

Inter SM - Important Topics for Last Day Revision (May 2026 Exam)

Chapter 1

- a) Strategy is partly Proactive and Partly Reactive
- b) Meaning and Objective of Strategic Management
- c) Importance and Limitations of Strategic Management
- d) Corporate level Managers and their Role in business.
- e) Role of Functional Level Managers. (Case Study Similar to Dharam Singh in QnA Module)
- f) Network of relationships between three levels (Matrix, Horizontal and Functional and Divisional).
- g) Element of Strategic Intent.
- h) Meaning of Vision and "Essentials of a Strategic Vision"
- i) Why should an organization have a Mission?
- j) Guidelines in Formulating a Mission Statement.
- k) Strategic levels in organisation
- l) Short note on Long Term Objectives. (To achieve long term prosperity, long term objectives are established in 7 areas).
- m) Short note on Values and how it is different from "Intent"

Chapter 2

- a) Meaning of Strategic Analysis and Issues to consider for Strategic Analysis.
- b) Elements of Macro Environment and PESTLE Analysis.
- c) Economic character of industries varies according to some factors. (Pg 2.6)
- d) Issues need to address by firm within the Micro Env. (Pg. 2.8)
- e) Characteristics of a Global company and why do companies go global.
- f) Characteristics of a Business products.
- g) Concept of PLC and its advantages.
- h) Understanding Product (Characteristics)
- i) Common barriers to entry includes..... (Pg no 2.24)
- j) Buyers and Suppliers bargaining power.
- k) The more intensive the rivalry...(Nature of Rivalry)
- l) Factors affecting attractiveness of Industry.
- m) What is included in Customer Analysis and Elements that can influence the Customer Behavior.
- n) Short note on Value Creation with diagram.
- o) Value Chain analysis (Primary)

Chapter 3

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

Chapter 4

- a) Characteristics and Reasons for Stability Strategy
- b) Reasons for Growth/Expansion Strategy.
- c) Expansion through Intensification
- d) Related & unrelated diversification (MCQ)
- e) Concentric and Conglomerate Diversification
- f) Types of Mergers
- g) Strategic Alliance and its advantages & disadvantages
- h) ADL (5 Competitive Positions) and GE Matrix (Also GE vs BCG)
- i) BCG growth-share matrix (Post identification strategy and Limitations also)
- j) Ansoff's Product Market Growth Matrix

Chapter 5

- a) Stages in Strategic Management.
- b) Stage 2 - Environmental and Organizational Analysis. Short note.
- c) Stage 4 - Implementation (Strategy Execution includes certain principal aspects)
- d) Difference between Strategic Planning & Operational Planning
- e) Strategic uncertainty and how to deal with it.
- f) Relationship between Strategy Formulation and Implementation.
- g) Strategy Formulation vs Implementation
- h) Transformational vs Transactional Leadership style.
- i) Concept of Backward and Forward Linkages for MCQ.
- j) Steps to initiate change.
- k) Kurt Lewin's model of Change
- l) Diff between Operational and Management Control
- m) Strategic Control and its types (Premise and Implementation are more imp)
- n) Simple vs Functional Structure.
- o) Divisional (Organized in 4 ways)
- p) Network structure (Short note)
- q) Phases proposed by Davis and Lawrence for Development of Matrix Structure.
- r) Benefits of SBU Structure
- s) Corporate Culture: ally or obstacle
- t) Concept of Hourglass Structure
- u) Changing a Problem Culture.
- v) How to manage change during Digital Transformation
- w) Role of change management in digital transformation
- x) Mckinsey 7 S Model
- y) Types of SPM's.
- z) Importance of Strategic performance measures

