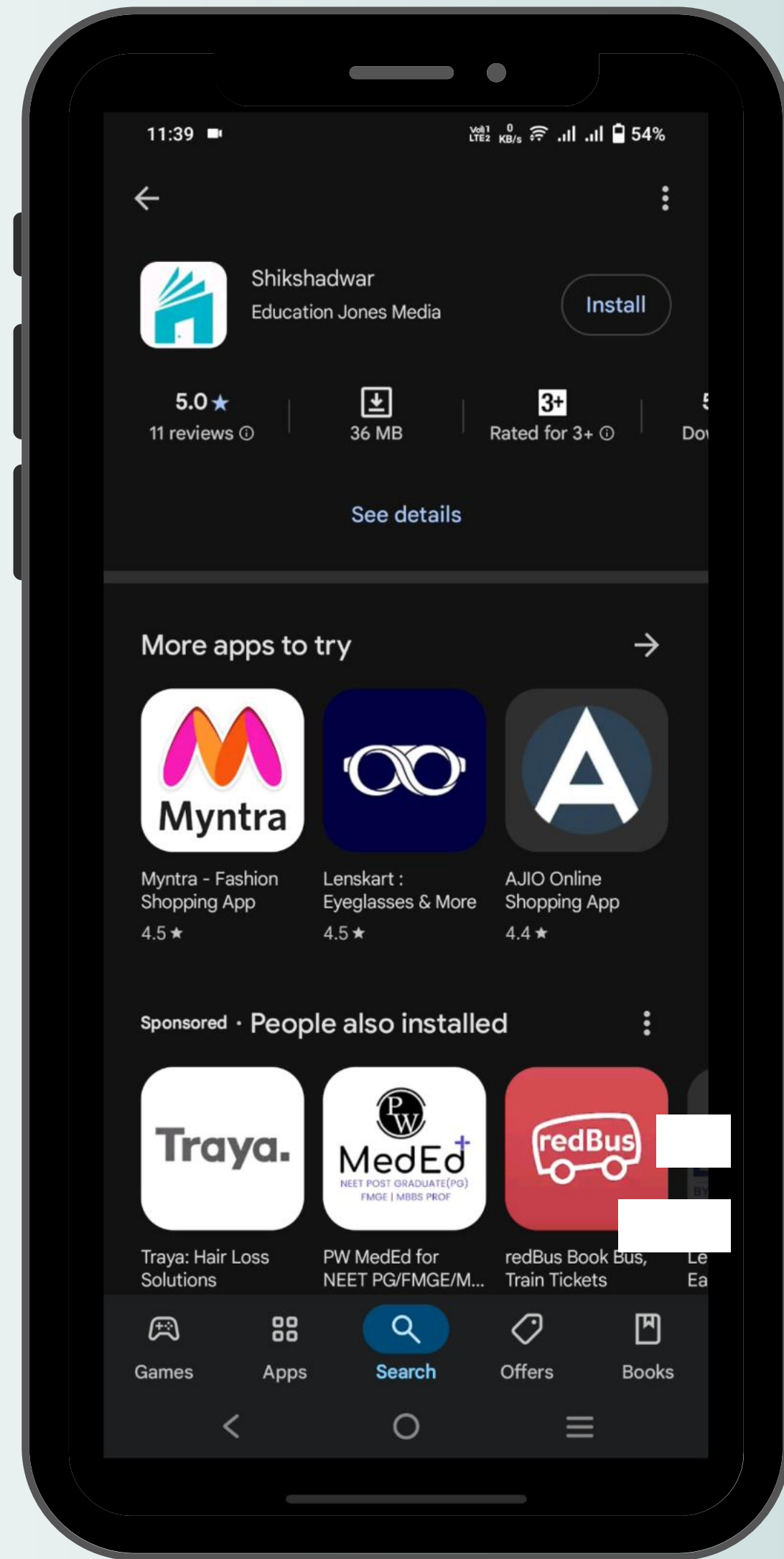
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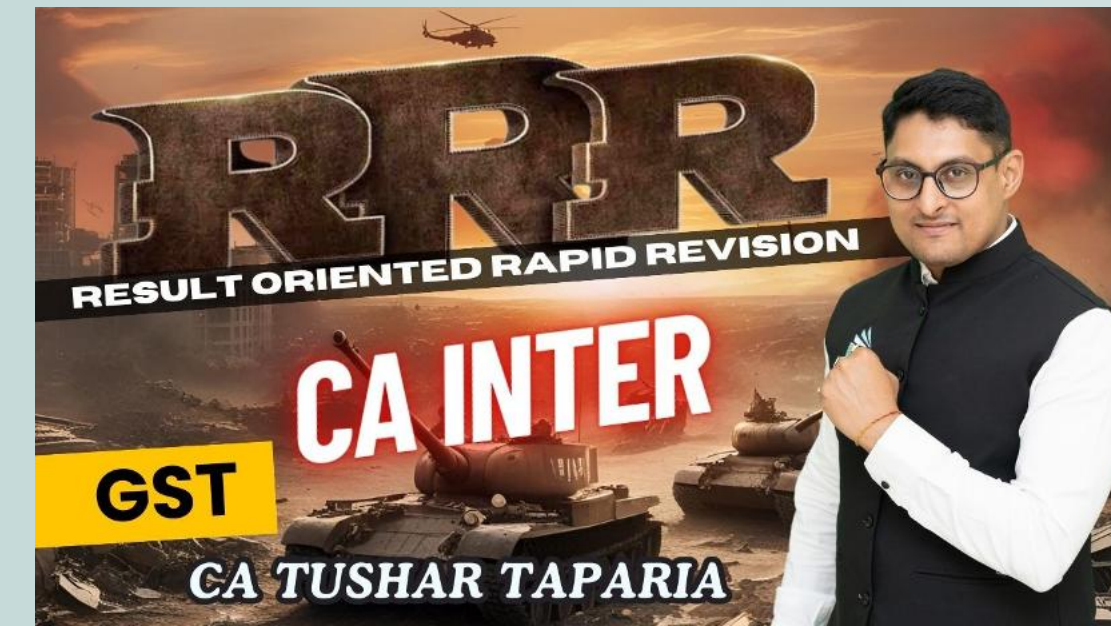
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CA INTERMEDIATE MAY 25

Marathons Live Streams



RRR - Result Oriented Rapid Revision

Most Imp Questions



One Shot MCQ's Marathon

Super Chart Revision









Amendments Ki Pathshala

20 -20 Series

CA INTERMEDIATE MAY 25

Marathons Schedule With Links

DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
17/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	RRR	
18/4/2025	12.00 NOON	CA TUSHAR TAPARIA	GST	RRR	
19/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	RRR	
20/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	ONE SHOT MCQ MARATHON	
21/4/2025	2.00 PM	CA TUSHAR TAPARIA	GST	GST AMENDMENTS & ITS IMPORTANT QUESTIONS	
23/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	ONE SHOT MCQ MARATHON	

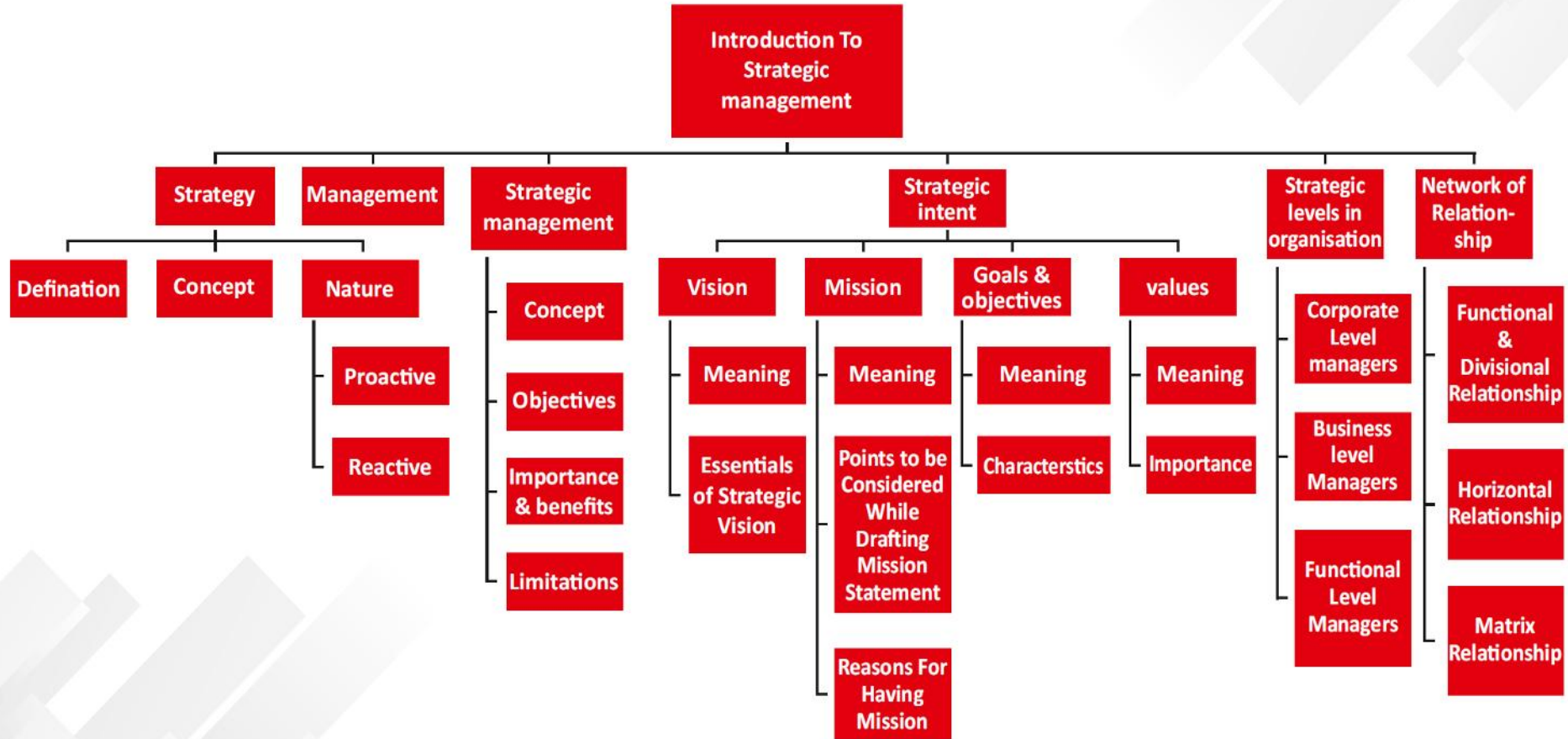
DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
24/4/2025	2.00 PM	CA TUSHAR TAPARIA	DT	DT AMENDMENTS & ITS IMPORTANT QUESTIONS	
27/4/2025	8.00 AM	CA CS DARSHAN JAIN	SM	ONE SHOT MCQ MARATHON	
4/5/2025	8.00 AM	CA ADARSH JOSHI	LAW	MOST IMPORTANT QUESTIONS	
6/5/2025	3.00 PM	CA TUSHAR TAPARIA	TAXATION	20-20	
12/5/2025	8.00 AM	CA CS DARSHAN JAIN	FM	20-20	
13/5/2025	8.00 AM	CA CS DARSHAN JAIN	SM	SUPER CHART REVISION	

INTRODUCTION TO STRATEGIC MANAGEMENT

WEIGHTAGE ANALYSIS

SR.NO	NAME OF TOPIC	May 18	Nov 18	May 19	Nov 19	Nov 20	Jan 21	Jul 21	Dec 21	May 22	Nov 22	May 23	Nov 23	May 24
1	INTRODUCTION TO SM	9	9	10	5	5	5	5	5		10	5	10	10
2	STRATEGIC ANALYSIS – EXTERNAL ENVIRONMENT	7	5	5	10	5		10	5	5		5	10	10
3	STRATEGIC ANALYSIS – INTERNAL ENVIRONMENT	14	7	5	3	5	15	5	10	5	10	5		10
4	STRATEGIC CHOICES	7	6	5	10	5	5	5	10	10	5	5	10	10
5	STRATEGY IMPLEMENTATION & EVALUATION	15	19	11	5	10	20		15	15	10	25		10
6	MCQ'S	-	-	15	15	15	15	15	15	15	15	15	15	15
	TOTAL	52	46	51	48	45	60	40	60	50	50	60	45	65

BIRD'S EYEVIEW



INTRODUCTION

All executives and professionals, including Chartered Accountants, working towards growth of businesses, must possess sound knowledge of concepts of strategic management.



DEFINITION OF STRATEGY

"The common thread among the organization's activities and product-markets that defines the essential nature of business that the organization has or planned to be in future."

- ***Igor H. Ansoff***

"A unified, comprehensive and integrated plan designed to assure that the basic objectives of the enterprise are achieved."

- ***William F. Glueck***

CONCEPT OF STRATEGY

- ❑ The term 'Strategy' relates to the **ways, the business decides to respond to dynamic and often hostile external forces** while pursuing their vision, mission and ultimate objectives.
- ❑ Strategy helps to **unravel complexity and to reduce uncertainty** caused by changes in the environment.
- ❑ Strategy is the **game plan that the management of a business uses to take market position, conduct its operations, attract and satisfy customers, compete successfully, and achieve organizational objectives.**
- ❑ 'strategy' can also be defined as a **long-range blueprint of an organization's desired image, direction and destination**, i.e., what it wants to be, what it wants to do, how it wants to do things, and where it wants to go.
- ❑ Strategy is designed **scheme of corporate intent and action to Exploit opportunities & to perceive potential threats & challenges.**
- ❑ Strategy brings a **sense of dynamic direction, focus and cohesiveness.**
- ❑ strategy **can never be perfect, flawless and optimal. It is always flexible & pragmatic.**

STRATEGY IS PROACTIVE OR REACTIVE

???

Strategy is partly proactive and partly reactive

A company's strategy is typically a blend of:

- ✓ Proactive actions on the part of managers to improve the company's market position and financial performance.
- ✓ Reactions to unanticipated developments and fresh market conditions in the dynamic business environment.

In other words, a company uses both proactive and reactive strategies to cope up the uncertain business environment.

Proactive strategy is planned strategy whereas reactive strategy is adaptive reaction to changing circumstances.

It needs to be noted that , not every strategic move is the result of proactive planning and deliberate management design. When market and competitive conditions take an unexpected turn or some aspect of a company's strategy hits a stone wall, some kind of strategic reaction or adjustment is required. Hence, partially, a company's strategy is always developed as a reasoned response to unforeseen developments in the business environment as well as the situations within the firm.

Crafting a strategy thus involves stitching together a proactive/intended strategy based on prior successful experience and then adapting pieces of successful reactions as circumstances surrounding the company's situation change or better options emerge - a reactive/adaptive strategy.

EXAMPLE

UPI has changed the entire digital payments landscape in India and has now even gone global. A true example of Made in India for the world. It was all because of a well-planned identification of existing problem statement, formulating a strategy & putting it to perfect execution.

Is this a Strategy?

A ketchup brand making a healthier ketchup with less sugar and preservatives to attract more customers by letting parents feel safe about their kid's consuming ketchup. Can this be called a strategy?

Yes, it is a business strategy to fight competition and to adapt with changing external environment (people becoming health conscious is external environment factor).

CONCEPT OF MANAGEMENT

Management is an influence process to make things happen, to gain command over phenomena, to induce and direct events and people in a particular manner. The term is often used :

As a key group in an organisation in-charge of its affairs.

As a set of interrelated functions and processes carried out by the management of an organisation to attain its objectives.

MANAGEMENT

AS A KEY GROUP IN AN ORGANISATION IN CHARGE OF ITS AFFAIRS

- a) In relation to an organisation, management is the chief organ entrusted with the task of making it a purposeful and productive entity, by undertaking the task of bringing together and integrating the disorganized resources of manpower, money, material, and technology, which are then combined into a functioning whole.
- b) An organization becomes a unified functioning system when management systematically mobilises and utilises the diverse resources efficiently and effectively.
- c) The survival and success of an organisation depends to a large extent on the competence and character of its management
- d) Management has to also facilitate organisational change and adaptation for effective interaction with the environment.

MANAGEMENT

AS A SET OF INTERRELATED FUNCTIONS & PROCESSES CARRIED OUT BY ORGANISATION TO ATTAIN ITS OBJECTIVES

- a) The inter Related functions include Planning, Organising, Directing, Staffing and Control. The functions or sub-processes of management are wide-ranging but closely interrelated.
- b) They range all the way from determination of the goals, design of the organisation, mobilisation and acquisition of resources, allocation of tasks and resources among the personnel and activity units and installation of control system to ensure that what is planned is achieved.

CONCEPT OF STRATEGIC MANAGEMENT

- ❑ The strategic management process is the set of activities that firm managers undertake to put their firms in the best possible position to compete successfully in the marketplace.
- ❑ Strategic management is made up of several distinct activities , developing the firm's vision and mission; strategic analysis; developing objectives; creating, choosing, and implementing strategies; and measuring and evaluating performance.

OBJECTIVES OF STRATEGIC MANAGEMENT

- ❑ The strategic management process is the set of activities that firm managers undertake to put their firms in the best possible position to compete successfully in the marketplace.
- ❑ Strategic management is made up of several distinct activities , developing the firm's vision and mission; strategic analysis; developing objectives; creating, choosing, and implementing strategies; and measuring and evaluating performance.

IMPORTANCE & BENEFITS OF STRATEGIC MANAGEMENT



- ◆ The strategic management gives a direction to the company to move ahead. It helps **define the goals and mission**. It helps management to define realistic objectives and goals which are in line with the vision of the company.
- ◆ Strategic management **helps the organisation to develop certain core competencies and competitive advantages** that would facilitate assist in its fight for survival and growth.
- ◆ Strategic management **helps organisations to be proactive instead of reactive in shaping its future**. Organisations are able to analyse and take actions instead of being mere spectators. Thereby they are able to control their own destiny in a better manner. It helps them in working within vagaries of environment and shaping it, instead of getting carried away by its turbulence or uncertainties.
- ◆ Strategic management **provides frameworks for all major decisions of an enterprise** such as decisions on businesses, products, markets, manufacturing facilities, investments and organisational structure. It provides better guidance to entire organisation on the crucial point - what it is trying to achieve.
- ◆ Strategic management seeks to **prepare the organisation to face the future** and act as pathfinder to various business opportunities. Organisations are able to identify the available opportunities and identify ways and means to reach them.
- ◆ Strategic management **serves as a corporate defence mechanism against mistakes and pitfalls**. It helps organisations to avoid costly mistakes in product market choices or investments.
- ◆ Strategic management helps to **enhance the longevity of the business**. With the state of competition and dynamic environment it may be challenging for organisations to survive in the long run. It helps the organization to take a clear stand in the related industry and makes sure that it is not just surviving on luck. Actions over expectations is what strategic management ensures.

LIMITATIONS OF STRATEGIC MANAGEMENT



Environment is highly complex and turbulent. It is difficult to understand the complex environment and exactly pinpoint how it will shape-up in future.



Strategic management is a costly process. It add lot of expenses to an organization.



Strategic management is a time-consuming process.



Competition is unpredictable. It is difficult to clearly estimate the competitive responses to a firm's strategies.

1. **Environment is highly complex and turbulent** - It is difficult to understand the complex environment and exactly pinpoint how it will shape-up in future. The organisational estimate about its future shape may awfully go wrong and jeopardise all strategic plans. The environment affects as the organisation has to deal with suppliers, customers, governments and other external factors. Thus, relying on a business strategy blindly could go absolutely wrong if the environment is turbulent.

Example

Two-Wheeler Electric Vehicles brands counted on strategic benefits they would have because of the huge push from the government for electric mobility. However, customers are getting reluctant to purchase EVs due to the safety concerns amid the frequent incidents of battery's catching fire. So, strategy cannot overcome a turbulent environment.

2. **Strategic management is a time-consuming process** - Organisations spend a lot of time in preparing, communicating the strategies that may impede daily operations and negatively impact the routine business. Planning and strategizing are important but putting them in action is where the actual success lies. Similar to us students, planning and strategizing what to study, from where and at what time of the day to study, consumes so much of our actual study time that by the time we have to study, we are almost exhausted. Similarly in business if way too much time is spent on planning and formulating, then it might not be as fruitful.

3. **Strategic management is a costly process.** Strategic management adds a lot of expenses to an organization. Expert strategic planners need to be engaged, efforts are made for analysis of external and internal environments devise strategies and properly implement. These can be really costly for organisations with limited resources particularly when small and medium organisation create strategies to compete. Strategic Management requires experts, and these experts are costly resources. Thus, the process as a whole required good amount of funds to be spent.
4. **Competition is Unpredictable** - In a competitive scenario, where all organisations are trying to move strategically, it is difficult to clearly estimate the competitive responses to a firm's strategies. It is quite difficult to gauge the strategic planning of competitors because most of these decisions are taken within closed doors by the top management.

Example

Apple changed the market dynamics of the speaker industry by choosing to remove 3.5mm audio jack from iPhones. Now, to be relevant in the market, all major speaker brands had to put concentrated efforts to develop their own true wireless speakers (TWS) and compete with new entrants

A red banner with a white outline, shaped like a wide arrow pointing to the right. The text is centered within the arrow.

Why do businesses opt for strategic management even with its limitation?

Strategic Management is a time consuming and costly process, yet all organization's want to do indulge into it? Why?

Because even though it has its limitations, its importance outweighs its shortcomings. A business cannot operate and succeed without proper strategic management.

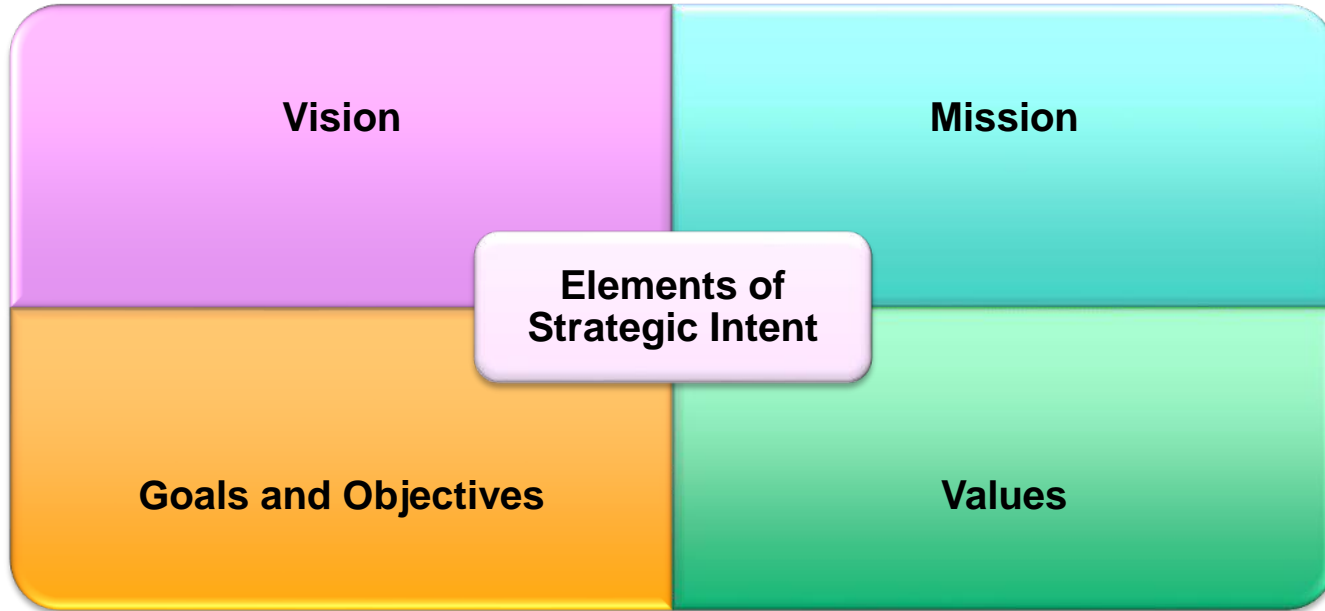
STRATEGIC INTENT

Strategic intent can be understood as the philosophical base of strategic management. It implies the purposes, which an organisation endeavors to achieve.

Strategic intent gives an idea of what the organisation desires to attain in future. It answers the question what the organisation strives or stands for?

Strategic intent provides the framework within which the firm would adopt a predetermined direction and would operate to achieve strategic objectives

ELEMENTS OF STRATEGIC INTENT



VISION

Vision implies the blueprint of the company's future position.

It describes where the organisation wants to land.

It depicts the organisation's aspirations and provides a glimpse of what the organisation would like to become in future.

Every sub system of the organisation is required to follow its vision.

ESSENTIALS OF STRATEGIC VISION

It is Creative & Future Directed

Forming a strategic vision is an exercise in intelligent entrepreneurship.

Essentials of Strategic Vision

A well-articulated strategic vision creates enthusiasm among the members of the organisation.

It Clearly illuminates the direction in which organisation is headed.


- ❖ **HDFC Bank Ltd.**, one of the largest banks in India has clearly defined its Vision of being a world class Indian bank. This vision helps them keep in mind, “where we want to go”, as the central thought of their strategic decision making.
- ❖ **LIC Ltd.**, the largest insurance company of India has defined its visions as - A trans-nationally competitive financial conglomerate of significance to societies and Pride of India.
- ❖ **Apple Inc.’s** CEO Tim Cook defined the vision of the company as - To make the best products on earth and to leave the world better than we found it.”

MISSION

A company's mission statement is typically focused on its present business scope – “who we are and what we do”.

Mission statements broadly describe an organizations present capabilities, customer focus, activities, and business makeup.

POINTS TO BE CONSIDERED WHILE WRITING MISSION STATEMENT OF COMPANY



To establish the special identity of the business one that typically distinct it from other similarly positioned companies

Needs which business tries to satisfy. customer groups it wishes to target and the technologies and competencies it uses and the activities it performs.

Good mission statements should be unique to the organisation for which they are developed.

The mission of a company should not be to make profit. Surpluses may be required for survival and growth, but cannot be mission of a company.

WHY SHOULD AN ORGANISATION HAVE MISSION

- ✓ To ensure **unanimity of purpose** within the organisation.
- ✓ To develop a basis, or **standard, for allocating organisational resources**.
- ✓ To provide a **basis for motivating the use of the organization's resources**.
- ✓ To **establish** a general **organisational climate For Effective Business operations**
- ✓ To serve as a **focal point** for those who can identify themselves in line with the **organisation's purpose and direction**.
- ✓ To **facilitate the translation of objective and goals into a work** structure involving the assignment of tasks to responsible elements within the organisation.
- ✓ To specify organisational purposes and the **translation of these purposes into goals** in such a way that **cost, time, and performance parameters can be assessed and controlled**.

WHAT IS OUR MISSION? & WHAT BUSINESS ARE WE IN?

The well-known management experts, Peter Drucker and Theodore Levitt were among the first to emphasize that every business firm must clarify the corporate mission and define accurately the business the firm is engaged in. They also explained that towards facilitating this task, the firm should raise and answer certain basic questions concerning its business, such as:

- * What is our mission?
- * What is our ultimate purpose?
- * What do we want to become?
- * What kind of growth do we seek?
- * What business are we in?
- * Do we understand our business correctly and define it accurately in its broadest connotation?
- * Whom do we intend to serve?
- * What human need do we intend to serve through our offer?
- * What brings us to this particular business?
- * What would be the nature of this business in the future?

- ❖ **HDCF Bank has two-fold mission:** first, to be the preferred provider of banking services for target retail and wholesale customer segments. The second is to achieve healthy growth in profitability, consistent with the bank's risk appetite.
- ❖ **LIC Ltd.'s Mission is** - Ensure and enhance the quality of life of people through financial security by providing products and services of aspired attributes with competitive returns, and by rendering resources for economic development.
- ❖ **Apple's mission is** - "to bring the best user experience to its customers through innovative hardware, software, and services."

VISION V/S MISSION

VISION	MISSION
Vision Refers to The Ultimate Goal to be Achieved	Mission is a Statement indicating the activities to be pursued for accomplishing a goal
The Vision States The Future Direction	The Mission States The ongoing activities of the organisation
It is For Long Term	It is For Short Term
Vision is Broad & Inspirational	Mission is Clear & Action Oriented
It Answers the Question of “Where We Want to be”?	It Answers the Question of “Where We are at present”?
Vision is an Effect & Its cause is Mission.	Mission is Cause & Its Effect is Vision

GOALS & OBJECTIVES

- ❑ Business organisation translates their vision and mission into goals and objectives.
- ❑ As such the term objectives are synonymous with goals, however Goals are considered to be open-ended attributes that denote the future states or outcomes whereas Objectives are considered to be close-ended attributes which are precise and expressed in specific terms.
- ❑ Thus, the Objectives are more specific and translate the goals to both long term and short-term perspective.
- ❑ Objectives are organisation's performance targets – the results and outcomes it wants to achieve. They function as yardsticks for tracking an organisation's performance and progress.
- ❑ All organisations have objectives. They provide meaning and sense of direction to organisational endeavour. Organisational structure and activities are designed, and resources are allocated around the objectives to facilitate their achievement. They also act as benchmarks for guiding organisational activity and for evaluating how the organisation is performing.
- ❑ Clearly established objectives offer many benefits. They provide direction, allow synergy, aid in evaluation, establish priorities, reduce uncertainty, minimize conflicts, stimulate exertion, and aid in both the allocation of resources and the design of jobs.

ESSENTIAL CHARACTERISTICS OF GOALS & OBJECTIVES

- φ Objectives should **define the organisation's relationship with its environment.**
- φ They should be **facilitative towards achievement of mission and purpose.**
- φ They should provide the **basis for strategic decision-making.**
- φ They should provide **standards for performance appraisal.**
- φ They should be **concrete and specific.**
- φ They should be **related to a time frame.**
- φ They should be **measurable and controllable.**
- φ They should be **challenging.**
- φ Different objectives should **correlate with each other.**
- φ Objectives should be **set within the constraints of organisational resources and external environment.**

LONG TERM & SHORT TERM GOALS & OBJECTIVES

A company's set of financial and strategic objectives should include both short-term and long-term performance targets.

To achieve long-term prosperity, strategic planners commonly establish long-term objectives in seven areas.

- A. Profitability
- B. Productivity
- C. Competitive Position
- D. Employee Development
- E. Employee Relations
- F. Technological Leadership
- G. Public Responsibility

Short-term objectives can be identical to long-range objectives if an organisation is already performing at the targeted long-term level. Short-term objectives then serve as steps toward achieving long term objective.

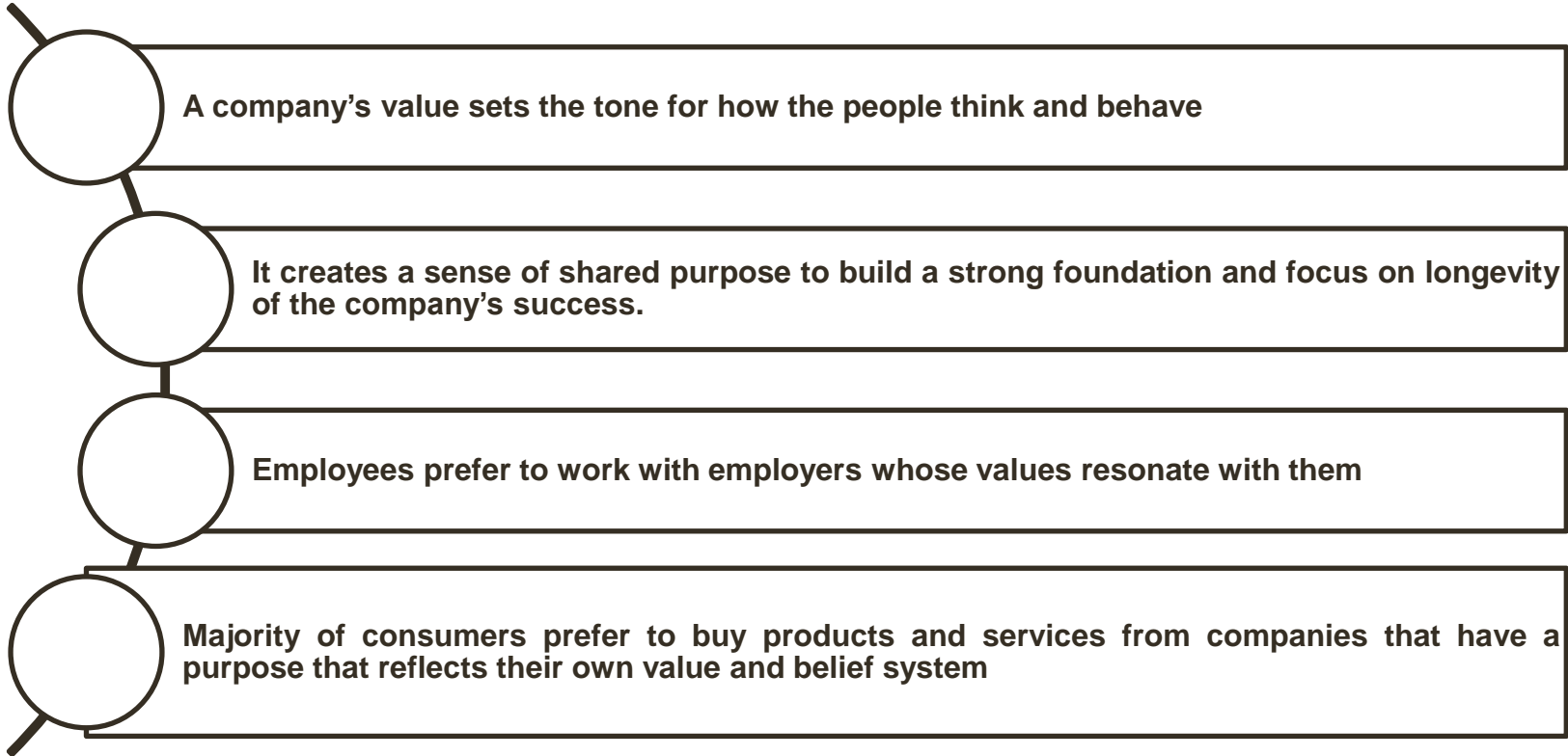
VALUES

values are the fundamental principles and beliefs that steer a company's operation..

They cultivate the corporate culture, dictate conduct, and set the tone for its interactions with its customers, employees and other stakeholders.

A few common examples of values are – Integrity, Trust, Accountability, Humility, Innovation, and Diversity.

IMPORTANCE OF VALUES



Values of HDFC Bank

HDFC Bank is committed to maintaining the highest level of ethical standards, professional integrity, corporate governance and regulatory compliance. HDFC Bank's business philosophy is based on five core values: Operational Excellence, Customer Focus, Product Leadership, People and Sustainability. (Source: HDFC website)



Excellence



Customer Focus



Product Leadership



People



Sustainability

Intent vs Values - Which is a broader concept?

Sandeep, a human resource manager thinks that Intent is a bigger concept than Values. Is he right?

Sandeep is not right, as Values and Intent are two different concepts. Intent is the purpose of doing business while values are the principles that guide decision making of business. They both go hand in hand, while the intent is sometimes driven by values. So values more or so is wider than Intent.

OUR VISION



My SBI
My Customer first.
My SBI: First in customer satisfaction.

OUR MISSION



We will be prompt, polite and proactive with our customers.
We will speak the language of Young India.
We will create products and services that help our customers achieve their goals.
We will go beyond the call of duty to make our customers feel valued.
We will be of service even in the remotest part of our country.
We will offer excellence in services to those abroad as much as we do to those in India.
We will imbibe state-of-the-art technology to drive excellence.

OUR VALUES



We will always be honest, transparent and ethical.
We will respect our customers and fellow associates.
We will be knowledge driven.
We will learn and we will share our learning.
We will never take the easy way out.
We will do everything we can to contribute to the community we work in.
We will nurture pride in India.



State Bank of India



Vision

To be a world class leader in businesses that enrich lives and contribute to nations in building infrastructure through sustainable value creation.

Group values

Courage

We shall embrace
new ideas and business

Trust

We shall believe in
our employees and
other stakeholders

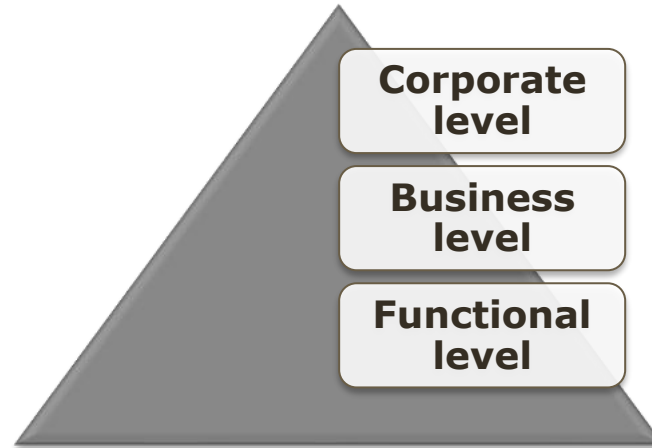
Commitment

We shall stand by our promises and adhere
to high standards of business

STRATEGIC LEVELS IN ORGANISATION

A typical large organization is a multi-divisional organisation that competes in several different businesses. It has separate self-contained divisions to manage each of these businesses.

For example, Patanjali has healthcare, FMCG, Organic Foods, Medicinal Oils and Herbs, and various different businesses. It has separate divisions which work within themselves to sustain each of these businesses.



CORPORATE LEVEL MANAGERS

Takes Decisions For the Company as a Whole, Affecting Each Business.

CEO , Board of Directors , Senior Executives & Corporate Staff Etx

BUSINESS LEVEL MANAGERS

Takes Decisions Based on Corporate Level managers Decisions For Their Respective Business , The Ones They lead

Divisional Managers & Staff Etc

FUNCTIONAL LEVEL MANAGERS

Takes Decisions For The Function They Lead Like Finance , Marketing , Human Resource Etc & Actually Turns The Decisions of Above two into Action

Finance Managers , Marketing manager , HR Manager Etc

The **corporate level of management** consists of the Chief Executive Officer (CEO), other senior executives, the board of directors, and corporate staff. The role of ***corporate-level managers*** is to oversee the development of strategies for the whole organization. This role includes defining the mission and goals of the organization, determining what businesses it should be in, allocating resources among the different businesses, formulating and implementing strategies that span individual businesses, and providing leadership for the organization as a whole.

The **Business level of management** consists of the head/manager of the division . The strategic role of these managers is to translate the general statements of direction and intent that come from the corporate level management into concrete strategies for individual businesses. Thus, whereas corporate-level managers are concerned with strategies that span individual businesses, business-level managers are concerned with strategies that are specific to a particular Division.

The **Functional level of management** responsible for the specific business functions or operations (human resources, purchasing, product development, customer service) that constitute a company or one of its divisions. Thus, a functional manager's sphere of responsibility is generally confined to one organizational activity, whereas Business level managers oversee the operation of a division. Although they are not responsible for the overall performance of the organization, functional managers nevertheless have a major strategic role: to develop functional strategies in their area that help fulfill the strategic objectives set by business- and corporate-level managers. Functional managers provide most of the information that makes it possible for business and corporate-level managers to formulate realistic and attainable strategies because they are closer to the customer than the typical corporates level & Business level manager is, functional managers themselves may generate important ideas that subsequently may become major strategies for the company.

Which is better - Top-Down Approach or Bottom-Up Approach?

Do you know the concepts of Top-Down and Bottom-Up approach of decision making?

A top-down approach to decision making is when decisions are made solely by leadership at the top i.e. corporate level of management, while the bottom-up approach gives all teams across the levels a voice in decision making.

NETWORK OF RELATIONSHIP BETWEEN THE THREE LEVELS

The corporate level decides what the business wants to achieve, while the business level draws ideas and plan to execute the same, which eventually flow down to functional level to execute and achieve results. But there are multiple ways in which all the 3 levels of management are interlinked, and interestingly it depends on the organisation as a whole to decide what kind of network of relationship suits their culture and aspirations.



Functional and Divisional Relationship - It is an independent relationship, where each function or a division is run independently headed by the function/division head, who is a business level manager, reporting directly to the business head, who is a corporate level manager. Functions maybe like Finance, Human Resources, Marketing, etc. while Divisions may depend on the products like for a toys manufacturer - kids toys, teenager toys, etc. could be divisions.

Horizontal Relationship - All positions, from top management to staff-level employees, are in the same hierarchical position. It is a flat structure where everyone is considered at same level. This leads to openness and transparency in work culture and focused more on idea sharing and innovation. This type of relationship between levels is more suitable for startups where the need to share ideas with speed is more desirable.

Matrix Relationship - It features a grid-like structure of levels in an organisation, with teams formed with people from various departments that are built for temporary task-based projects. This relationship helps manage huge conglomerates with ease where it is nearly impossible to track and manage every single team independently. In Matrix relationship - there are more than one business level managers for each functional level teams. It is complex for smaller organisations, but extremely useful for large organisations

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HORIZONTAL RELATIONSHIP

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MATRIX RELATIONSHIP

It's a Structure with teams formed with people from various departments