

Unit Title: Corporate Strategy and Planning	Unit Code: SM
Level: 6	Learning Hours: 210
Learning Outcomes and Indicative Content:	
Candidates will be able to:	
<ol style="list-style-type: none"> 1. Critically evaluate the nature, scope and need for systematic corporate strategic planning <ol style="list-style-type: none"> 1.1 Describe and explain the growth, advantages, and limitations of systematic corporate strategic planning 1.2 Compare and contrast the different models and patterns of strategy development 1.3 Examine the different levels of strategy and the characteristics of strategic as compared to tactical decisions and management 1.4 Describe and explain with the key elements /steps in the corporate strategic planning process 1.5 Analyse and assess the corporate planning process in different organisational contexts 2. Assess the scope, uses and techniques of analysis for corporate strategic planning <ol style="list-style-type: none"> 2.1 Examine the scope, importance and uses of analysis in corporate strategy: Strategic Fit and SWOT 2.2 Examine the scope, uses and techniques of macro environmental analysis –The PESTEL framework; scanning and forecasting 2.3 Examine the scope, uses and techniques of market and customer analysis 2.4 Examine the scope, uses and techniques of competitor analysis 2.5 Examine the scope, uses and techniques of internal (company) analysis 2.6 Examine techniques of portfolio analysis and planning 3. Identify, consider and assess strategic options and decisions <ol style="list-style-type: none"> 3.1 Describe and explain the range, nature and inputs to setting corporate objectives and goals 3.2 Evaluate 'mission', 'vision' and 'strategic intent' statements 3.3 Explain and evaluate the concepts of 'strategic stubbornness' and 'strategic drift' 3.4 Evaluate Profit vs. other primary corporate objectives 3.5 Examine 'gap analysis' in setting objectives 3.6 Identify and assess strategies for competitive advantage 3.7 Identify and assess strategies for growth: directions and methods 3.8 Identify and assess strategies for mature and declining markets 3.9 Identify and assess strategies for different market positions 	

4. Evaluate and decide between strategic options

- 4.1 Explain the use ideas and concepts related to the decision making process
- 4.2 Examine the frameworks, concepts and criteria for evaluating and selecting strategies
- 4.3 Identify and assess techniques of strategy appraisal and decision making including decision trees and the PIMS data base

5. Make recommendations with regard to implementing strategies and measuring and controlling corporate strategic performance

- 5.1 Examine the concept of 'strategic architecture' in implementing strategies
- 5.2 Examine the links between corporate strategies and organisational structure
- 5.3 Explain the concept and use of Strategic Business Units (SBU) structures
- 5.4 Explain the importance and nature of resource allocation and budgeting
- 5.5 Assess human resource issues in implementing corporate strategic plans
- 5.6 Assess the issues in planning and managing change
- 5.7 Identify and examine the issues in, and techniques available for measuring and controlling corporate strategic performance
- 5.8 Examine and evaluate the role and importance of management information and decision support systems in evaluation and control

6. Identify and critically evaluate key contemporary issues and future challenges affecting corporate strategic planning

- 6.1 Examine global influences and aspects of corporate strategic planning
- 6.2 Examine corporate strategy in innovative and entrepreneurial organisations
- 6.3 Examine and discuss social and ethical issues in corporate strategy
- 6.4 Examine and discuss corporate governance and stakeholder concepts of business

Assessment Criteria:

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight, each question carrying equal marks

Recommended Reading

ABE, *ABE Study Manual – Corporate Strategy*, ABE

Johnson G, Scholes K, *Exploring Corporate Strategy* (2004), Pearson Higher Education

ISBN: 0273687395

Haberberg A, Rieple A, *The Strategic Management of Organisations* (2001), Pearson Higher Education

ISBN: 0130219711