

PROFESSIONAL PROGRAMME

STRATEGIC MANAGEMENT & CORPORATE FINANCE

Strategic Management is a discipline that deals with long-term development of an organisation with a clear-cut vision about organisational purpose, scope of activities and objectives. It provides overall direction to the organisation in many ways and includes specifying the organization's objectives, developing policies and plans designed to accomplish these objectives, allocating resources to for the implementation of such plans.

Finance is crucial for corporates, not only to invest and to expand, but also to operate their daily business. Some corporate rely more intensively on internal funds, while others rely more intensively on external funding. The never- ending requirement for funds germinates from the continuous business expansion undertaken by corporate.

In today era, the market offers numerous ways to obtain finance. With each passing day, a different product is getting evolved to meet the requirements of the growing industries. There are a number of ways to finance a business and a range of lenders and investors to choose from when the treasury function is making financing decisions.

The paper Strategic Management & Corporate Finance has been introduced to provide the blended knowledge of implementation of various strategies in the competitive environment and various source of finances available to raise funds in the Indian as well international market along with the legislative framework for raising such funds.

This paper is divided into two parts: Part I deals with Strategic Management and Part II deals with Corporate Finance.

Part I elaborates the concept of strategic management, analyzing the external and internal environment, formulation of business strategies, strategic analysis and planning, competitive positioning, analyzing strategic edge etc.

Part II elaborates on the conceptual and legal framework of corporate finance like Equity, Debt, Public Funding, Private funding, Fund based, Non-fund based funding, Securitization, Project Finance etc. Listing and issuance of Securities in IFSC, foreign funding- instruments, laws and procedure, role of intermediaries in fund raising project evaluation etc. are also covered in this part.

The Company Secretary being a compliance officer of the company and Senior Management Personnel, plays a pivotal role in formulating the strategies and advising the Board in raising finance for a company. Further, the corporates in India look upon especially company secretaries to provide the impetus, guidance and direction for raising funds from different source and to advise the Board on their regulatory compliances while raising funds.

The legislative changes made upto May 31, 2025 have been incorporated in the study material. In addition to Study Material students are advised to refer to the updations at the Regulator's website, supplements relevant for the subject issued by ICSI and ICSI Journal Chartered Secretary and other publications. Specifically, students are advised to read "Student Company Secretary" e-Journal which covers regulatory and other relevant

developments relating to the subject, which is available on academic portal at <https://www.icsi.edu/student-n/academic-portal/>. In the event of any doubt, students may contact the Directorate of Academics at academics@icsi.edu.

The amendments to law made upto 31st May of the Calendar Year for December Examinations and upto 30th November of the previous Calendar Year for June Examinations shall be applicable.

Although due care has been taken in publishing this study material, the possibility of errors, missions and /or discrepancies cannot be rules out. This publication is released with an understanding that the Institute shall not be responsible for any errors, omissions and/or discrepancies or any action taken in that behalf.