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CA DARSHAN JAIN

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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.
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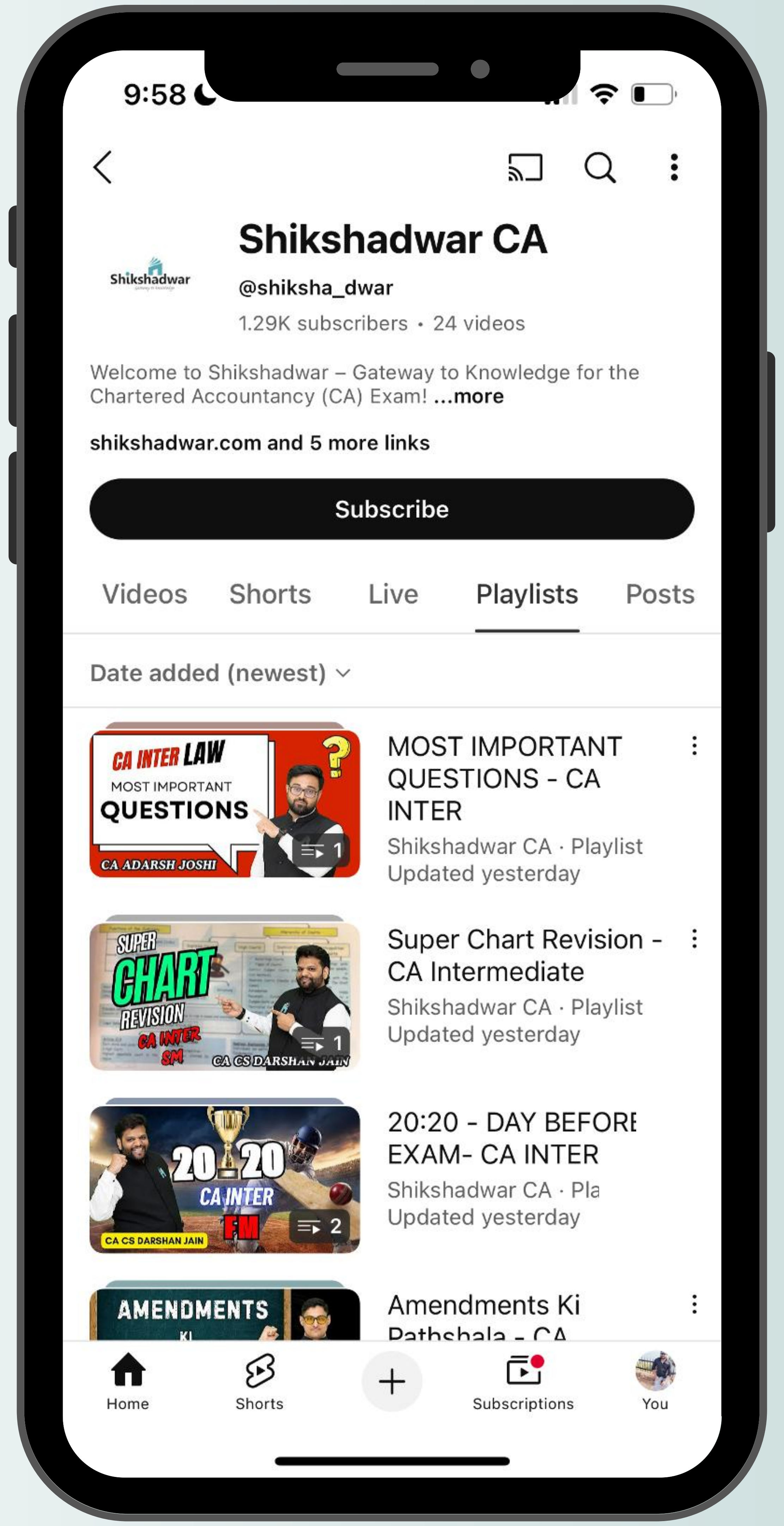

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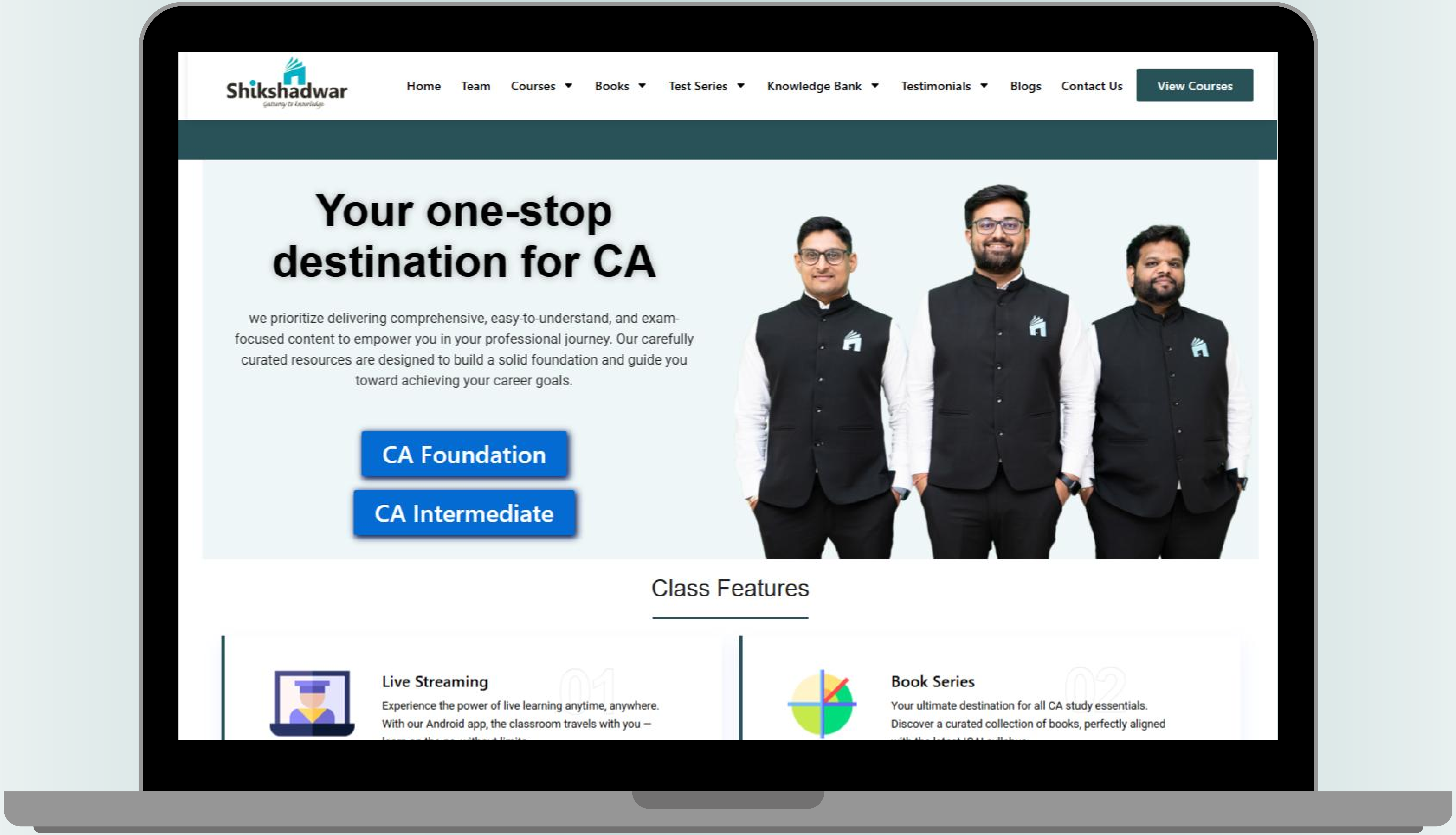

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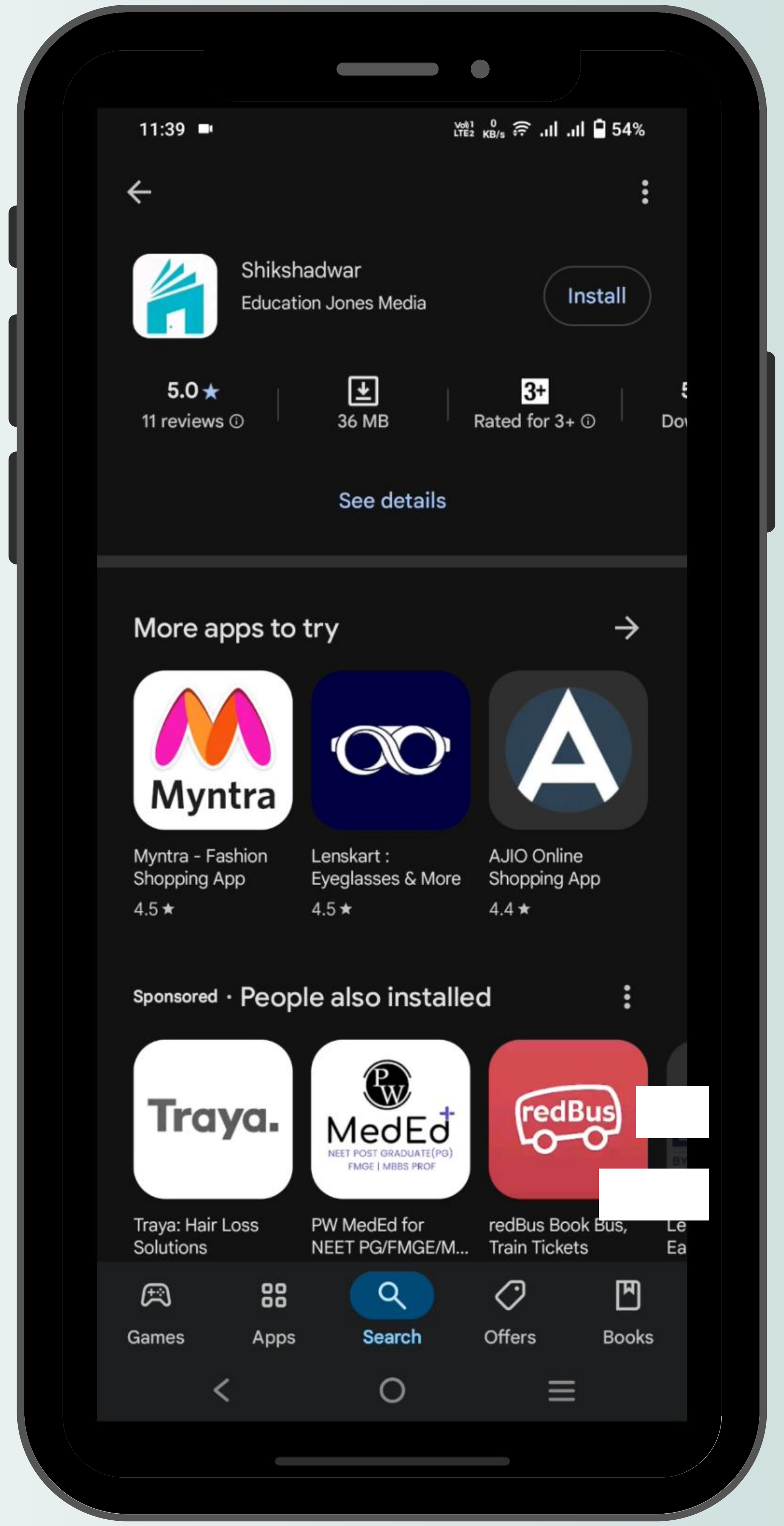

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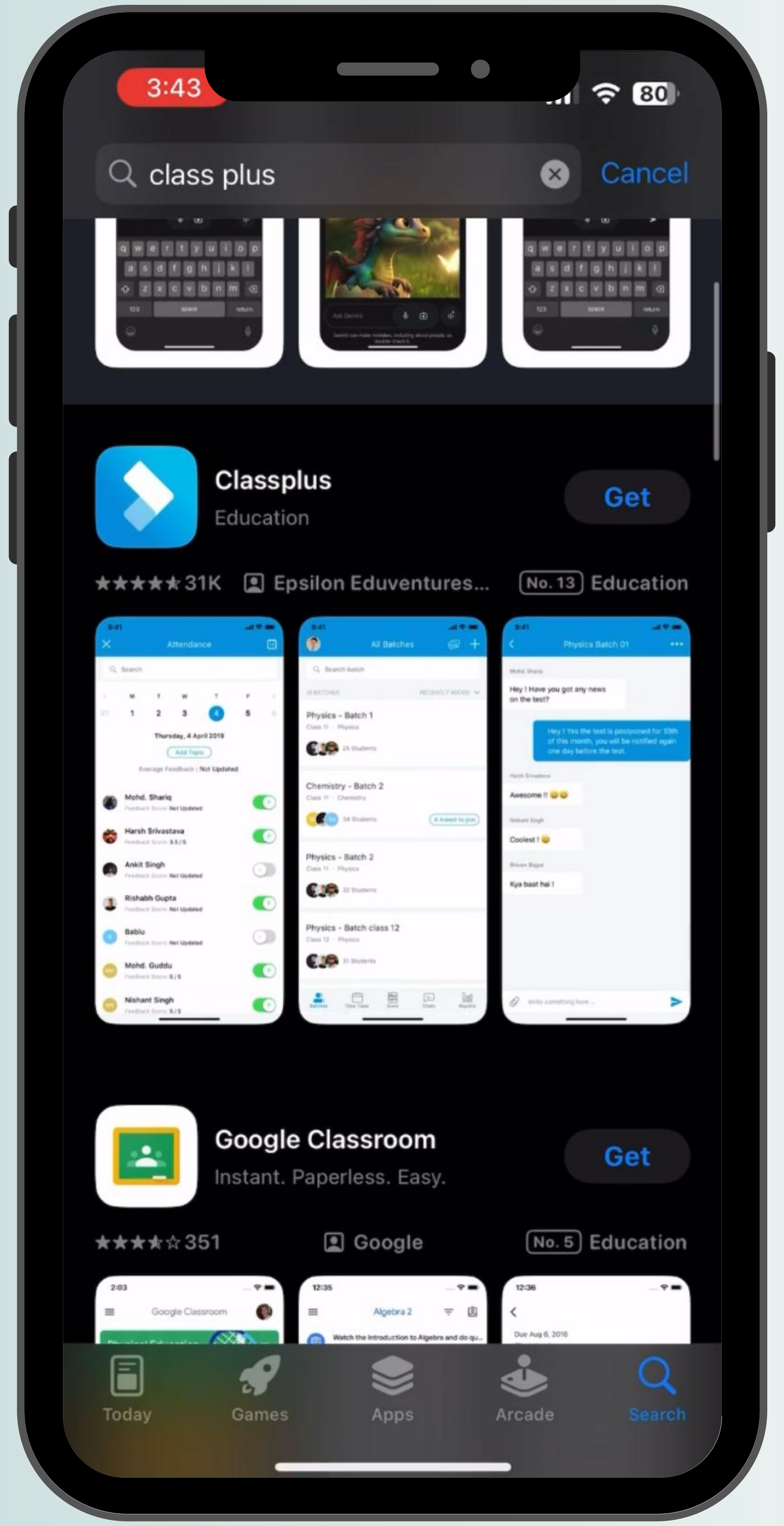

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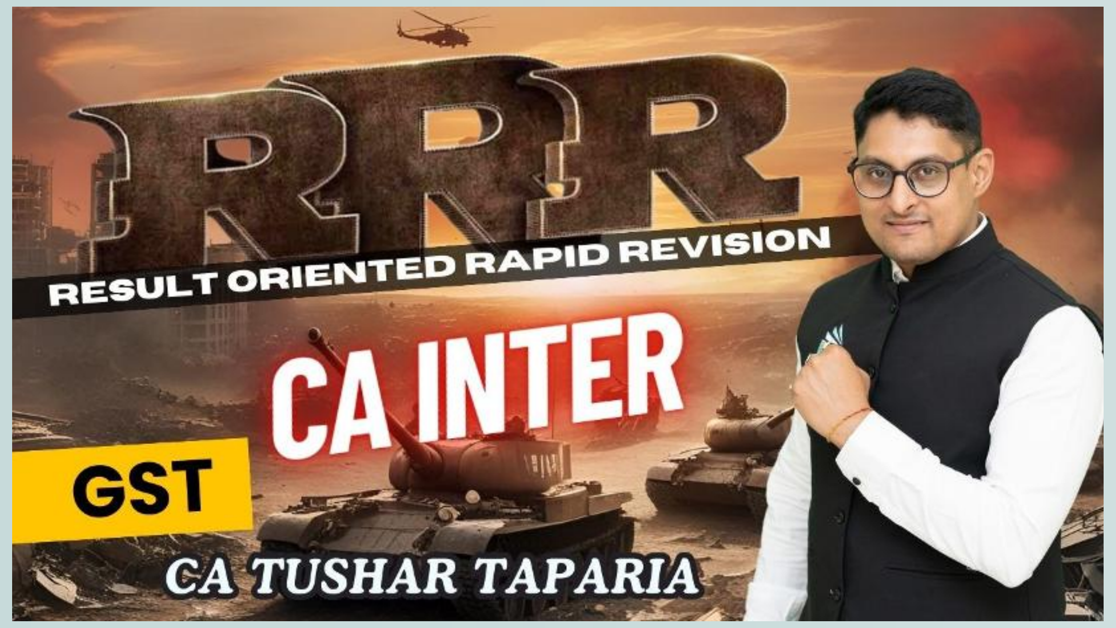
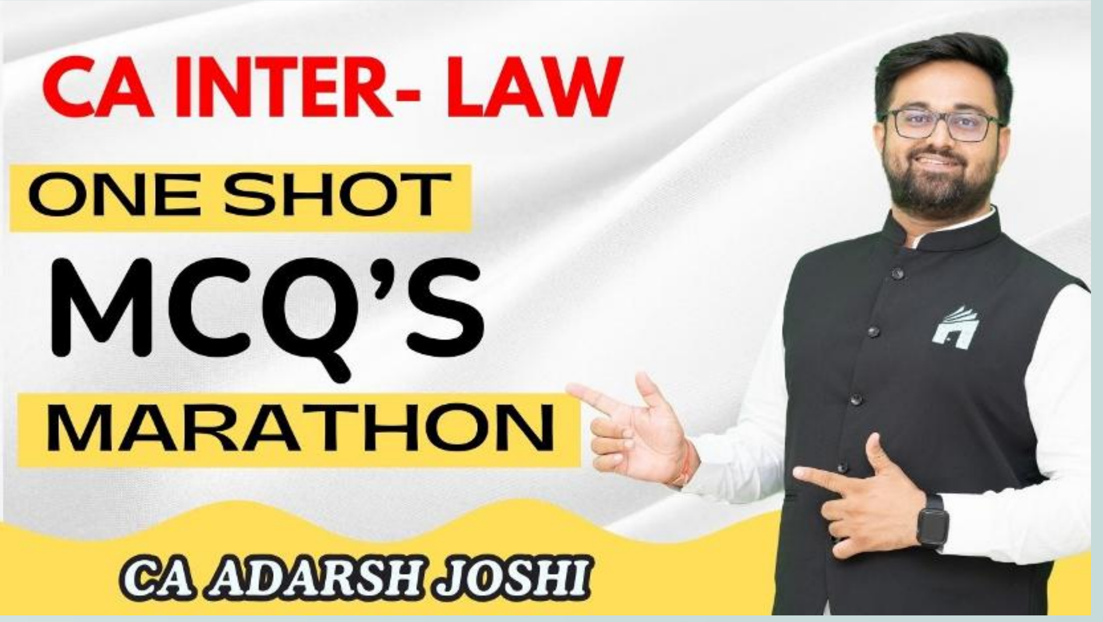
CA INTERMEDIATE MAY 25

Marathons Live Streams

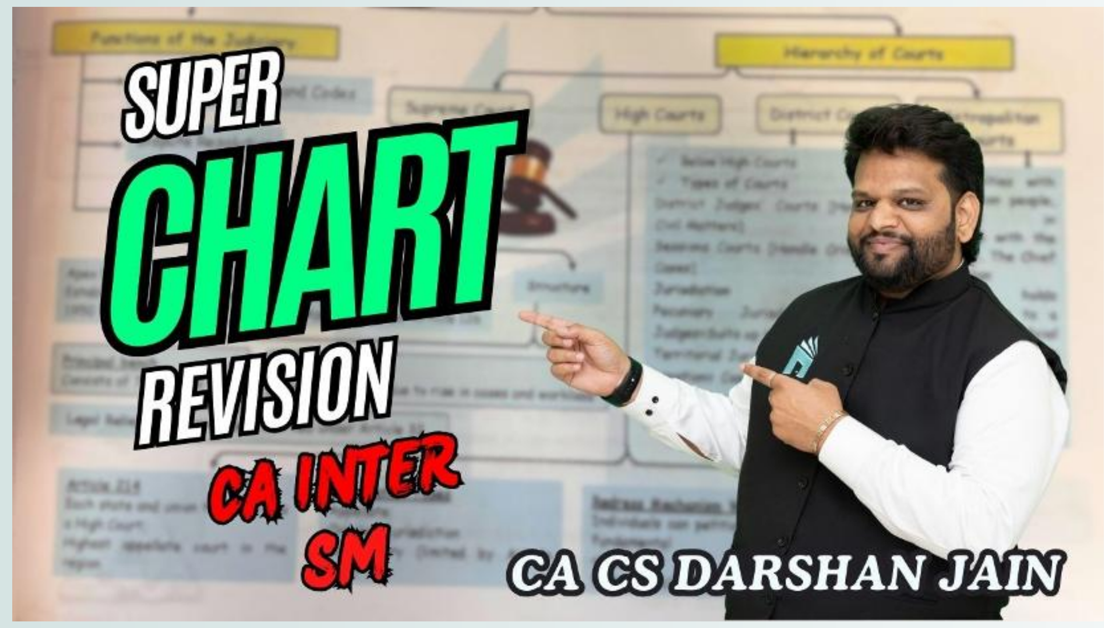


RRR - Result Oriented Rapid Revision

Most Imp Questions



One Shot MCQ's Marathon



Super Chart Revision

Amendments Ki Pathshala

20 -20 Series

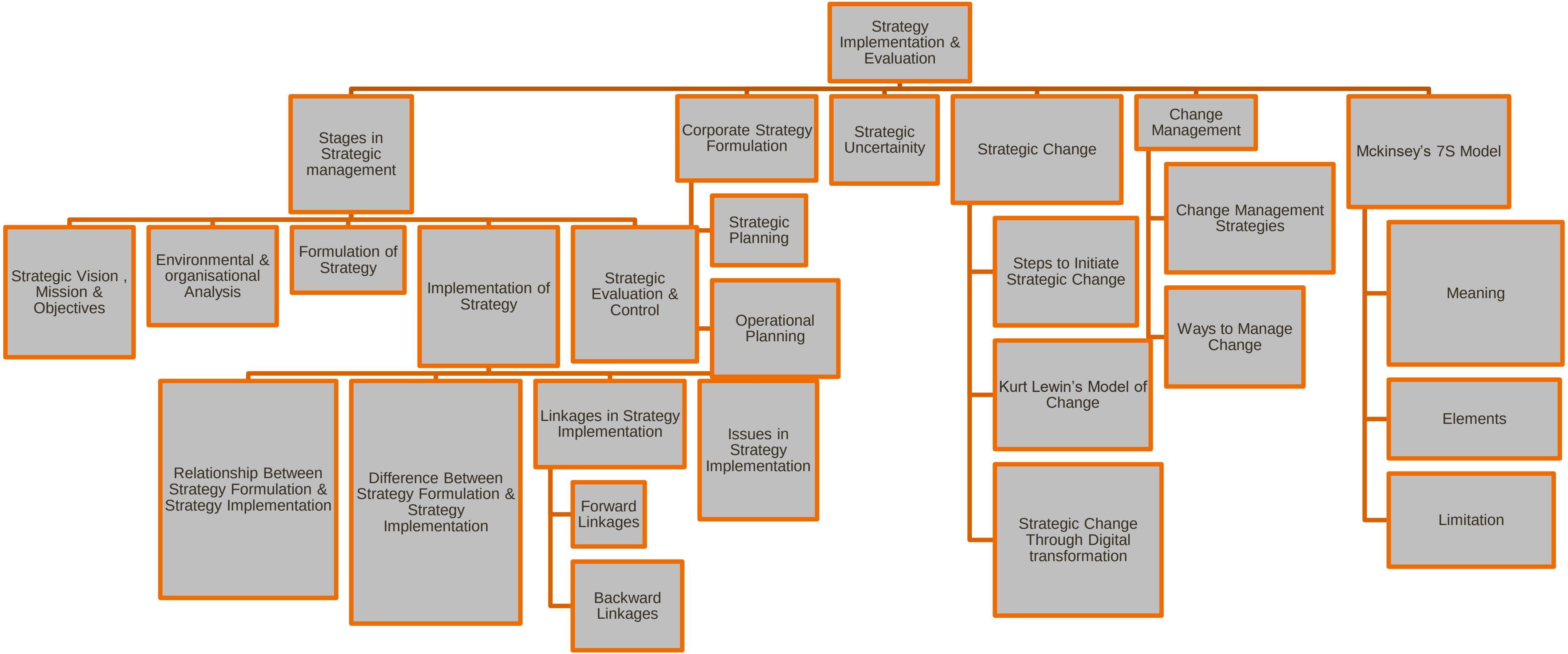
CA INTERMEDIATE MAY 25

Marathons Schedule With Links

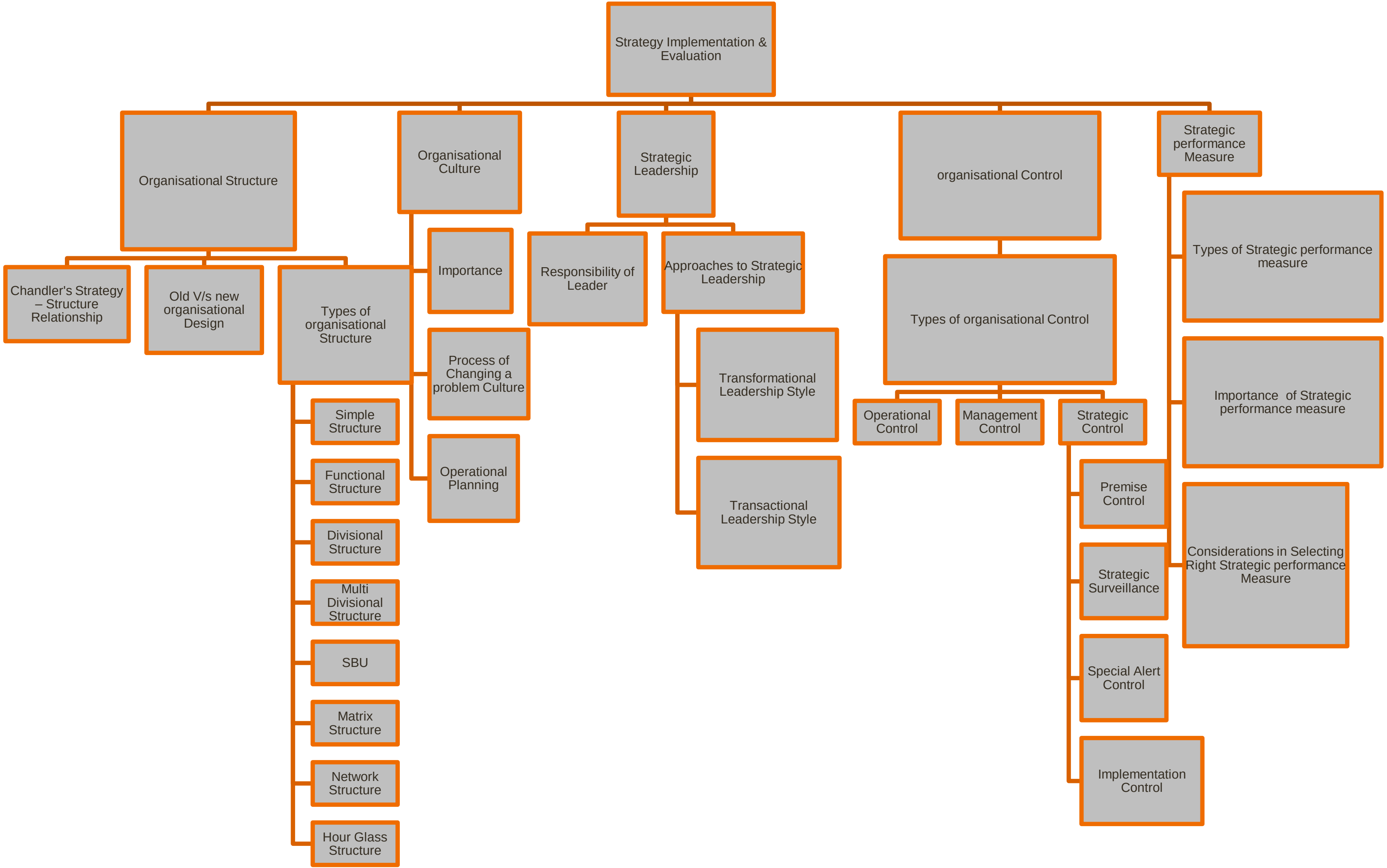
DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
17/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	RRR	WATCH NOW
18/4/2025	12.00 NOON	CA TUSHAR TAPARIA	GST	RRR	WATCH NOW
19/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	RRR	WATCH NOW
20/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	ONE SHOT MCQ MARATHON	WATCH NOW
21/4/2025	2.00 PM	CA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

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

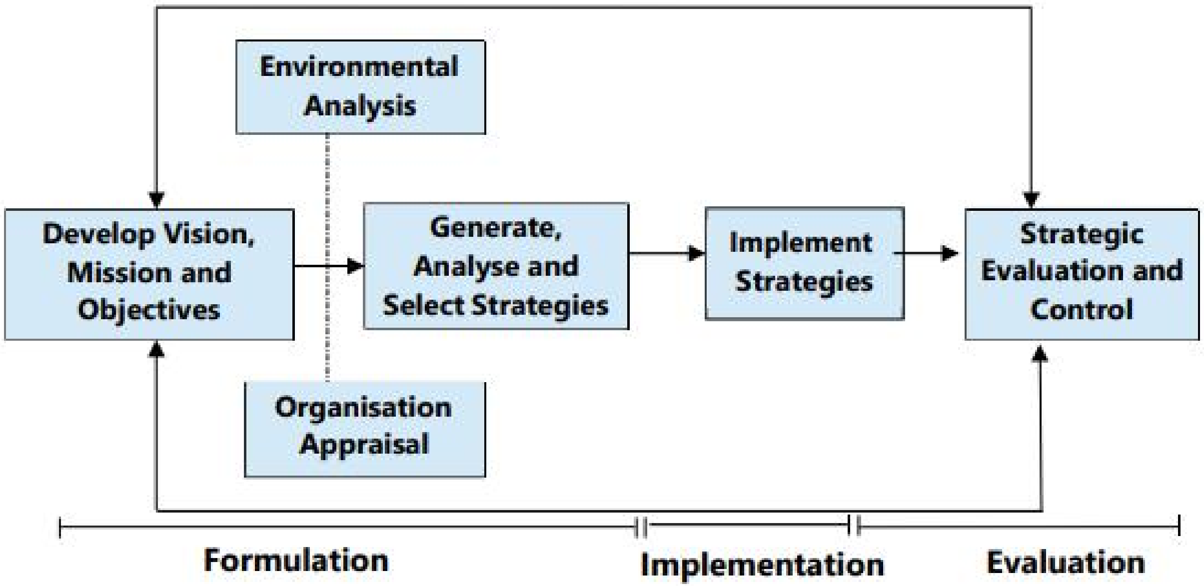
STRATEGY IMPLEMENTATION & EVALUATION



Strategy Implementation & Evaluation
Stages in Strategic management
Corporate Strategy Formulation
Strategic Uncertainity
Strategic Change
Change Management
Mckinsey's 7S Model
Strategic Vision , Mission & Objectives
Environmental & organisational Analysis
Formulation of Strategy
Implementation of Strategy
Strategic Evaluation & Control
Strategic Planning
Operational Planning
Steps to Initiate Strategic Change
Kurt Lewin's Model of Change
Strategic Change Through Digital transformation
Change Management Strategies
Ways to Manage Change
Meaning
Elements
Limitation
Relationship Between Strategy Formulation & Strategy Implementation
Difference Between Strategy Formulation & Strategy Implementation
Linkages in Strategy Implementation
Forward Linkages
Backward Linkages
Issues in Strategy Implementation


Strategy Implementation & Evaluation
Organisational Structure
Chandler's Strategy – Structure Relationship
Old V/s new organisational Design
Types of organisational Structure
Simple Structure
Functional Structure
Divisional Structure
Multi Divisional Structure
SBU
Matrix Structure
Network Structure
Hour Glass Structure
Organisational Culture
Importance
Process of Changing a problem Culture
Operational Planning
Strategic Leadership
Responsibility of Leader
Approaches to Strategic Leadership
Transformational Leadership Style
Transactional Leadership Style
organisational Control
Types of organisational Control
Operational Control
Management Control
Strategic Control
Premise Control
Strategic Surveillance
Special Alert Control
Implementation Control
Strategic performance Measure
Types of Strategic performance measure
Importance of Strategic performance measure
Considerations in Selecting Right Strategic performance Measure

STRATEGIC MANAGEMENT PROCESS



STAGES IN STRATEGIC MANAGEMENT

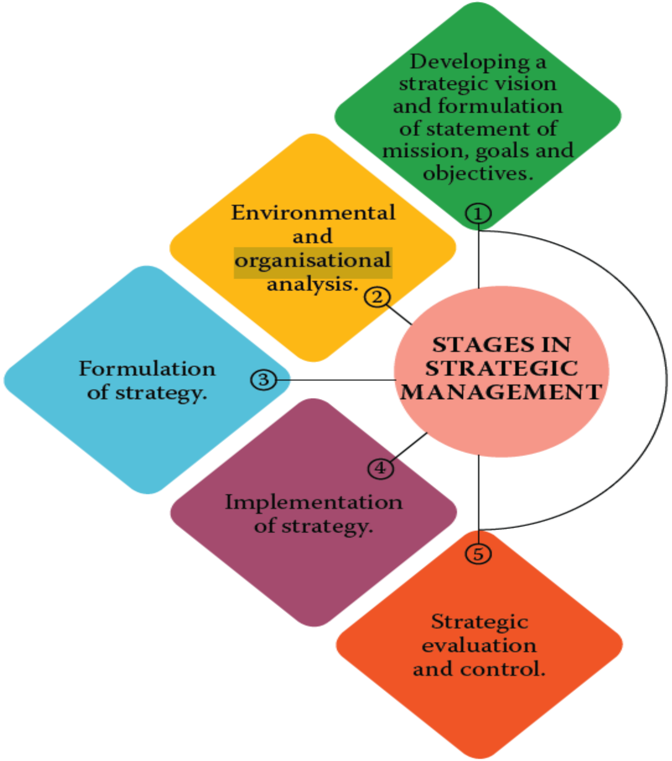
1. Developing a strategic vision and formulation of statement of mission, goals and objectives.

2. Environmental and organisational analysis.

3. Formulation of strategy.

4. Implementation of strategy.

5. Strategic evaluation and control



Strategic vision, mission and objective

First a company must determine what directional path the company should take and what changes in the company's product – market – customer – technology – focus would improve its current market position and its future prospect. Deciding to commit the company to one path versus another pushes managers to draw some carefully reasoned conclusions about how to try to modif y the company's business makeup and the market position. Corporate goals and objectives flow from the mission.

Environmental and organizational analysis

The stage would reveal organisational strengths and weaknesses which could be matched with the threats and opportunities in the external environment. External environment of a firm consists of economic, social, technological, market and other forces which affect its functioning. Organisational analysis involves a review of financial resources, technological resources, productive capacity, marketing and distribution effectiveness, research and development, human resource skills and so on.

Formulating strategy

The stage involves identif ying strategic alternatives, in depth analysis and choosing the most appropriate alternative which will serve as strategy of the firm.

Implementation of strategy

Implementation and execution is an operations-oriented, activity aimed at shaping the performance of core business activities in a strategy-supportive manner. Good strategy execution involves creating strong "fits" between strategy and organizational capabilities, between strategy and the reward structure, between strategy and internal operating systems, and between strategy and the organization's work climate and culture.

Strategic evaluation and control

Assessing periodically that organisation is moving towards achieving its strategic intent is desirable. The final stage of strategic management process – evaluating the company's progress, assessing the impact of new external developments, and making corrective adjustments – is the trigger point for deciding whether to continue or change the company's vision, objectives, strategy, and/ or strategy-execution methods.

STAGE 4 –IMPLEMENTATION OF STRATEGY

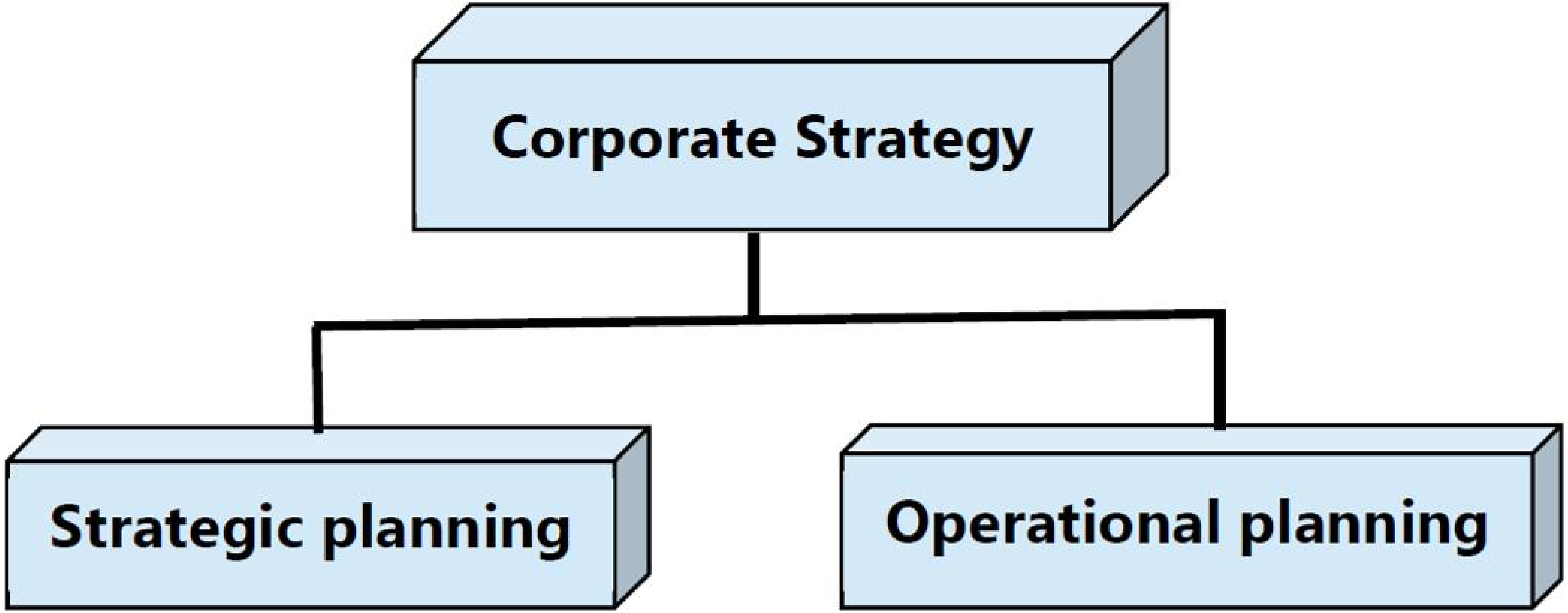
A Good strategy execution involves creating strong **"fits"** between –

- ❖ **Strategy and organisational capabilities,**
- ❖ **Strategy and the reward structure,**
- ❖ **Strategy and internal operating systems**, and
- ❖ **Strategy and the organisation's work climate and culture**.

- **In most situations, strategy-execution process includes the following principal aspects:**
  - **Developing budgets** that steer ample resources into those activities critical to strategic success.
  - **Staffing the organisation with the needed skills and expertise,** consciously building and strengthening strategy-supportive competencies and competitive capabilities and organising the work effort.
  - Ensuring that **policies and operating procedures facilitate** rather than impede effective execution.
  - Using the **best-known practices to perform core business activities** and pushing for continuous improvement.
  - **Installing information and operating systems** that enable company personnel to better carry out their strategic roles day in and day out.
  - **Motivating people** to pursue the target objectives energetically.
  - **Creating a company culture and work climate** conducive to successful strategy implementation and execution.
  - Exerting the **internal leadership needed to drive implementation forward** and keep improving strategy execution. When the organisation encounters stumbling blocks or weaknesses, management has to see that they are addressed and rectified quickly.

CORPORATE STRATEGY FORMULATION

- The game plan that really directs the company towards success is called "corporate strategy".
- Planning may be **operational or strategic.**
- **Senior management develops strategic plans** for the entire organisation after evaluating the organization's strengths and weaknesses in light of potential possibilities and dangers in the outside world. **They involve gathering and allocating resources in order to achieve organisational goals**.
- But **operational plans on the other hand are made at the middle and lower-level management**. They provide specifics on **how the resources are to be used effectively to achieve the goals.**


Corporate Strategy
Strategic planning
Operational planning

Strategic Planning	Operational Planning
Strategic planning shapes the organization and its resources.	Operational planning deals with current deployment of success.
Strategic planning assesses the impact of environmental variables.	Operational planning develops tactics rather than strategy.
Strategic planning takes a holistic view of the organization.	Operational planning projects current operations into the future.
Strategic planning develops overall objectives and strategies.	Operational planning makes modification to the business functions but not fundamental changes.
Strategic planning is concerned with the long – term success of the organization.	Operational planning is concerned with the short – term success of the organization.
Strategic planning is a senior management responsibility.	Operational planning is the responsibility of functional managers.

STRATEGIC UNCERTAINITY

- Strategic uncertainty refers to the **unpredictability of future events and circumstances** that can impact an organization's **strategy and goals.**

- It can be driven by factors such as **changes in the market, technology, competition, regulation, and other external factors.**

- Dealing with strategic uncertainty can be **challenging** and organizations need to have the **flexibility, resilience, and agilit**y to quickly respond to changes in the environment and minimize its impact.

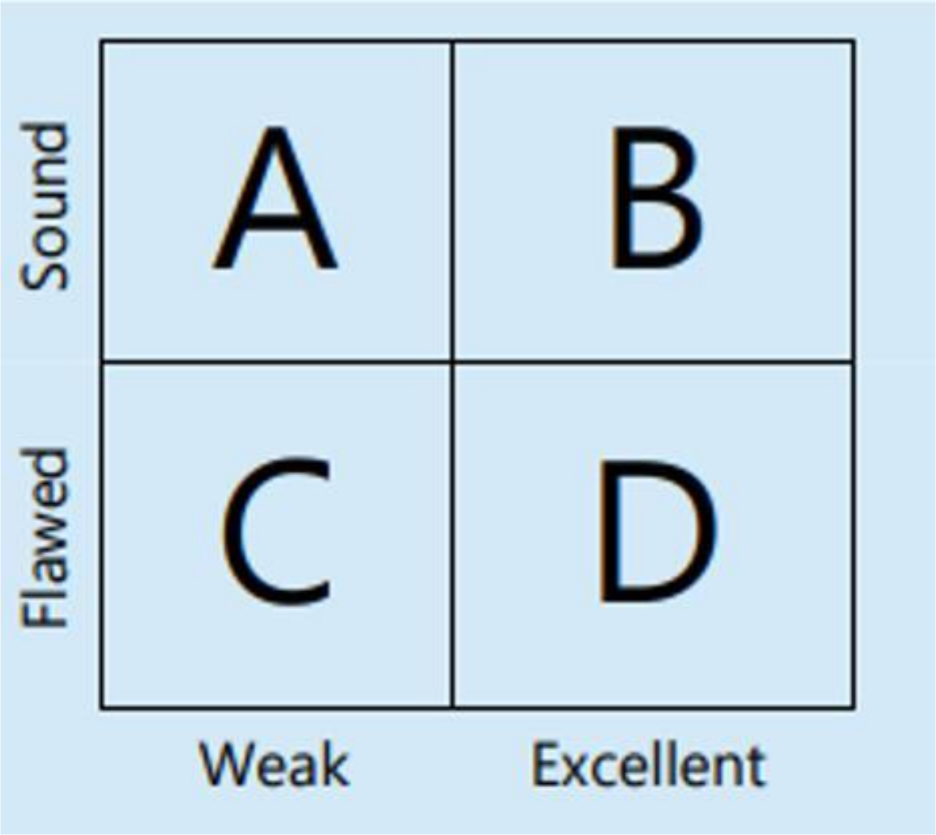
WAYS TO DEAL WITH STRATEGIC UNCERTAINITY

- **Flexibility**
- **Diversification**
- **Monitoring and Scenario Planning**
- **Building Resilience**
- **Collaboration and Partnerships**

STRATEGY IMPLEMENTATION

- Strategy implementation concerns the **managerial exercise of putting a freshly chosen strategy into action**.
- It deals with the managerial exercise of supervising the **ongoing pursuit of strategy, making it work, improving the competence** with which it is executed and showing measurable progress in achieving the targeted results.
- Strategic implementation is concerned with translating a s**trategic decision into action,** which presupposes that the decision itself (i.e., the strategic choice) was made with some thought being given to feasibility and acceptability.

RELATIONSHIP BETWEEN STRATEGY FORMULATION & STRATEGY IMPLEMENTATION



The above-mentioned figure depicts the distinction between sound/flawed strategy formulation and excellent/ weak strategy implementation.

Square A is the situation where a company apparently has formulated a very competitive strategy but is showing difficulties in implementing it successfully. This can be due to various factors, such as the lack of experience (e.g. for startups), the lack of resources, missing leadership and so on. In such a situation the companywill aim at moving from square A to square B, given they realize their implementation difficulties.

Square B is the ideal situation where a company has succeeded in designing a sound and competitive strategy and has been successfulin implementing it.

Square D is the situation where the strategy formulation is flawed, but the company is showing excellent implementation skills. When a company finds itself in square D the first thing, they have to do is to redesign their strategy before readjustingtheir implementation/execution skills.

Square C is denotes for companies that haven't succeeded in coming up with a sound strategy formulation and in addition are bad at implementing their flawed strategic model. Their path to success also goes through business model redesign and implementation/execution readjustment.

Strategic Formulation

Operational Management

	Effective	**Ineffective**
Efficient	1 Thrive	2 Die Slowly
Inefficient	3 Survive	4 Die Quickly

- An organization that finds itself in cell 1 is well placed and thrives, since it is achieving what it aspires to achieve with an efficient output/input ratio.
- In contrast, an organization in cell 2 or 4 is doomed, unless it can establish some strategic direction.
- The particular point to note is that cell 2 is a worse place to be than is cell 3 since, in the latter, the strategic direction is present to ensure effectiveness even if rather too much input is being used to generate outputs.

DIFFERENCE BETWEEN STRATEGY FORMULATION & STRATEGY IMPLEMENTATION

STRATEGY FORMULATION	STRATEGY IMPLEMENTATION
Strategy Formulation includes planning and decision-making involved in developing organization’s strategic goals and plans.	Strategy Implementation involves all those means related to executing the strategic plans.
In short, Strategy Formulation is placing the Forces before the action.	In short, Strategy Implementation is managing forces during the action.
An Entrepreneurial Activity based on strategic decision-making.	An Administrative Task based on strategic and operational decisions.
Emphasizes on effectiveness.	Emphasizes on efficiency.
Primarily an intellectual and rational process.	Primarily an operational process.
Requires co-ordination among few individuals at the top level.	Requires co-ordination among many individuals at the middle and lower levels.
Requires a great deal of initiative, logical skills, conceptual intuitive and analytical skills.	Requires specific motivational and leadership traits.
Strategic Formulation precedes Strategy Implementation	Strategy Implementation follows Strategy Formulation.

LINKAGES IN STRATEGY IMPLEMENTATION

Forward Linkages

Forward Linkages refers to Strategy Formulation has an Influence on Strategy Implementation.

Backward Linkages

Thus , Backward Linkages refers to Strategy Formulation is influenced by Strategy Implementation.

ISSUES IN STRATEGY IMPLEMENTATION

- Project implementation
- Procedural implementation
- Resource allocation
- Structural implementation
- Functional implementation
- Behavioural implementation

STRATEGIC CHANGE

The **Changes in the environmental forces** often require businesses to make modifications in their **existing strategies and bring out new strategies**.

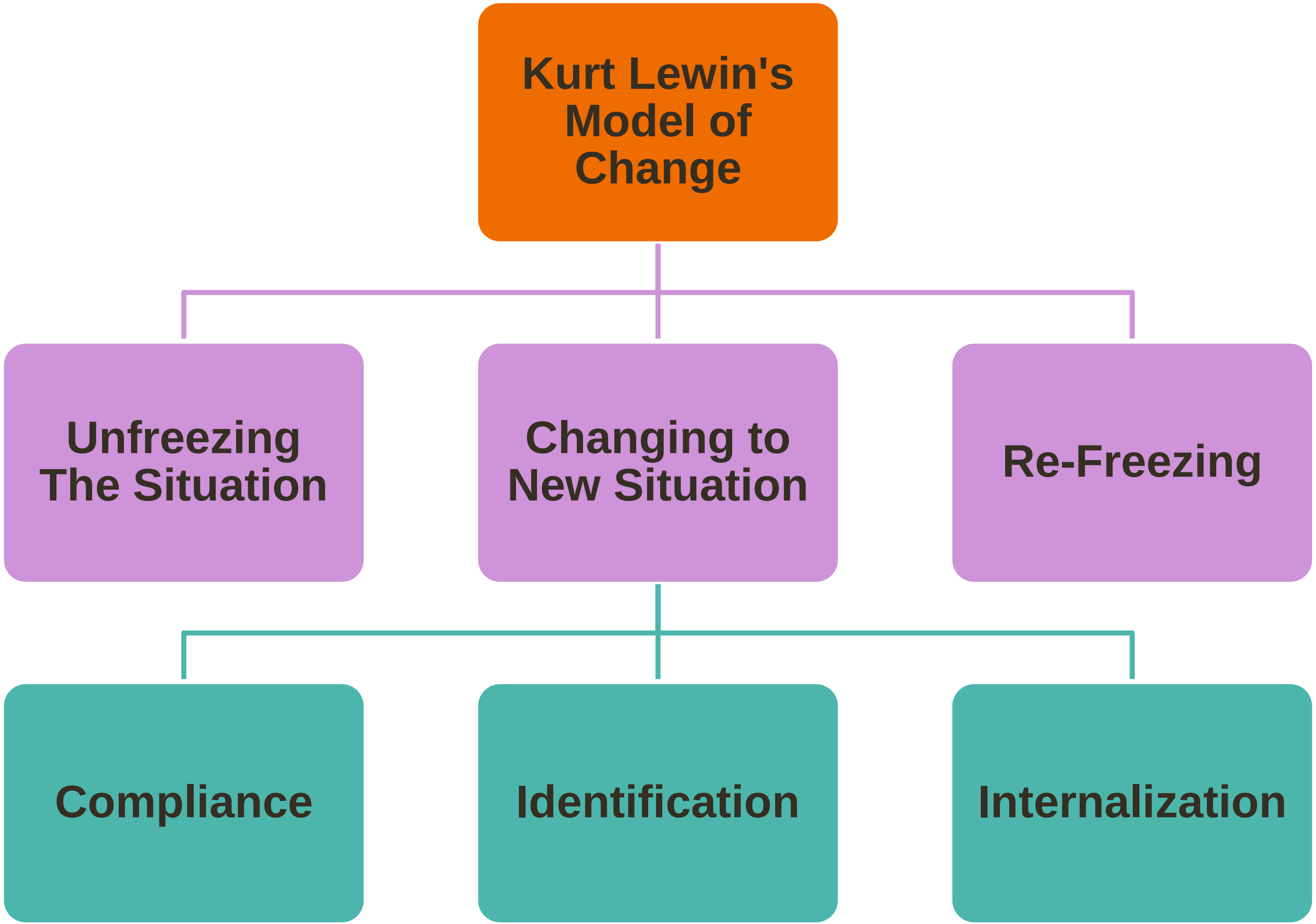
However, Strategic Change is a complex process, and it involves a **Corporate Strategy focussed on new markets, products, services and new ways of doing business.**

STEPS TO INITIATE STRATEGIC CHANGE

1. **Recognise the need for change**
   - Identify the areas where change is required, in view of changing environmental scenario.
   - Evaluate both internal and external Capabilities through SWOT Analysis.
   - Prepare a checklist of areas where scope for changes exists

2. **Shared Vision to manage change**
   - Take steps to avoid conflicts between Individual and Organizational Objectives.
   - Create a "Shared Vision" and communicate it to all Organizational members.
   - Obtain the willing support and cooperation of Organizational Members to implement the new strategic initiatives and associated changes.

3. **Institutionalise the change**
   - Establish a scheme of Rewards and Incentives for adhering to the changed ways/ initiatives.
   - Monitor and review the after-effects of change implementation.
   - Communicate deviations to the concerned persons, so that corrective actions can be taken.


Kurt Lewin's Model of Change
Unfreezing The Situation
Changing to New Situation
Re-Freezing
Compliance
Identification
Internalization

STRATEGIC CHANGE THROUGH DIGITAL TRANSFORMATION

- The use of **digital technologies** to develop **fresh, improved, or entirely new company procedures, goods, or services is known as "Digital Transformation."**

- It's a fundamental adjustment that can be challenging to identify and even more challenging to implement.

- **Change Management in the digital transition consists of four essential elements:**
  a) **Defining the goals and objectives** of the transformation.
  b) **Assessing** the **current state** of the organization and **identifying gaps**.
  c) **Creating a roadmap for change** that outlines the steps needed to reach the desired state.
  d) **Implementing and managing the change** at every level of the organization

CHANGE MANAGEMENT

Meaning

1. It is a process or set of tools and best practices used to manage changes in an organization.
2. It assists in making changes in a safe and regulated manner, reducing the possibility of detrimental effects on the company.
3. Any sort of organisation, including enterprises, organisations, governmental bodies, and even families, can utilise Change Management to manage changes.

Models and Methods

Change Management Models and Methods come in a wide variety, but they all have key things in common. These include creating a clear vision for the change, involving stakeholders in the process, coming up with a plan for putting the change into action, and keeping an eye on the results. Although Change Management is frequently viewed as a difficult and complicated process, it is vital for ensuring that Digital Transformation projects are successful.

Role in Digital Transformation

1. Digital Transformation is a process of organizational change that enables an organization to use technology to create new value for customers, employees, and other stakeholders.
2. A good Change Management strategy is necessary for a successful Digital Transformation. Change Management is the process of planning, implementing, and monitoring changes in an organization.
3. It provides organizations in achieving their objectives while reducing risks and disruptions. For any organisation undergoing a digital transition, Change Management is crucial.

Benefits

A properly implemented Change Management strategy can help an organization to:

1. Specify the parameters and goals of the Digital Transformation.
2. Determine which procedures and tools need to be modified.
3. Make a plan for implementing the improvements.
4. Involve staff members and parties involved in the transformation process
5. Track progress and make required course corrections

Importance

A crucial component of any digital transition is Change Management. Why it gains more importance in the current times is because organizations can improve their chances of success by approaching change in a proactive and organized manner

CHANGE MANAGEMENT STRATEGIES FOR DIGITAL TRANSFORMATION

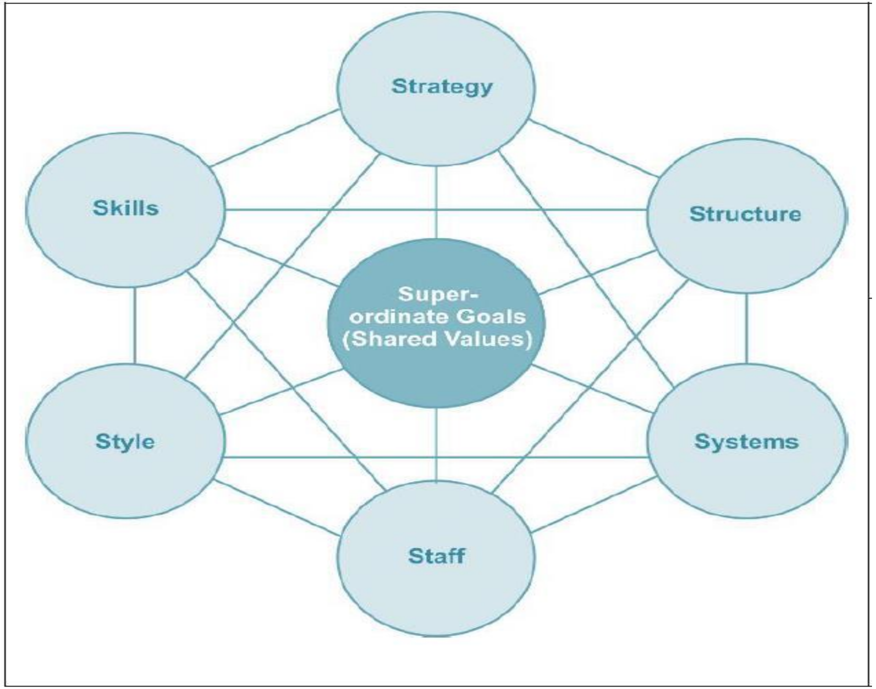
1. Begin at the top
2. Ensure that the change is both necessary and desired
3. Reduce disruption
4. Encourage communication
5. Recognize that change is the norm, not the exception

WAYS TO MANAGE CHANGE DURING DIGITAL TRANSFORMATION

1. Specify the digital transformation’s aims and objectives
2. Always, always, always communicate
3. Be ready for resistance
4. Implement changes gradually
5. Offer assistance and training

MCKINSEY'S 7S MODEL

- The McKinsey 7S Model refers to a tool that analyzes a company's **"organizational design."**
- The goal of the model is to depict how **effectiveness** can be achieved in an organization through the **interactions of hard and soft elements.**



The **Hard elements** are directly **controlled by the management**. The following elements are the hard elements in an organization.

a) **Strategy:** the direction of the organization, a blueprint to build on a core competency and achieve competitive advantage to drive margins and lead the industry.

b) **Structure:** depending on the availability of resources and the degree of centralisation or decentralization that the management desires, it choses from the available alternatives of organizational structures.

c) **Systems:** the development of daily tasks, operations and teams to execute the goals and objectives in the most efficient and effective manner.

The **Soft elements** are difficult to define as they are more **governed by culture.** But these soft elements are equally important in determining an organization's success as well as growth in the industry. The following are the soft elements in this model.

a) **Shared Values:** The core values which get reflected within the organizational culture or influence the code of ethics of the management.

b) **Style:** This depicts the leadership style and how it influences the strategic decisions of the organisation. It also revolves around people motivation and organizational delivery of goals.

c) **Staff:** The talent pool of the organisation.

d) **Skills:** The core competencies or the key skills of the employees play a vital role in defining the organizational success.

LIMITATIONS OF MCKINSEY'S 7S MODEL

- It ignores the **importance of the external environment** and depicts only the most crucial elements within the organization.

- The model **does not clearly explain** the concept of organizational effectivness or performance.

- The model is considered **to be more static and less flexible** for decision making.

- It is generally **criticized for missing out the reals gaps** in conceptualization and execution of strategy.

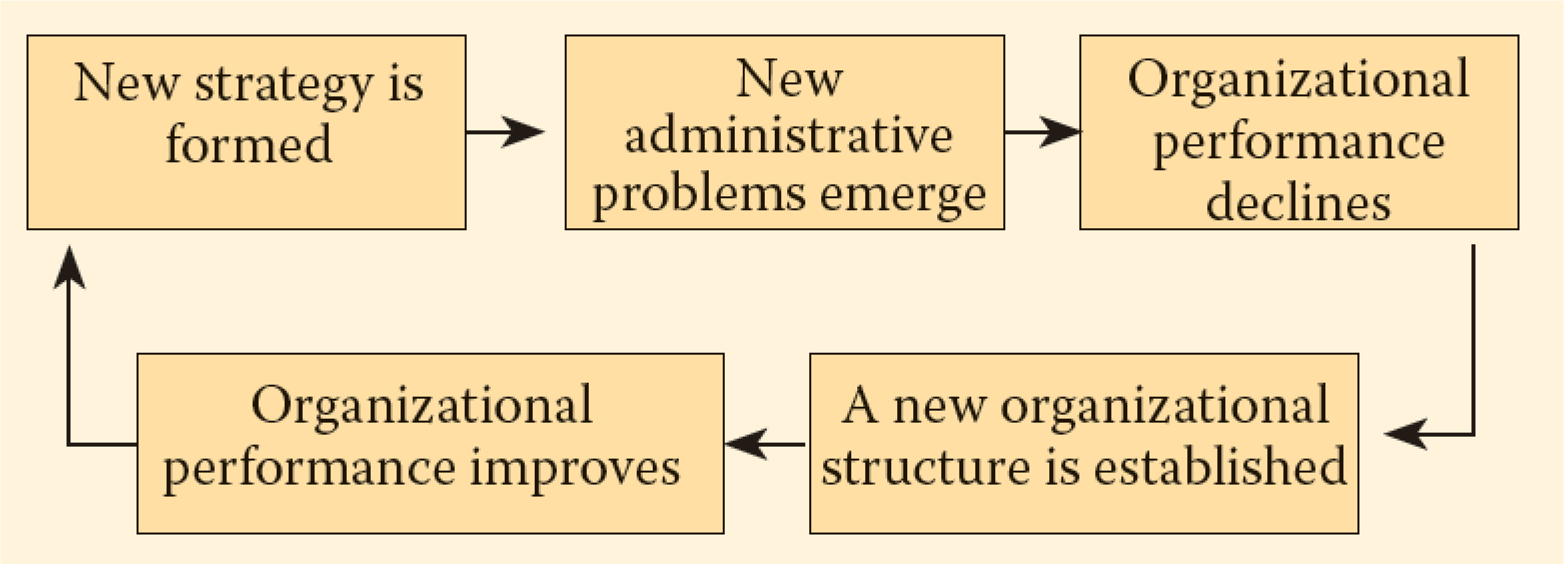
ORGANISATIONAL STRUCTURE

- Organizational structure is the company's formal configuration of its intended roles, procedures, governance mechanisms, authority, and decision-making processes.

- **Changes in corporate strategy often require changes in the way an organization is structured for two major reasons.**
  - First, structure largely dictates how operational objectives and policies will be established to achieve the strategic objectives.
  - The second major reason why changes in strategy often require changes in structure is that structure dictates how resources will be allocated to achieve strategic objectives.

- The most important issue is that the company's structure must be congruent with or fit with the company's strategy.

CHANDLER'S STRATEGY –STRUCTURE RELATIONSHIP



Old Organizational Design	New Organizational Design
One large corporation	Mini-business units & cooperative relationships
Vertical communication	Horizontal communication
Centralised top-down decision making	Decentralised participative decision making
Vertical integration	Outsourcing & virtual organizations
Work/quality teams	Autonomous work teams
Functional work teams	Cross-functional work teams
Minimal training	Extensive training
Specialised job design focused on individual	Value-chain team-focused job design

TYPES OF ORGANISATIONAL STRUCTURE

- **Types of Organization Structure**
  - Simple Structure
  - Functional Structure
  - Divisional Structure
  - Multi Divisional Structure
  - Strategic Business Unit (SBU) Structure
  - Matrix Structure
  - Network Structure
  - Hourglass Structure

Simple Structure

A simple structure is an organizational form in which the owner-manager makes all major decisions directly and monitors all activities, while the company's staff merely serves as an executor. Little specialization of tasks, few rules, little formalization, unsophisticated information systems and direct involvement of owner-manager in all phases of day-to-day operations characterise the simple structure.

Functional Structure

A functional structure groups tasks and activities by business function, such as production/operations, marketing, finance/accounting, research and development, and management information systems.

Divisional Structure

A divisional structure can be organized in one of the four ways: ***by geographic area, by product or service, by customer, or by process***. With a divisional structure, functional activities are performed both centrally and in each division separately.

Multi Divisional Structure

Multidivisional (M-form) structure is composed of operating divisions where 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.

Strategic Business Unit (SBU) Structure

The SBU structure is composed of operating units where each unit represents a separate business to which the top corporate officer delegates responsibility for day-to-day operations and business unit strategy to its managers. The structure is relevant to multi-product, multi-business enterprises. An SBU is a grouping of related businesses, which is amenable to composite planning treatment. The three most important characteristics of a SBU are:

- It is a single business or a collection of related businesses which offer scope for independent planning and which might feasibly stand alone from the rest of the organization.
- It has its own set of competitors.
- It has a manager who has responsibility for strategic planning and profit performance, and who has control of profit-influencing factors.

Matrix Structure

A matrix structure is the most complex of all designs because it depends upon both vertical and horizontal flows of authority and communication (hence the term matrix). A matrix structure has dual lines of authority, dual sources of reward and punishment, shared authority, dual reporting channels, and a need for an extensive and effective communication system. Matrix structure was developed to combine the stability of the functional structure with the flexibility of the product form.

Network Structure

A company with network structure is often called a virtual organization because it is composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks. It could be termed a “non-structure”, by its virtual elimination of in-house business functions as many activities are outsourced.

Hourglass Structure

With the diminishing role played by middle management as the tasks performed by them are increasingly being replaced by the technological tools, a new form of organisation structure is seen. Hourglass organization structure consists of three layers with constricted middle layer. A shrunken middle layer coordinates diverse lower level activities. Contrary to traditional middle level managers who are often specialists, the managers in the hourglass structure are generalists and perform wide variety of tasks.

ORGANISATIONAL CULTURE

1. Corporate Culture refers to a Company's values, beliefs, business philosophy and principles, traditions, work climate, ways of operating and approaching problems, & internal work environment.

2. The Firm's own ingrained beliefs and behaviour, thought patterns, business practices, and personality, lead to its corporate culture.

3. **Corporate Culture originates from the complex combination of sociological forces operating within the Company. It is reflected in -**
   a) values and business principles that management preaches and practices,
   b) ethical standards and official policies,
   c) dealings with employees, unions, stockholders, vendors, and the communities in which the Firm operates,
   d) traditions the organization maintains,
   e) supervisory practices,
   f) employees' attitudes and behaviour,
   g) legends people repeat about happenings in the Firm,
   h) peer pressures, organization's politics, "chemistry" and the "vibrations" that permeate the work environment.

CORPORATE CULTURE – STRENGTH OR WEAKNESS

1. Whether Culture is an **ally or obstacle** to strategy execution / implementation, **depends on the compatibility between the Company's strategy and its culture**. If there is compatibility between strategy and culture, then the culture becomes a valuable ally in Strategy Implementation.

2. When the culture **is in conflict** with the aspect of the Company's direction, performance targets or strategy, the culture becomes a **stumbling block** that impedes successful strategy implementation and execution. A sizable and prolonged strategy-culture conflict weakens and may even defeat managerial efforts to make the strategy work.

3. A Strategy-Culture Conflict requires -

   a) Revamping strategy to produce cultural fit, and also

   b) Revamping the mismatched cultural features to produce strategy fit.

IMPORTANCE OF CORPORATE CULTURE

1. **Motivation**
2. **Creativity**
3. **Customer Service**
4. **Influence**
5. **Operations**

PROCESS OF CHANGING A PROBLEM CULTURE

Concerted management action is required over a period of time to replace an unhealthy culture with a healthy culture or to root out certain unwanted cultural obstacles and instill ones that are more strategy-supportive.

1. Diagnose which facets of the present culture are strategy supportive and which are not.

2. Talk openly and forthrightly to all concerned about those aspects of the culture that have to be changed.

3. Follow-up with visible, aggressive actions to modify the culture-actions that everyone will understand are intended to establish a new culture more in tune with the strategy.

4. Revising policies and procedures in ways that will help drive cultural change.

5. Alter incentive compensation to reward the desired cultural behaviour,

6. Visibly praise and recognize people who display the new cultural traits,

7. Recruit and hire new managers and employees who have the desired cultural values and can serve as role models for the desired cultural behaviour, replacing key executives who are strongly associated with the old culture,

8. Communicate to employees the basis for cultural change and its benefits to all concerned.

9. Enlist the support of First Line Supervisors and Employee Opinion Leaders, convincing them of the merits of practicing and enforcing cultural norms at the lowest levels in the organization.

STRATEGIC LEADERSHIP

- Strategic leadership sets the firms direction by developing and communicating vision of future, formulate strategies in the light of internal and external environment, brings about changes required to implement strategies and inspire the staff to contribute to strategy execution.

- **Managers have five leadership roles to play in pushing for good strategy execution:**
  1. Staying on top of what is happening, closely monitoring progress, solving out issues, and learning what obstacles lie in the path of good execution.
  2. Promoting a culture of *esprit de corps* that mobilizes and energizes organizational members to execute strategy in a competent fashion and perform at a high level.
  3. Keeping the organization responsive to changing conditions, alert for new opportunities, bubbling with innovative ideas, and ahead of rivals in developing competitively valuable competencies and capabilities.
  4. Exercising ethical leadership and insisting that the company conduct its affairs like a model corporate citizen.
  5. Pushing corrective actions to improve strategy execution and overall strategic performance.

RESPONSIBILITY OF STRATEGIC LEADER

- Making strategic decisions.
- Formulating policies and action plans to implement strategic decision.
- Ensuring effective communication in the organisation.
- Managing human capital (perhaps the most critical of the strategic leader's skills).
- Managing change in the organisation.
- Creating and sustaining strong corporate culture.
- Sustaining high performance over time.

BASIC APPROACHES TO STRATEGIC LEADERSHIP

Transformational leadership style

1. Transformational leadership style uses **charisma and enthusiasm** to inspire people to exert them for the good of the organization.

2. Transformational leadership style may be appropriate in **turbulent environments**, in industries at the **very start or end of their life-cycle**s, in **poorly performing organizations** when there is a need to inspire a company to embrace major changes.

3. Transformational leaders offer **excitement, vision, intellectual stimulation and personal satisfaction**. They inspire involvement in a **mission, giving followers a 'dream' or 'vision' of a higher calling** so as to elicit more dramatic changes in organizational performance.

4. Transformational leadership **motivates followers to do more than originally affected to do by stretching their abilities** and increasing their self-confidence, and also promote innovation throughout the organization.

Transactional leadership style

1. **Transactional leadership style** focuses more on **designing systems and controlling the organization's activities** and are more likely to be associated with **improving the current situation.**

2. Transactional leaders try to **build on the existing culture and enhance current practices.**

3. Transactional leadership style uses the **authority of its office to exchange rewards**.

4. They prefer a more **formalized approach to motivation, setting clear goals with explicit rewards or penalties** for achievement or non-achievement.

5. Transactional leadership style may be appropriate in **static environment, in mature industries, and in organizations that are performing well.**

6. The style is better suitedin persuading people to work **efficiently and run operations smoothly**.

STRATEGIC CONTROL

- The controlling function involves **monitoring the activity and measuring results against pre-established standards, analysing and correcting deviations as necessary and maintaining/adapting the system**.
- It is intended to enable the organisation to continuously learn from its experience and to improve its capability to cope withthe demands of organisational growth and development.
- **The process of control has the following elements:**

  a) Objectives of the business system which could be operationalized into measurable and controllable standards.

  b) A mechanism for

     i. monitoring and measuring the performance of the system.

     ii. Comparing the actual results with reference to the standards

     iii. Detecting deviations from standards and

     iv. For learning new insights on standards

  c) A mechanism for feeding back corrective and adaptive information and instructions to the system, for effecting the desired changes to set right the system to keep it on course.

TYPES OF ORGANISATIONAL CONTROL

Operational Control: The thrust of operational control is on individual tasks or transactions as against total or more aggregative management functions.

Management Control: When compared with operational control, management control is more inclusive and more aggregative, in the sense of embracing the integrated activities of a complete department, division or even entire organisation, instead or mere narrowly circumscribed activities of sub-units.

Strategic Control: Strategic Control is the process of evaluating strategy as it is formulated and implemented. It is directed towards identifying problems, changes in premise and making necessary adjustments.

TYPES OF STRATEGIC CONTROL

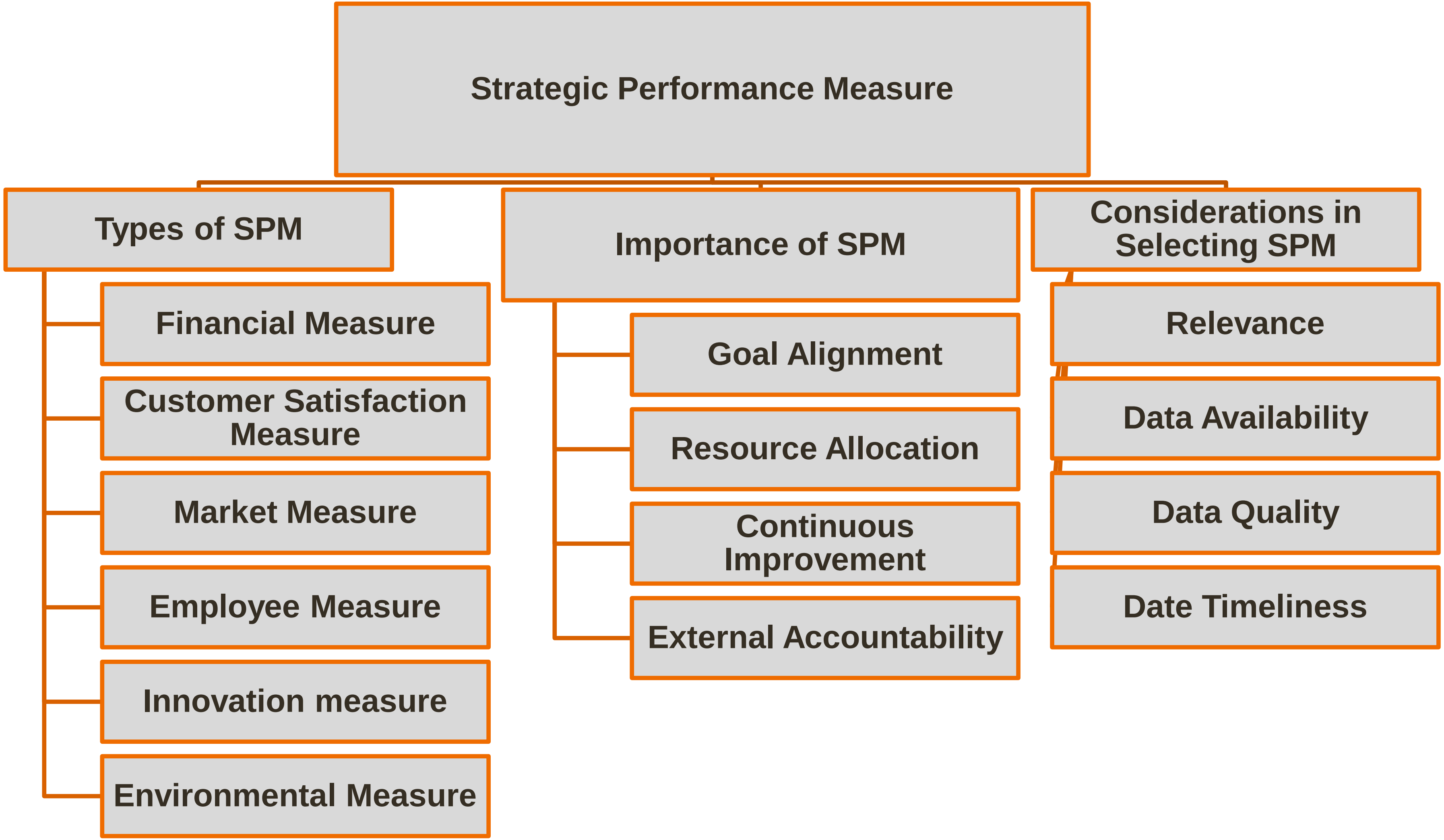
Premise control: Premise control is a tool for systematic and continuous monitoring of the environment to verify the validity and accuracy of the premises on which the strategy has been built. It primarily involves monitoring two types of factors: (i) Environmental factors (ii) Industry factors	**Strategic surveillance:** Contrary to the premise control, the strategic surveillance is unfocussed. It involves general monitoring of various sources of information to uncover unanticipated information having a bearing on the organizational strategy.	**Special alert control:** At times unexpected events may force organizations to reconsider their strategy. Sudden changes in government, natural calamities, terrorist attacks, unexpected merger/acquisition by competitors, industrial disasters and other such events may trigger an immediate and intense review of strategy.	**Implementation control:** Implementation control is directed towards assessing the need for changes in the overall strategy in light of unfolding events and results associated with incremental steps and actions.The two forms of implementation control are: (i) Monitoring strategic thrust (ii) Milestone reviews

STRATEGIC PERFORMANCE MEASURES

- SPM is a method that increases Executives' **understanding of an organization's strategic goals** and **offers a continuous system for tracking progress** towards these objectives **using clear-cut performance measurements.**

- Strategic performance measures are **key indicators** that organizations **use to track the effectiveness of their strategies** and make informed decisions about **resource allocation**.

- The measures provide a snapshot of the organization's **performance**, enabling leaders to assess **whether their strategies are aligned with their goals and objectives and to make necessary adjustments to improve their performance.**


Strategic Performance Measure
Types of SPM
Financial Measure
Customer Satisfaction Measure
Market Measure
Employee Measure
Innovation measure
Environmental Measure
Importance of SPM
Goal Alignment
Resource Allocation
Continuous Improvement
External Accountability
Considerations in Selecting SPM
Relevance
Data Availability
Data Quality
Date Timeliness