

## Chapter 1

### What is business

Layman's perspective  
Occupation perspective  
Drucker perspective

### Objectives of business

Survival  
Stability  
Growth  
Efficiency  
Profitability

### Environmental Influences

Ermt drives business activity  
Business activity drives Ernmt

### Orgnsn and Ernmt

Exchange of information  
Exchange of resources  
Exchange of influence and power

### Mirco Environment

(Firm Specific)

Consumer  
Competitor  
Organization  
Market  
Supplier  
Intermediaries

### Macro Environment

(Across Industry)

Political  
Economic  
Social  
Technological  
Globalization  
Six reasons  
Eight manifestations  
Demography

### Strategic response to business

Least resistance (What's the hurry?)  
Proceed with Caution (Adapt)  
Dynamic response (Take headon)

### Competitive Environment

Porter  
Threat of new entrants  
Power of suppliers  
Power of buyers  
Rivalry among existing competitors  
Threat of substitutes

## Chapter 2

### **Business Policy**

It's a principle or rule  
Resp of Sr. Mgmt

### **Management**

Drucker Definition  
Efficiency Vs. Effectiveness

### **Strategy**

What  
Game Plan  
Longrange blueprint  
Competencies  
Sustained CompAdvantage  
Both Proactive and Reactive

### **Dynamics**

External  
Internal  
(SWOT)

### **Strategic Mgmt**

Tasks  
Beginning  
Ends  
Means  
Evaluation  
Control  
Importance

### **Strategic DM**

Requires  
TopMgmt Action  
Impacts longterm prosperity  
Future oriented  
Multifunctional consequences  
Consideration of external factors

### **Strat Mgmt Model**

Develop Vision and mission  
Establish Objectives  
Do Situational Analysis  
Formulate Strategies  
Implement  
Evaluate and Control

### **Vision, Mission, Objectives**

What is Vision  
Questions to Ask  
What is Mission  
Why have mission  
Objectives (SMART)

### **Strategic Levels**

Corporate  
Business  
Functional

## Chapter 3

### Strategic Analysis

Micro  
Macro

### Situational Analysis

External  
Customer  
Competitor  
Market  
Environment  
Internal  
Performance  
Determinants

### Industry Analysis

Dominant Economic Features  
Nature and strength of competition  
Triggers of Change  
**Strategic Group Analysis**  
Competitor Intelligence  
Key Success Factors  
Port of final call

### SWOT

Strengths  
Weaknesses  
Opportunities  
Threats

### TOWS

Matching and Converting  
WT  
WO  
ST  
SO

### Portfolio Analysis

SBU  
Experience curve  
PLC

### Boston Box

Y Axis: Business Growth Rate  
X Axis: Relative position market share  
  
Question Mark  
Stars  
Cash Cows  
Dogs

### Ansoff

Market Penetration  
Product Development  
Market Development  
Diversification

### ADL

Competive Position  
Dominance  
Strong  
Favorable  
Tenable  
Weak  
Industry Maturity  
Embryonic  
Growth  
Mature  
Aging

### GE Screen

X Axis Competitive Position  
Y Axis Market Attractiveness

## Chapter 4

<b>Strategic Planning</b>	<b>Corporate Strategy</b>	<b>Levels of Strategy</b>	<b>Growth</b>
Top level function	What	Corporate	Horizontal
Top down approach	Issues	Business	Vertical
Bottom up approach	Proactive vs. Reactive	Function	Forward
	Uncertainty		Backward
	Scenario Analysis	Corporate Level	Conglomerate
	Formulation Stages	Characteristics	Unrelated
	Vision	<b>Grand Strategies</b>	
	<b>Objectives (BSC)</b>	Stability	
	Creating strategy	Growth	
	Implementation	Retrenchment	
	Monitoring	Combination	
		Business Level	
		<b>GSA</b>	
		Cost Leadership	
		Differentiation	
		Niche	
		Functional Level (C5)	

## Chapter 5

<b>Functional Strategies</b>	<b>Marketing</b>	<b>Financial</b>	<b>Production</b>	<b>Logistics</b>
What	Segmenting	Capex	What it affects	What is it
Why	Targeting	WorkCap	What it is concerned with	Components
	Positioning	CSP	Operations Control	SCM
	Market Analysis	Valuing Business		
	Market Mix	Dividend		
	Product			
	Price	<b>R&amp;D</b>	<b>HR</b>	
	Place	Product Vs. Process	Reward System	
	Promotion	Basic Vs. Applied	Comp Atmosphere	
	People	Leader vs. Follower	Facilitate Change	
	Physical	Robotics vs. Manual	Diversity of workforce	
	Process	R&D spends	Build core competency	
		R&D sourcing	Work ethics and culture	
			Purposeful direction	
			Empowerment	

## Chapter 6

### Formulation Vs. Implementation

Matrices  
    F&I matrix  
    E&E matrix  
Links  
    Forward  
    Backward

### Leadership

5 Roles  
Leadership styles  
    Transactional  
    Transformational

### Issues in Implementation

Intent to Resulty  
Why implementation probs arise

### Strategic Change

Recognize need for change  
Create shared vision to manage change  
Institutionalize Change  
Kurt Lewin Process  
    Unfreeze  
    Change  
    Refreeze

### Orgns and Strat Implementation

Chandler strategy-structure relationship  
  
Types of Organisation  
    Simple  
    Functional  
    Divisional  
        Geographic  
        Product  
        Customer  
        Process  
    SBU  
    Matrix  
    Network

### Strategic Control

Organizational control  
Mgmt Control  
Strategic Control

### Value Chain Analysis

Primary  
    Inbound Logistics  
    Operations  
    Outbound Logistics  
    Marketing and Sales  
    Service  
Support  
    Infrastructure  
    HRM  
    Tech development  
    Procurement  
Identify Core Competencies  
Manage Linkages

### Culture

Where does Culture come from  
Strategy-Culture Conflict  
Creating a strong fit btwn Strategy and Culture  
Changing a problem culture

## Chapter 7

### BPR

Fundamental  
Radical  
Dramatic  
Processes  
Tasks

Reasons for BPR  
Steps in Implementation  
Problems in BPR

### Benchmarking

What  
How  
Costs  
Six Steps

### TQM

Defining Quality  
Why Quality  
Determinants  
Consequences  
TQM Principles  
Why Failure

### Six Sigma

Origin  
Meaning  
Why  
Money  
Customer Satisfaction  
Quality  
Impact on employees  
Growth  
Competitive Advantage  
Communication  
Benchmarking  
Six Levels

DMAIC Vs. DMADV

[Define, Measure, Analyse, Improve, Control]

[Define, Measure, Analyse, Design, Verify]

Six Sigma Themes

Customer Focus  
Data Driven  
Process Mgmt  
Proactive Mgmt  
Boundaryless collaboration  
Drive for perfection

### E-Commerce

Competition  
Online Buyers  
Power of Information  
Low Entry Barrier  
Identifies the best  
Globalization Thrust  
Fast diffusion of new ideas  
Swift movement by Companies  
Advertisement distribution  
At Internet Speed