

STRATEGIC MANAGEMENT

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BANGALORE

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OM SRIRAM

**THE VISION OF PROVIDING EDUCATION TO ALL HUMAN BEINGS FOR
KNOWLEDGE**

I would like to take active part in VISION 2020, I have selected teaching profession. I hope all the students who refer to this file with support in achieving my vision.

I would like thank my parents, teachers & friends who supported me .I would like dedicate this document on Strategic Management to all my beloved Professors of Sree Krishnadevaraya University

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Special Thanks to

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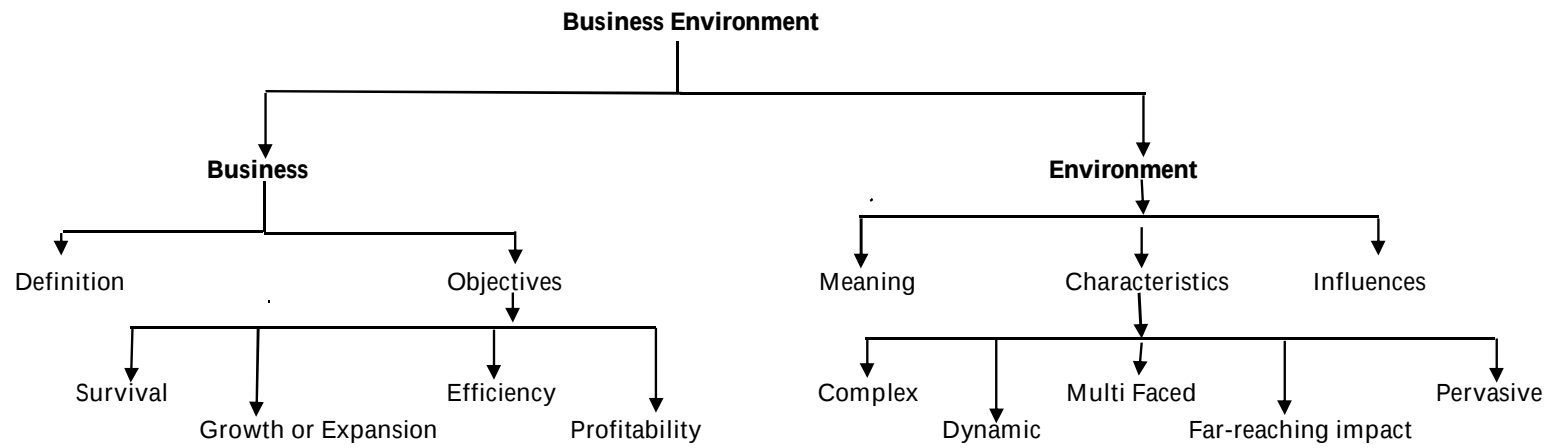
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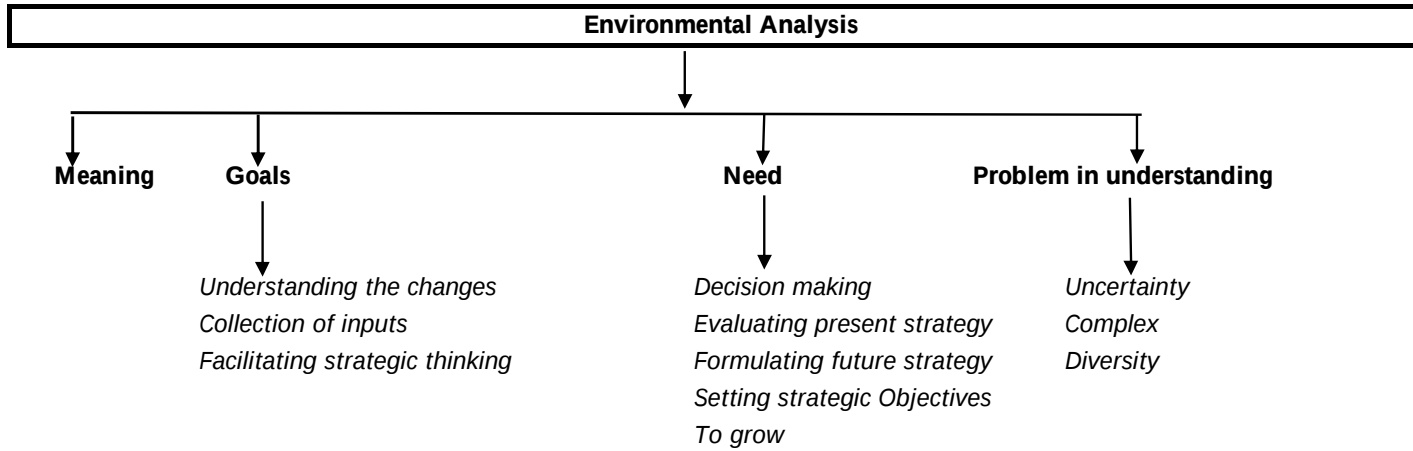


Photo taken at Sree Krishnadevaraya University library

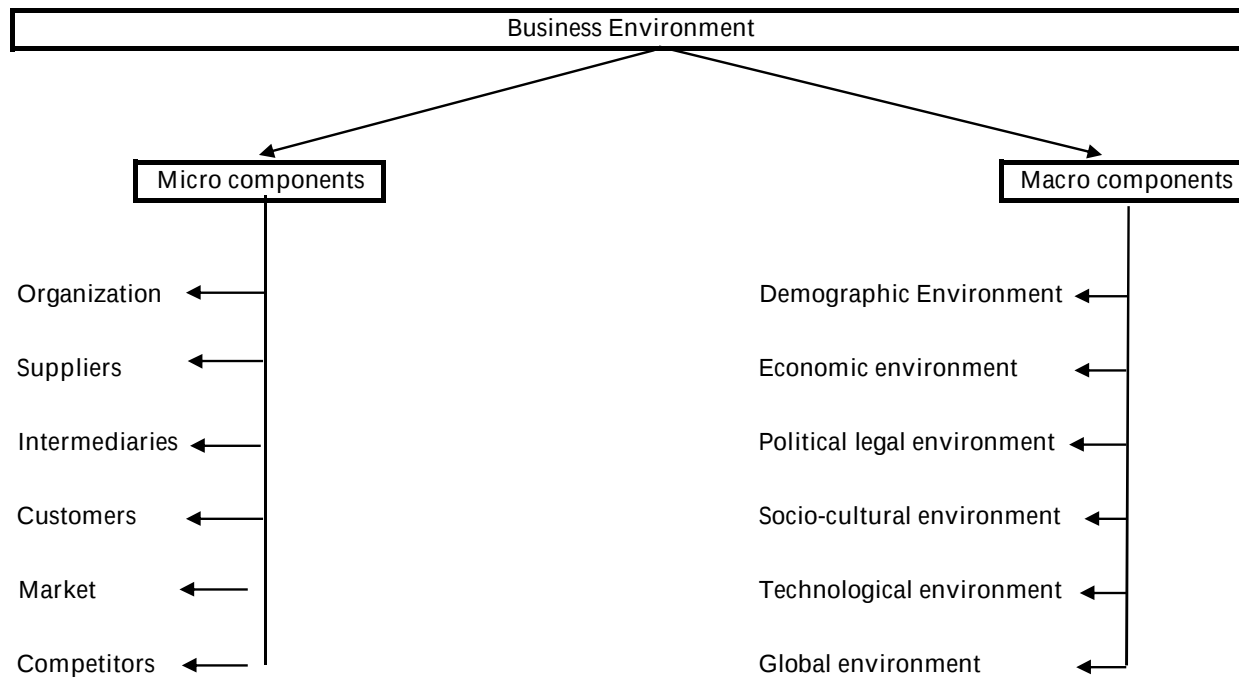
BUSINESS ENVIRONMENT



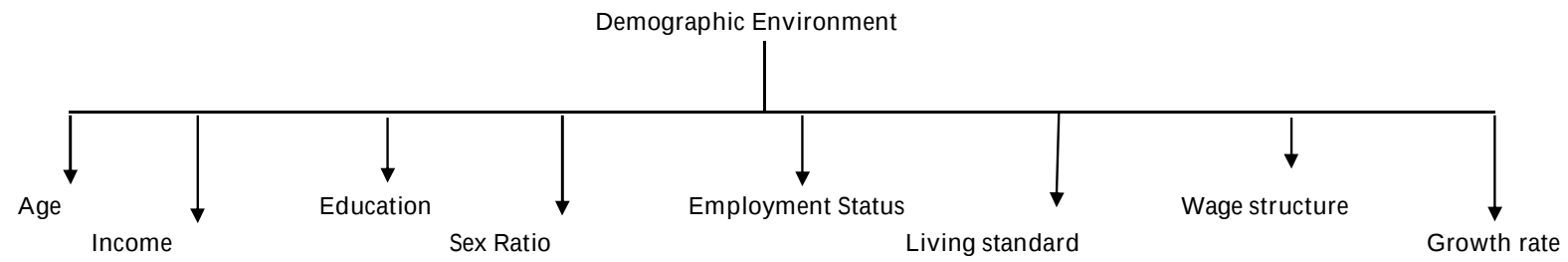
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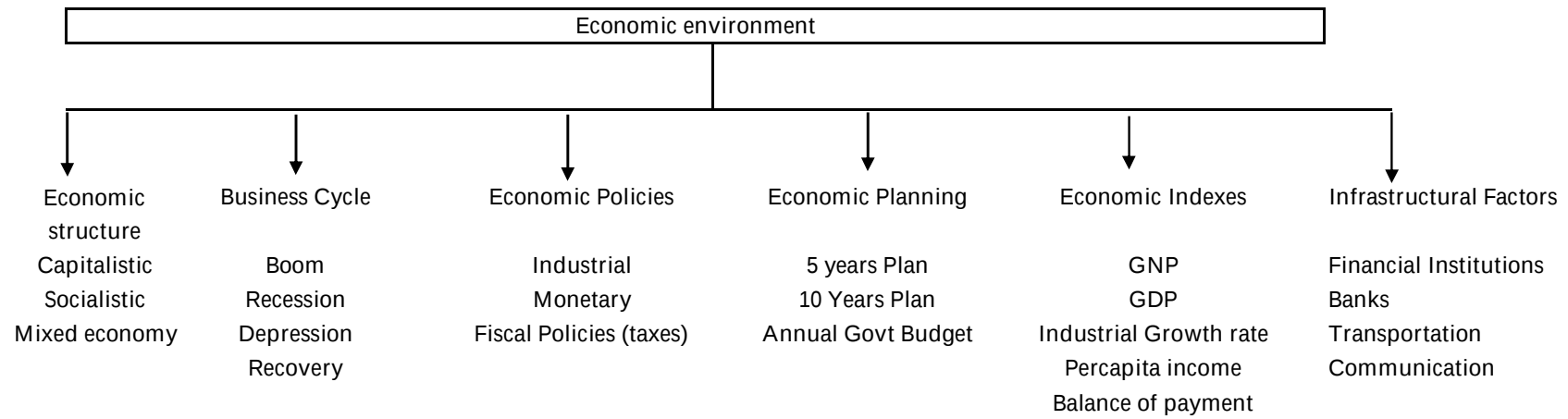
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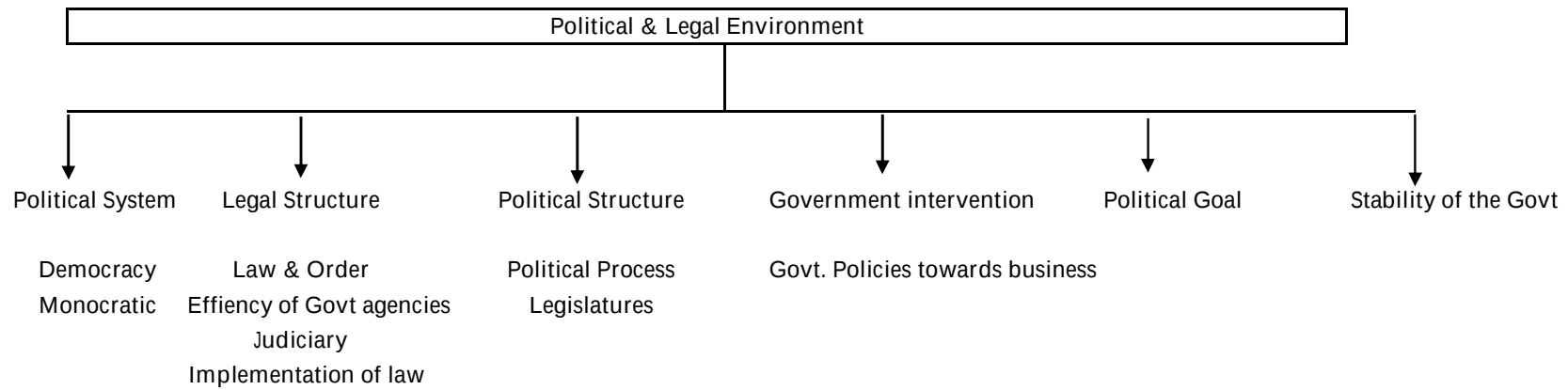
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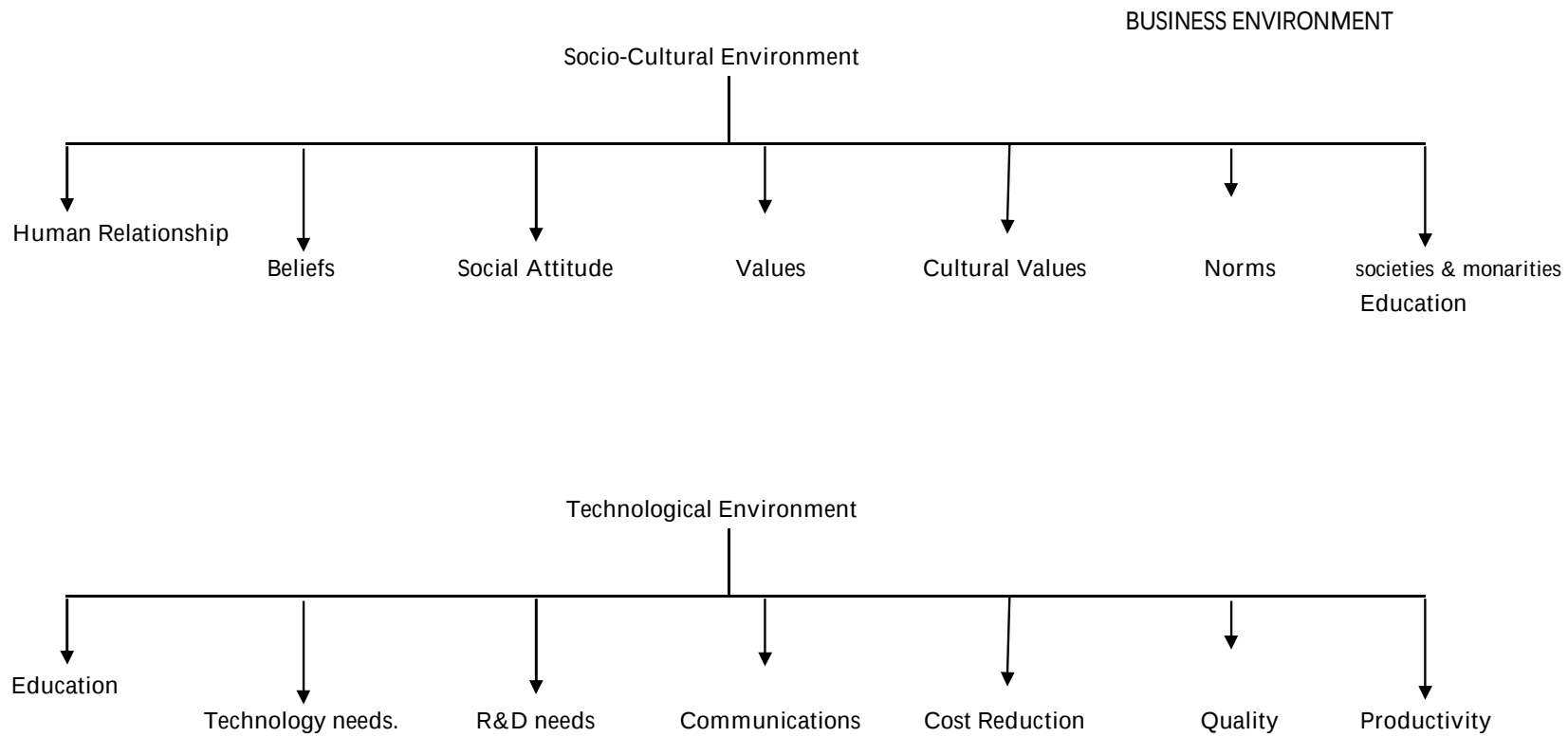


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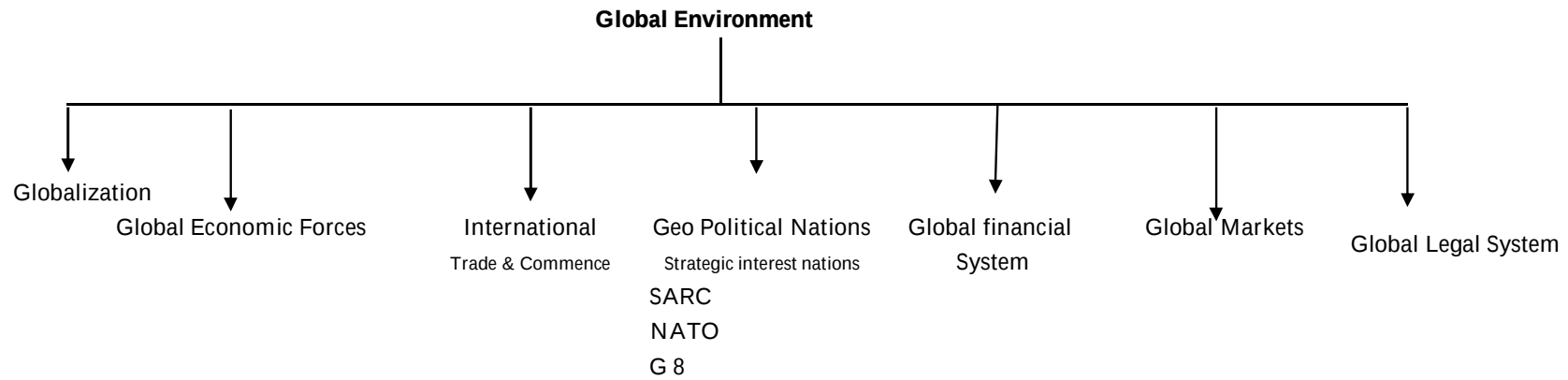


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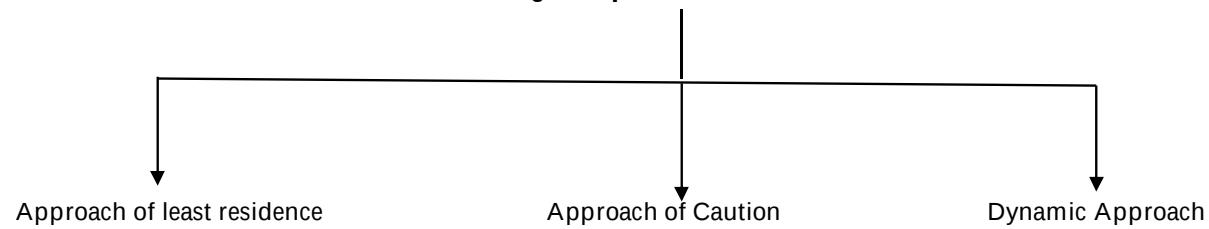




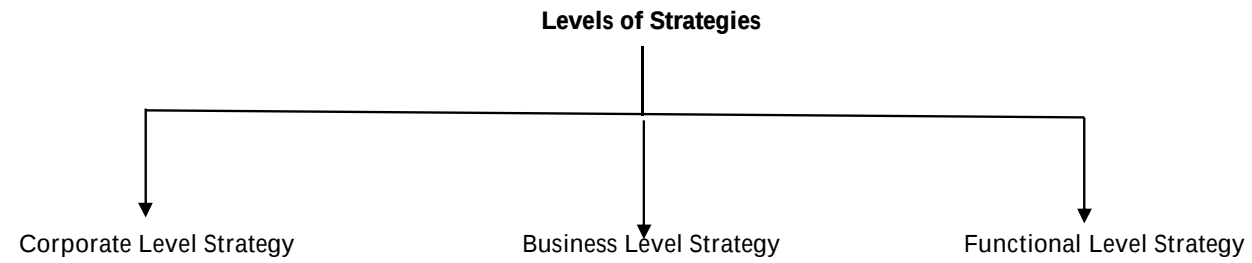
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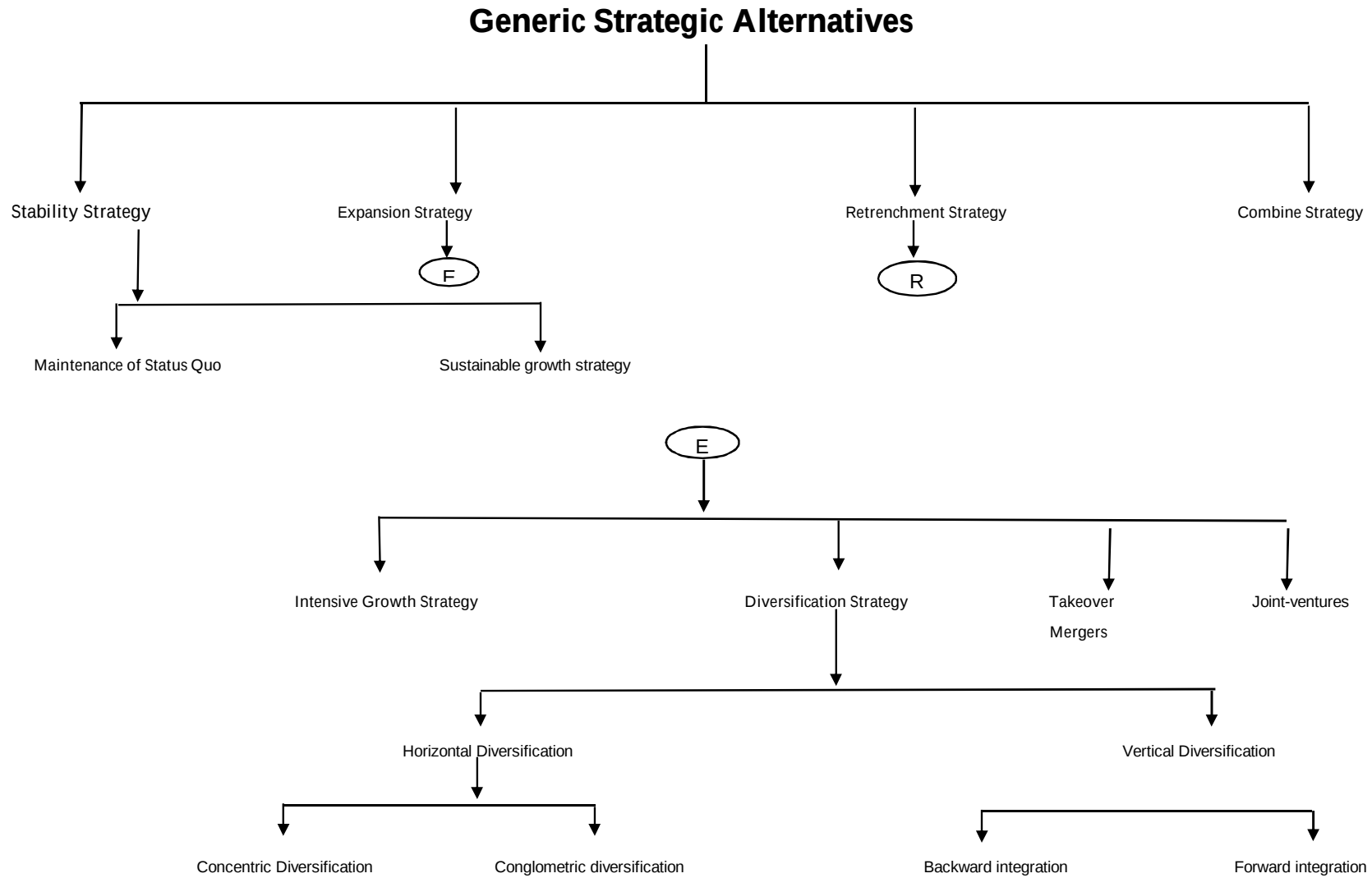


Strategic Response to Environment

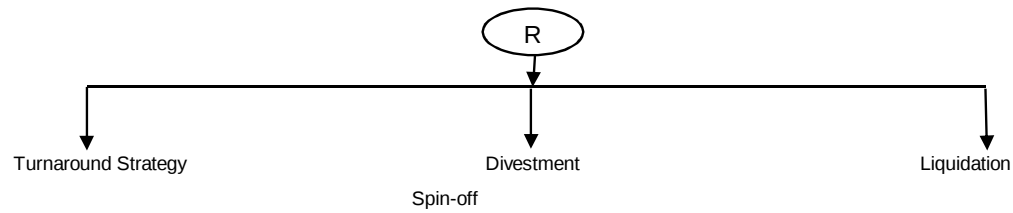


BUSINESS POLICIES AND STRATEGIC
MANAGEMENT

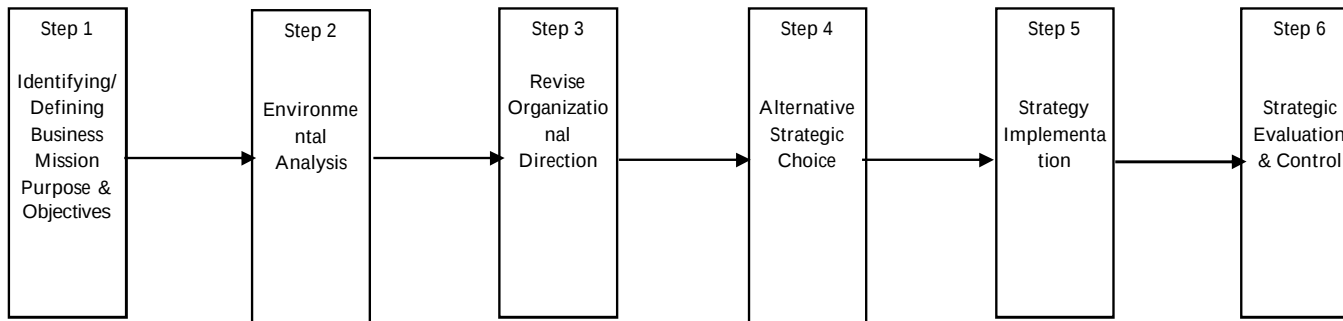




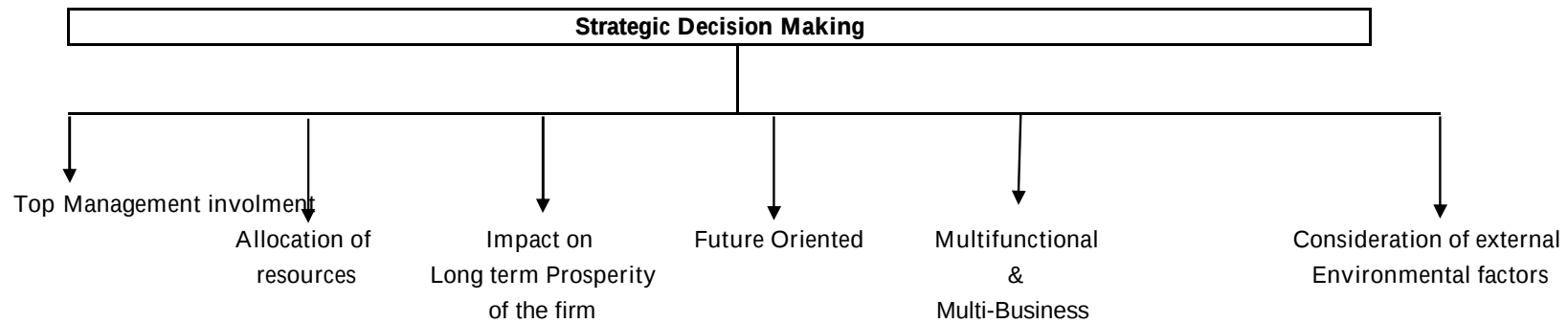
BUSINESS POLICIES AND STRATEGIC MANAGEMENT



Process of Strategic Management Function/Tasks of Strategic Management



BUSINESS POLICIES AND STRATEGIC
MANAGEMENT



Organisa tiOn ana lysis

TOWS Matrix

Always leave Blank	Organizational Strengths 1 2 List strengths 3 4	Organizational Weakness 1 2 List Weakness 3 4
Environmental opportunities 1 2 List Opportunities 3 4	SO Strategies 1 Use the strengths to 2 take the advantage of 3 opportunities 4	WO Strategies 1 Over come the weakness by 2 taking the advantage of 3 opportunities 4
Environmental Threats 1 2 List Threats 3 4	ST Strategies 1 2 Use the strengths to 3 avoid threats 4	WT Strategies 1 Minimize the 2 Weaknesses and and 3 avoid threats 4

ORGANISATION ANALYSIS

SWOT ANALYSIS

The concept of SWOT Analysis is described in matrix form, S=Strengths, W=Weakness, O=Opportunities, and Threats

Potential Internal Strengths 1 Core Competencies in key areas 2 Adequate financial resources 3 Well thought of by buyers 4 An acknowledge market leader 5 Proprietary technology 6 Cost advantages 7 Product innovation skills 8 Better advertising campaigns 9 Better manufacturing capability 10 Others	Potential Internal Weakness 1 No clear strategic direction 2 Obsolete facilities 3 Lack of managerial depth and talent 4 Missing some key skills or competences 5 Poor track record in implementing strategy 6 Falling behind in R & D 7 Weak market image 8 Weak distribution network 9 Lack of financial resources 10 Others
Potential External Opportunities 1 Serve addition customer groups 2 Enter new markets or segments 3 Expand product line to meet broader range of customer needs 4 Diversify into related products 5 Vertical integration forward or backward 6 Falling trade barriers in attractive foreign markets 7 Complacency among rival firms 8 Faster market growth 9 Others	Potential External Threats 1 Entry of lower-cost foreign competition 2 Rising sales of substitute products 3 Slower market growth 4 Adverse shifts in foreign exchange rate and trade policies of foreign governments 5 Vulnerability to recession and business cycle 6 Changing buyer needs and tastes 7 Adverse demographic changes 8 Others ORGANISATION ANALYSIS

BCG Matrix

Relative Competition position (Market Share)

High

Low

Business Growth Rate

High

Low

Stars

Questions Marks

Cash Cows

Dogs

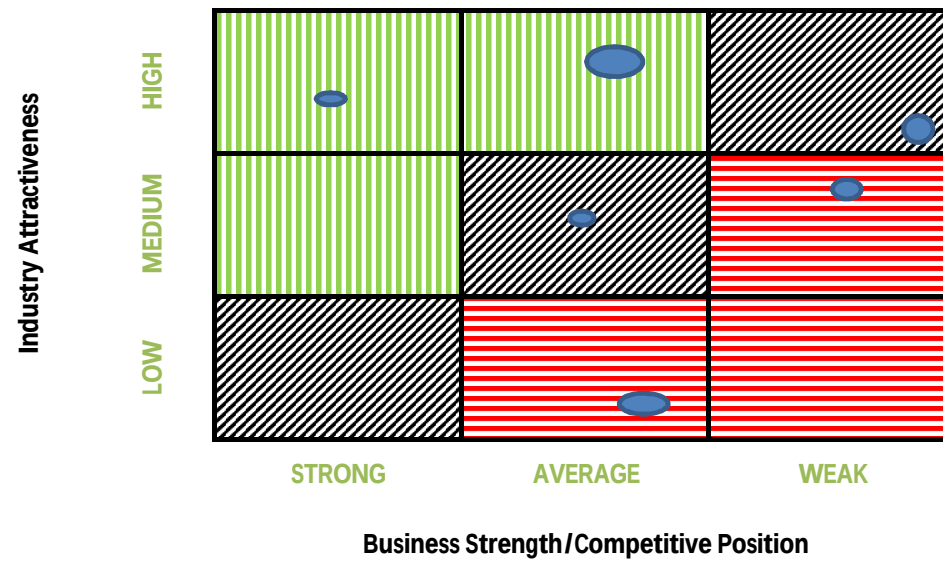
ORGANISATION ANALYSIS

Ansoffs Matrix

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

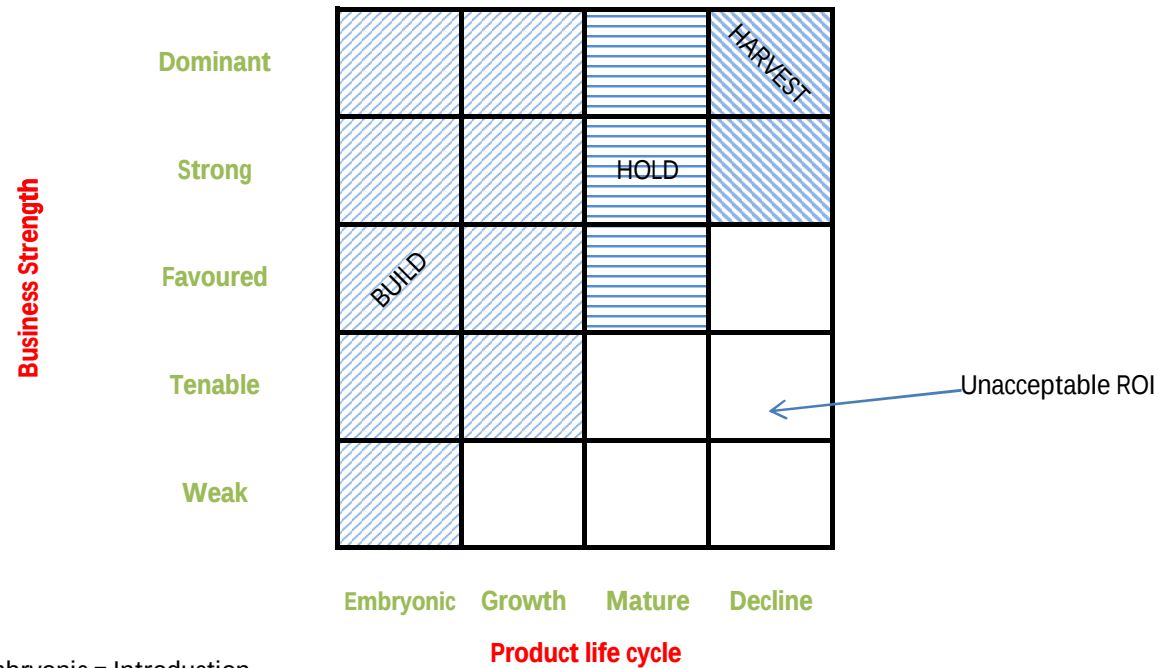
ORGANISATION ANALYSIS

GE-NINE-CELL MATRIX



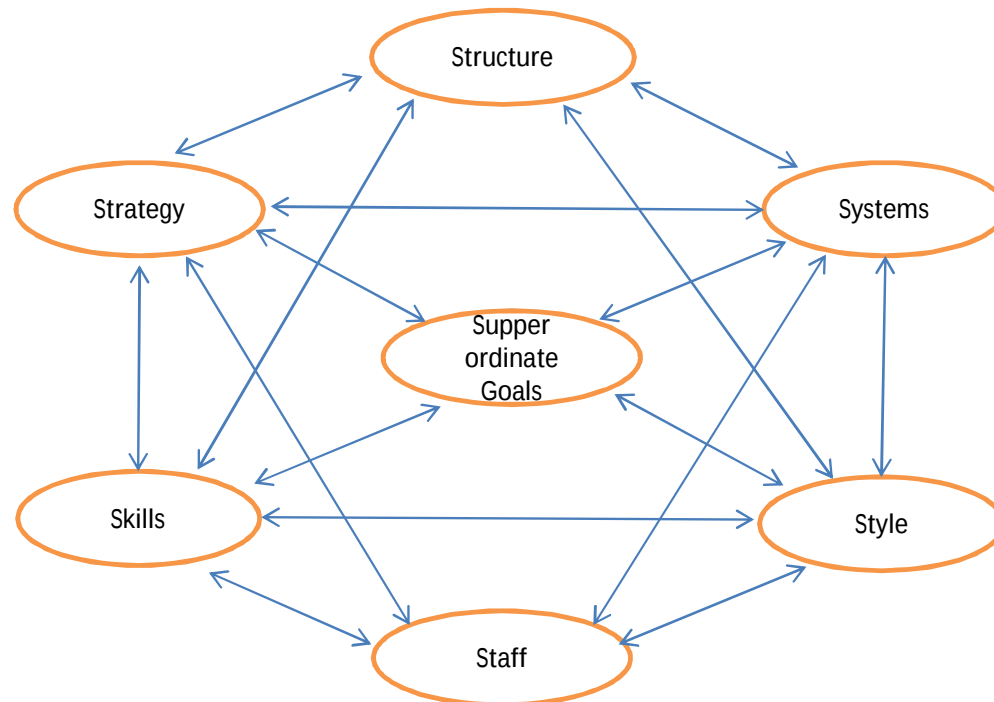
ORGANISATION ANALYSIS

Product Life Cycle Matrix



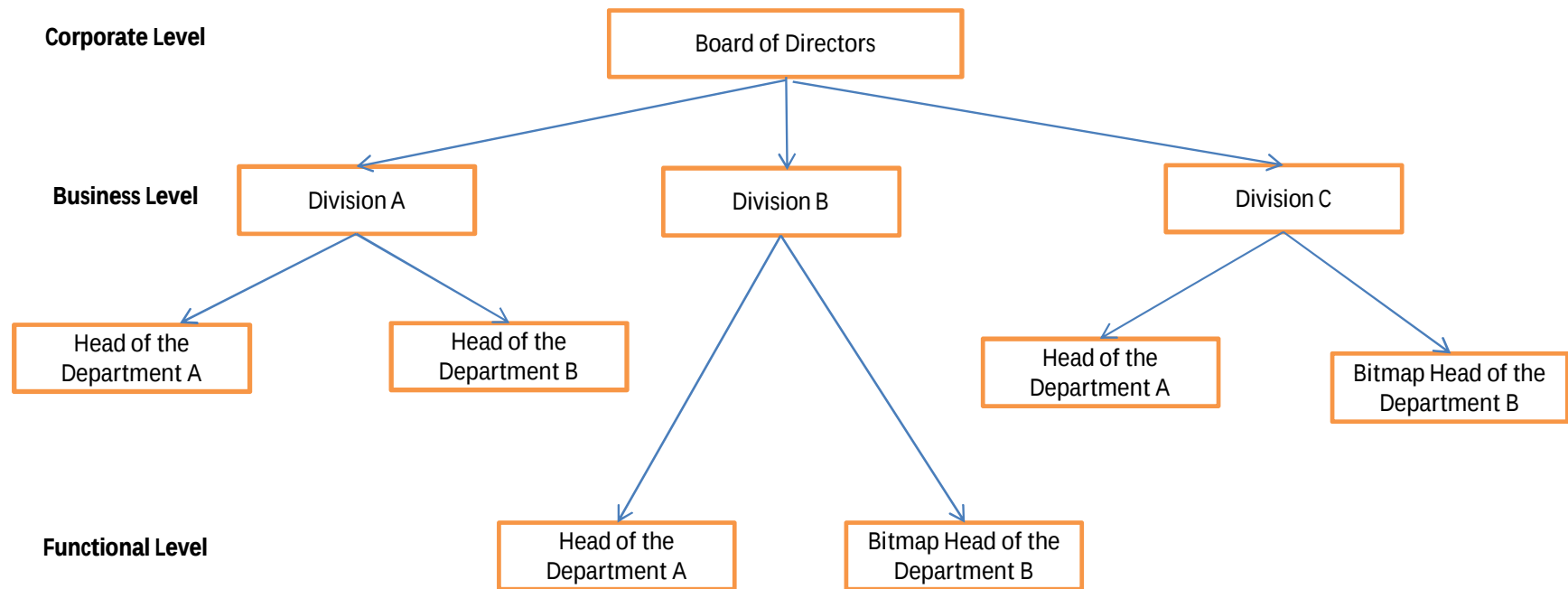
ORGANISATION ANALYSIS

Mc Kinsey's 7-S Framework



STRATEGIC ANALYSIS

What are the strategic level and Who are persons at different levels of a Corporate



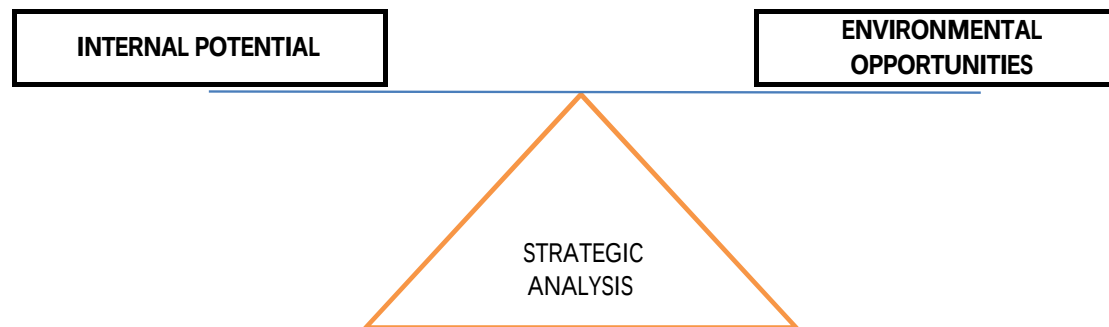
STRATEGIC ANALYSIS

The analytical sequence of strategic analysis is as follows



STRATEGIC ANALYSIS

BLANCING OF INTERNAL PONENTIALS & ENVIRONMENTAL OPPORTUNITIES



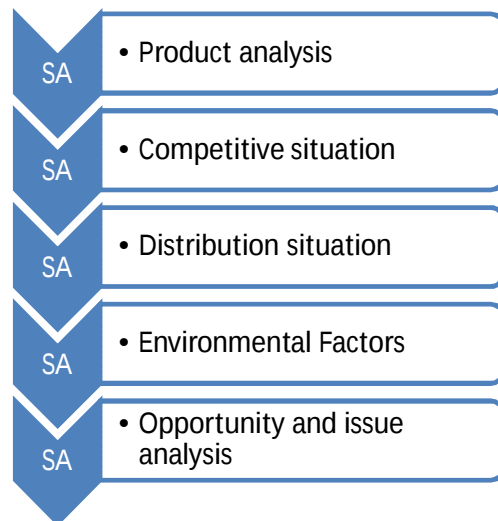
STRATEGIC ANALYSIS

Strategic Risk

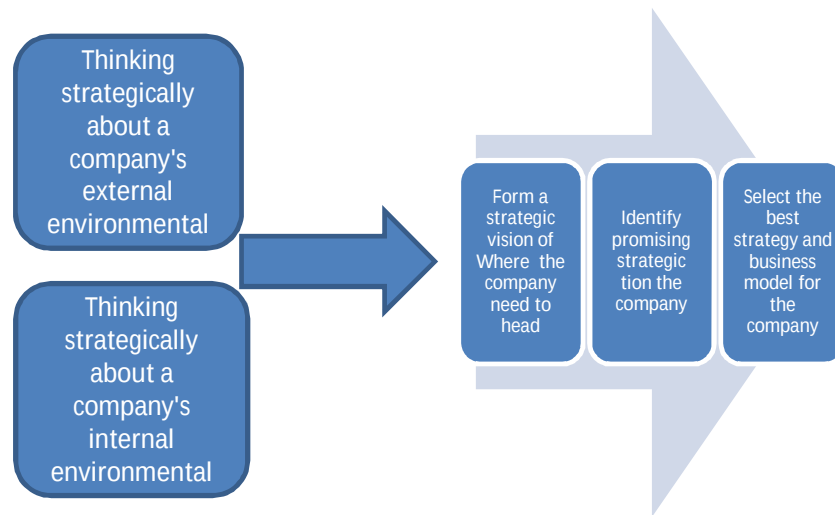
RISK ANALYSIS		
	Short Term	Long Term
External	Errors in interpreting the environment cause strategic failure	Changes in the environment lead to obsolescence of strategy
Internal	Organizational capacity is unable to cope to cope up with strategic demands	Inconsistencies with the strategy are developed on account of changes in internal capacities and preferences

STRATEGIC ANALYSIS

What is situational analysis

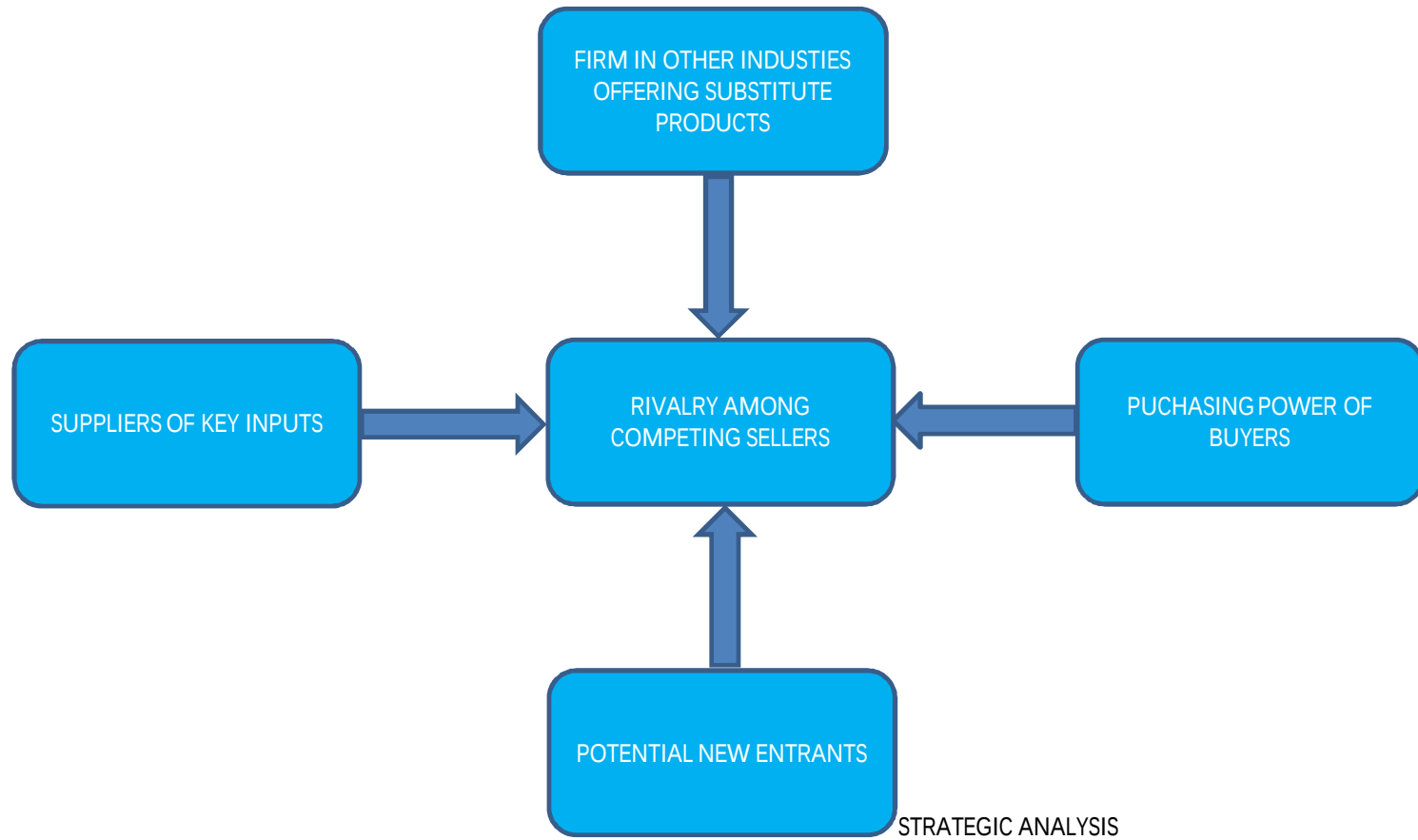


STRATEGIC ANALYSIS

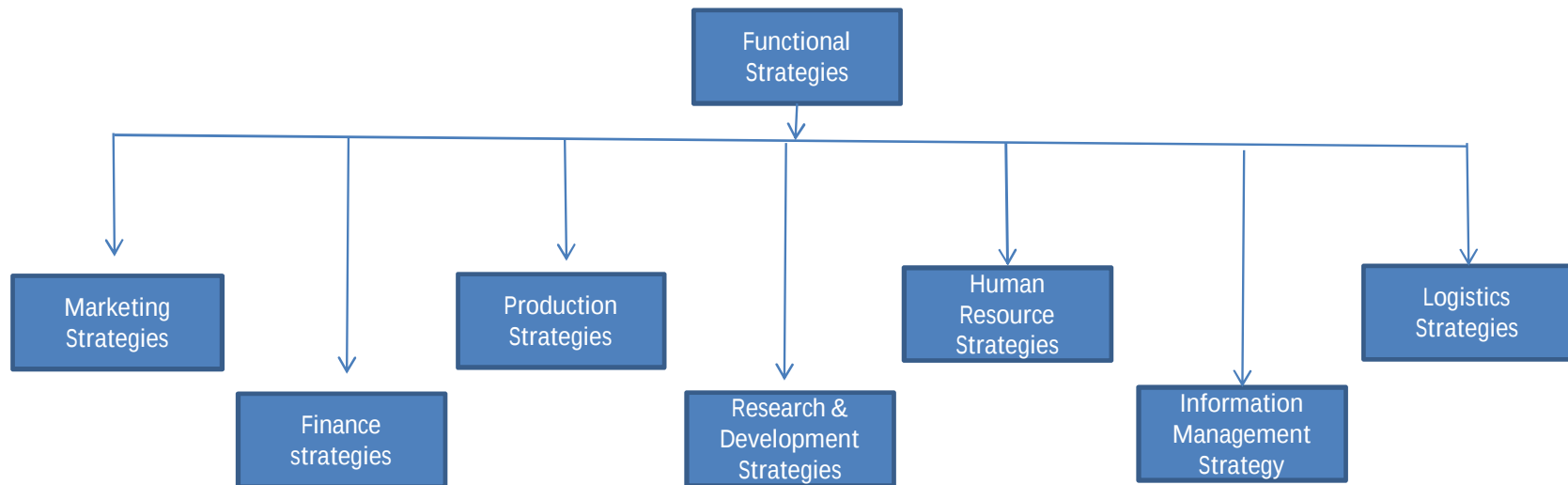


STRATEGIC ANALYSIS

Five-Forces Model of Competition

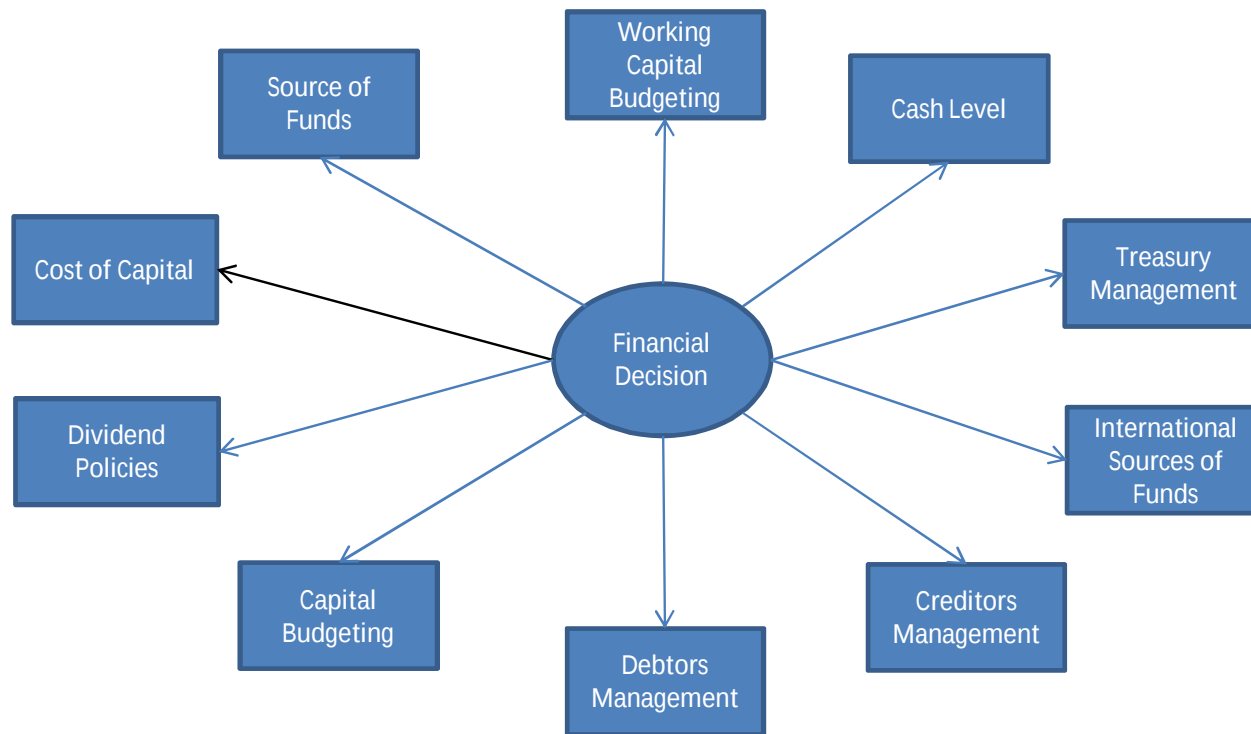


FUNCTIONAL STRATEGIES



FUNCTIONAL STRATEGIES

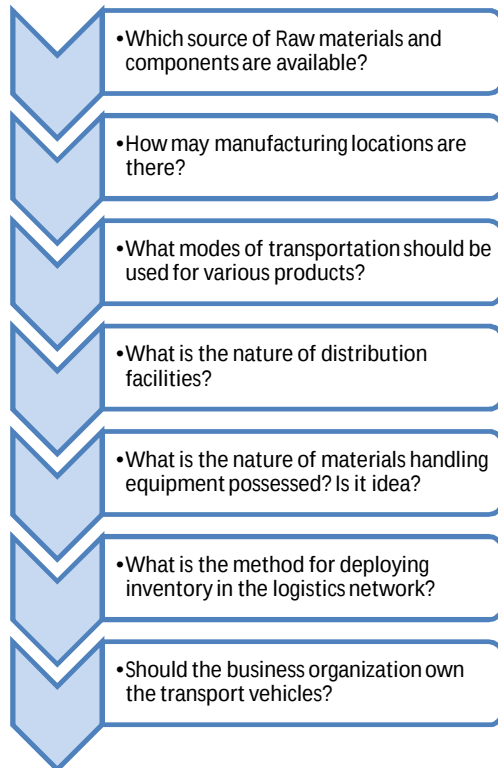
FINANCIAL DECISIONS



FUNCTIONAL STRATEGIES

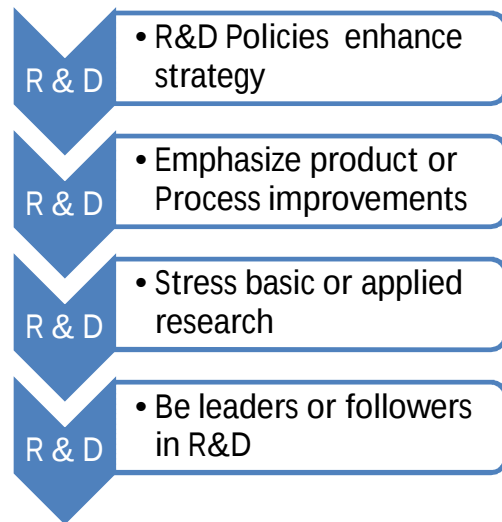
Logistics Strategies

Questions to be answered effective Logistic Strategy



FUNCTIONAL STRATEGIES

Research & Development Strategy



FUNCTIONAL STRATEGIES

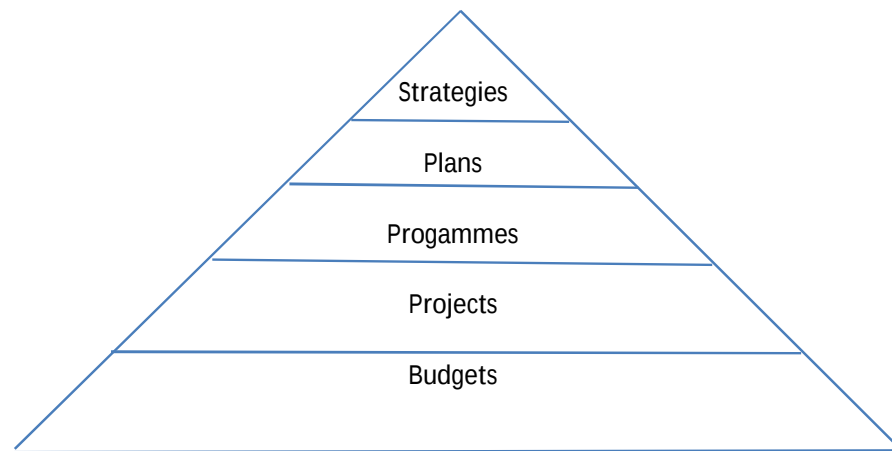
STRATEGIC IMPLEMENTATION

STRATEGIC IMPLEMENTATION

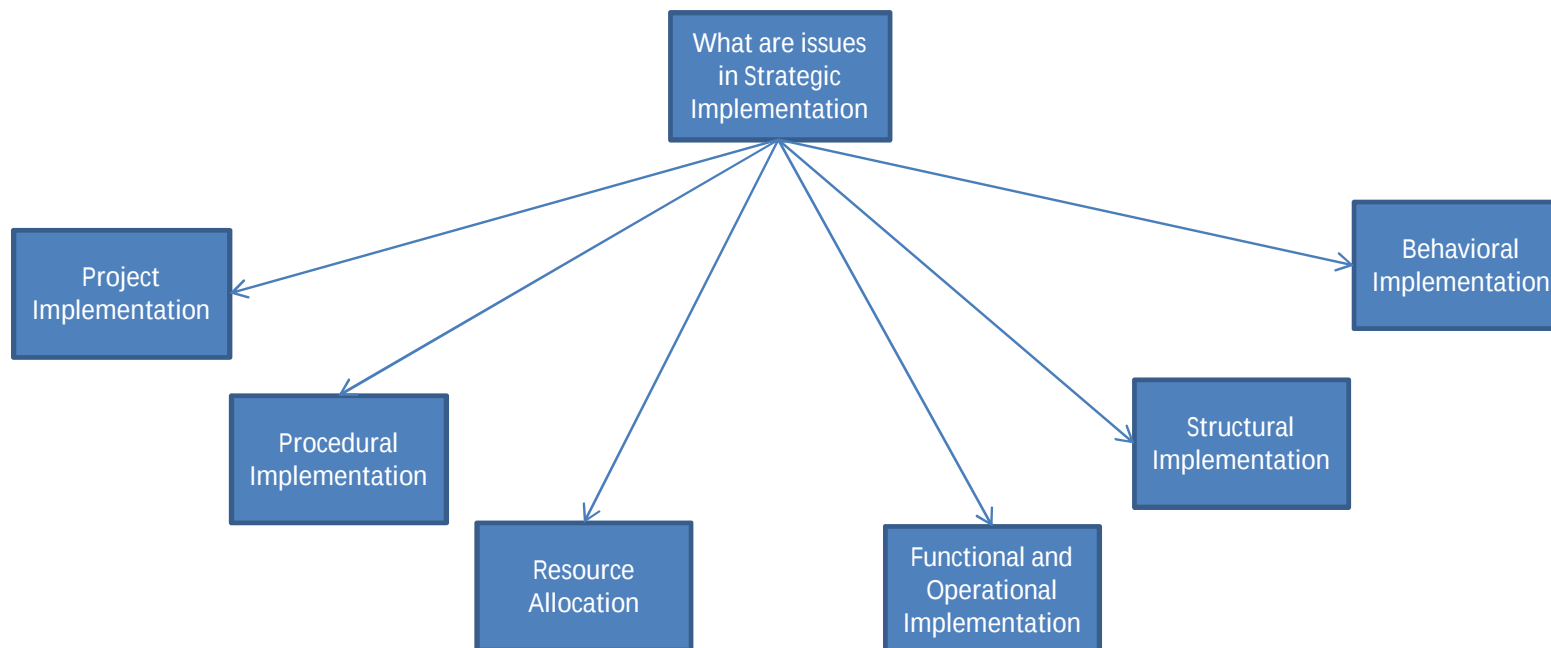
Some of the important statement for this captor are as follows

Implementation means "TRANSLATING DECESION INTO ACTION"
CHANGE WILL COME FROM IMPLEMENTATION BUT NOT BY PALN

The Pyramid of Strategy Implementation

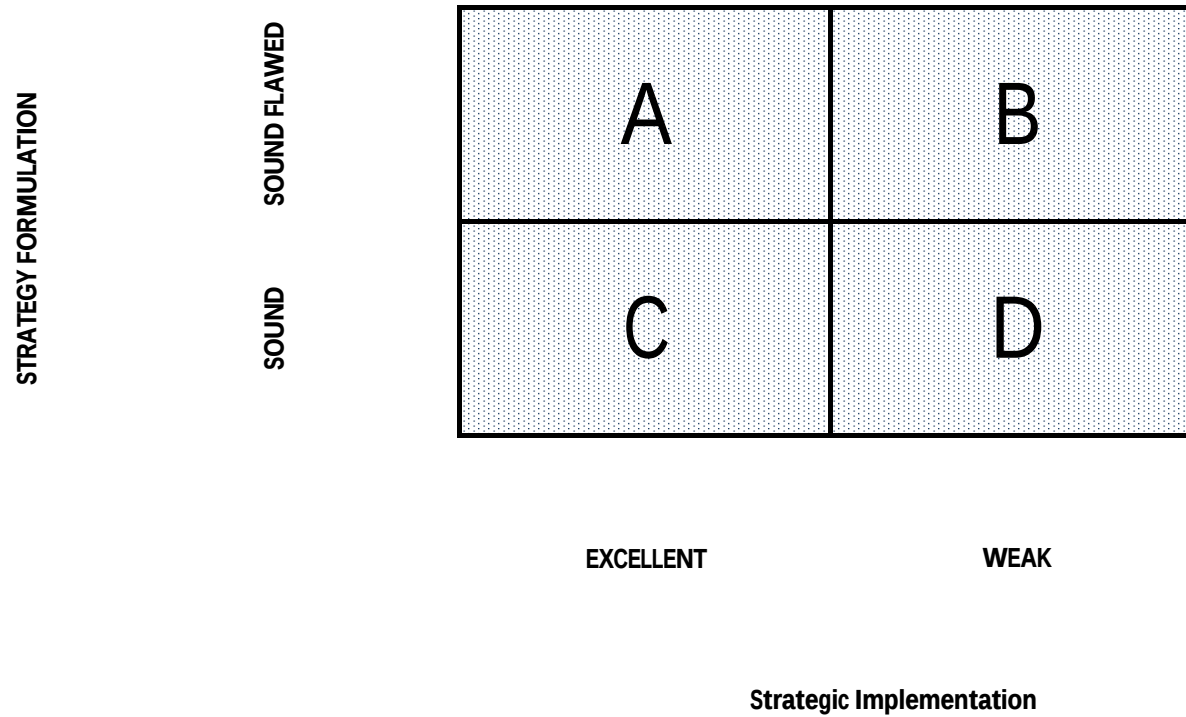


STRATEGIC IMPLEMENTATION

What are issues in Strategic Implementation

STRATEGIC IMPLEMENTATION

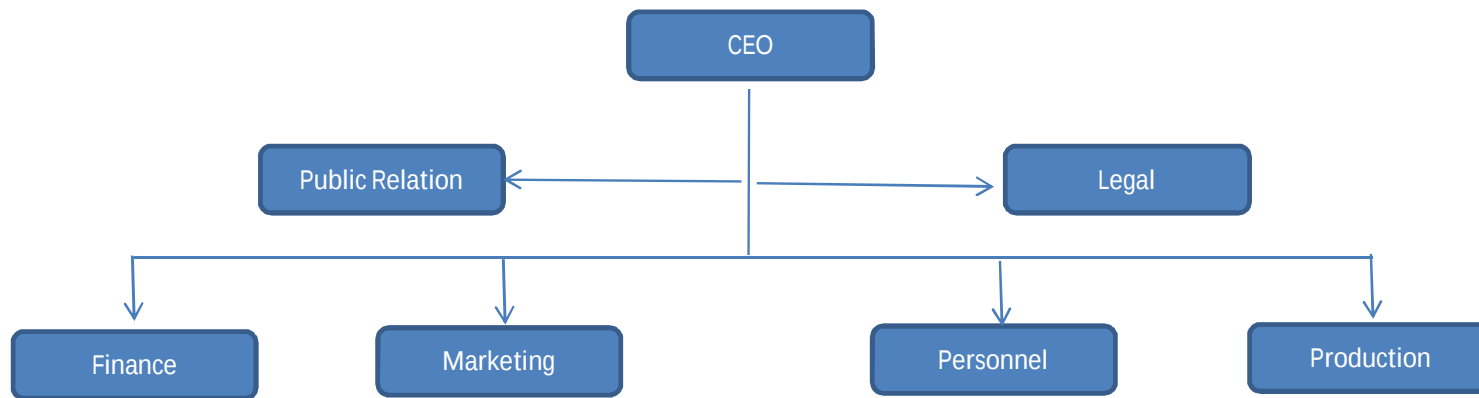
What is the inter-relationship between strategy formulation and implementation



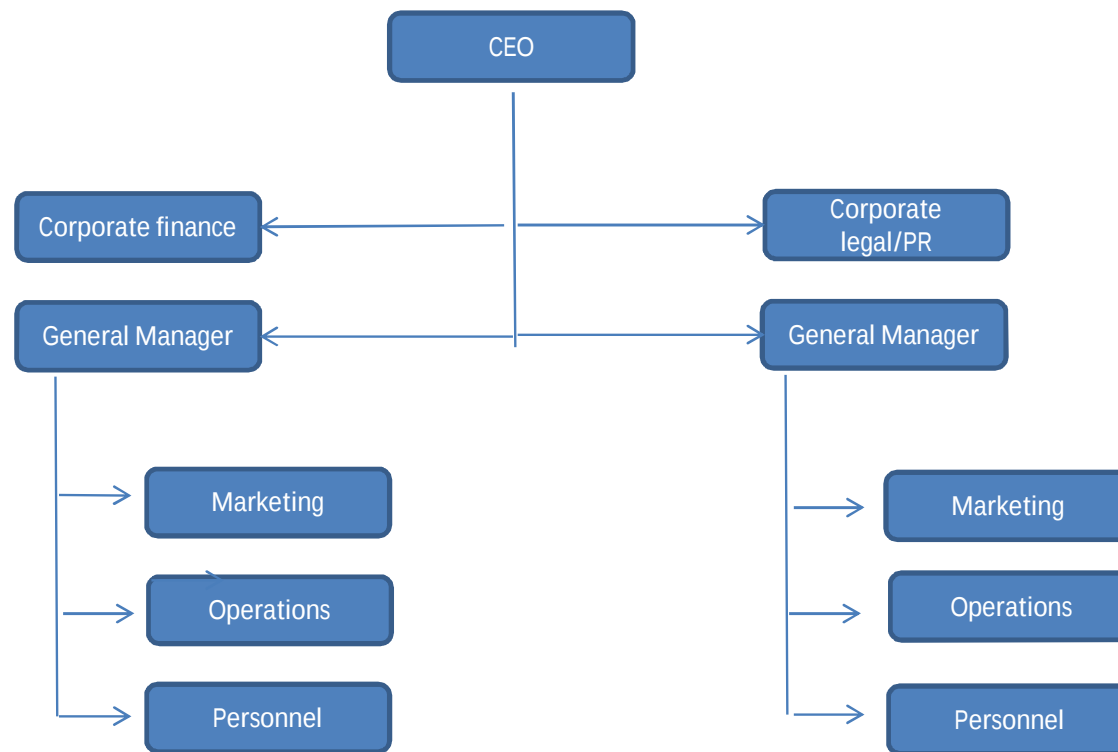
STRATEGIC IMPLEMENTATION

Organizational Structure

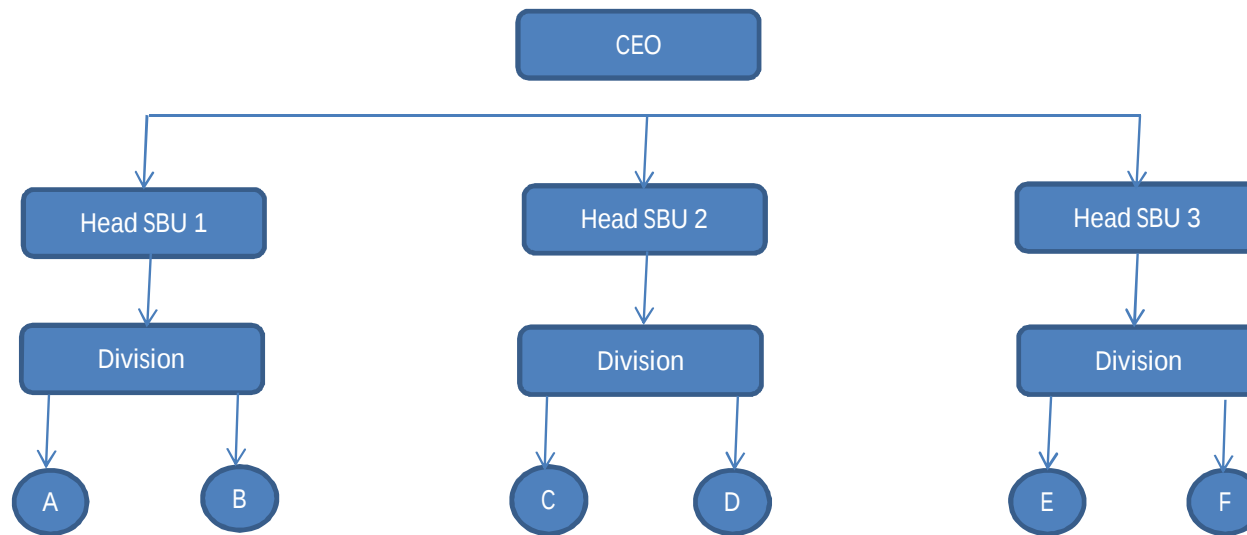
Functional Structure



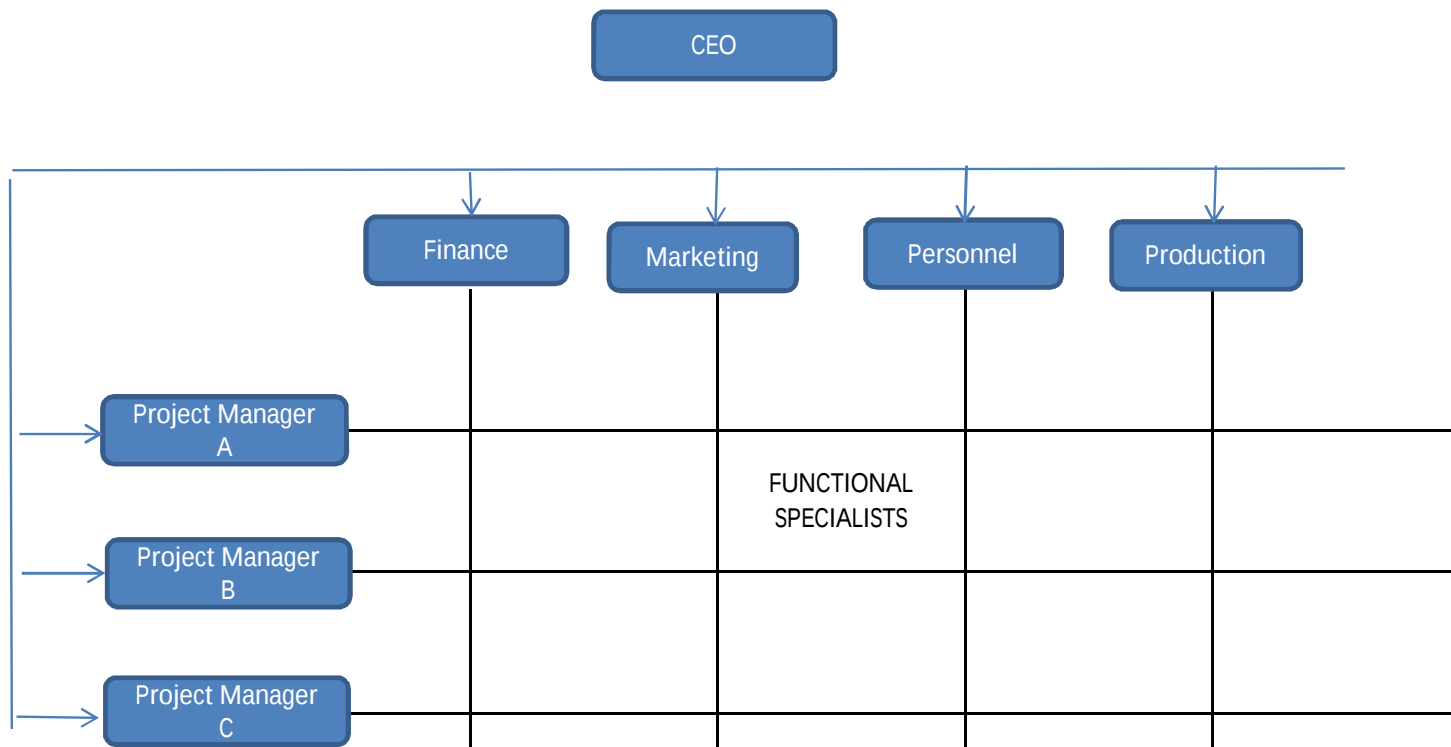
STRATEGIC IMPLEMENTATION

Divisional Structure

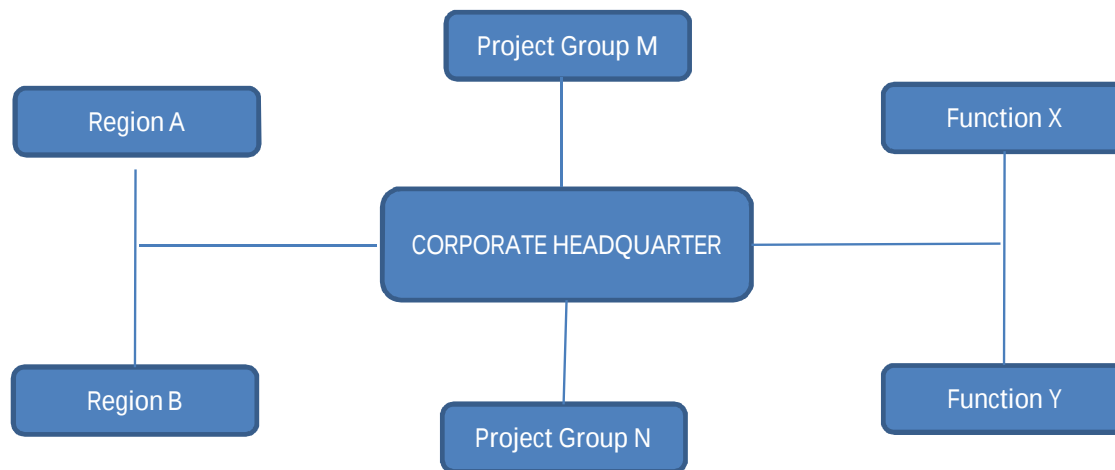
STRATEGIC IMPLEMENTATION

Strategic Business Unit

STRATEGIC IMPLEMENTATION

Matrix Structure

STRATEGIC IMPLEMENTATION

Network Structure

Case Study

Almost all business schools across the globe use the case method as the prime teaching technique for the course on business policy management. Students of strategic management practice business policy and strategic management case analysis.

What is case?

A case is a description of management problem or situation as viewed or presented to a decision maker. It is a pedagogical tool which involves a discussion centered around the case. It sets a situation with all the ancillary facts, figures, emotions, opinions, views, grapevine and the like.

Need for case method in management practices

Prof. Charles Gragg observed that managerial skill and expertise can not be acquired through mere listening to lectures and reading books. He suggested that readymade answers about the practice of management cannot be found in text books. This is because of the fact that each managerial situation is different from others with unique aspects, requiring its own diagnosis and judgment. Cases provide the tomorrow's managers with a valuable way to practice wrestling with the actual problems of actual managers in actual companies.

Most of the management students have no or limited knowledge about the practical aspects of management. Cases bridge this gap to some extent and help the students to substitute for practical knowledge by

- Giving broader exposure to different types of situations, companies and industries
- Placing the students in different roles of case
- Providing an opportunity to apply principles, concepts and techniques of management to problem situations
- Including the students to prepare managerial action plans and to deal with related issues.

Objectives of Case Analysis:

The objectives of the case analysis are:

- To increase the understanding of the students of what managers hold and should not do in guiding a business to success
- To build the student skills in conducting strategic analysis in a variety of situations, companies and industries.
- To provide the student valuable practice in diagnosing strategic issues, evaluating strategic alternatives with the help of SWOT analysis and formulating practicable plans of action based on the ground realities
- To enhance the students sense of business judgment as opposed to accepting the opinion of the teacher or “back of the book “ answers

- To provided the student an in-depth exposure to a variety of companies and industries, thereby gaining something close to actual business experience.

How to analyze a Case?

The student can follow the approach discussed below

- Read the case material quickly to get familiarity
- Read the case a second time for full command of the facts, information, opinions, views, company values etc.
- Read the exhibits, appendices etc. carefully
- Study the case (Student should be very clear on the words read and study)
- Identify the strategic issues
- Diagnose the key issues
- Check the diagnosis
- Support diagnosis and opinions with reasons and evidence
- Checkout conflicting opinions and make some judgment about the validity of the data and information provided
- Start analysis of the issues
- Identify and make notes of data and information required to solve the problem diagnosed
- Compare the data and information available in the case with the data required to offer recommendations
- Fill-in the gaps
- Re-check the diagnosis
- Use tools and techniques of strategic analysis
- Analyze the case
- Generate alternative solutions
- Evaluate the alternative solutions
- Rank of solutions
- Select the best solution
- Prepare an action plan
- Communicate the results to parties concerned.

Contact

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