

Unit Title: Corporate Management in Action	Unit Code: CMA
Level: 7	Learning Hours: 180
<p>Learning outcome:</p> <p>1. Analyse the international business environment and the development of global organisations.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Define globalisation and the theories of international trade • Appraise the benefits and challenges of globalisation strategies and the supporting theories • Analyse and identify appropriate organisational structures to support globalisation <p>Learning outcome:</p> <p>2. Identify those actions that determine whether an organisation survives, prospers or dies.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Examine the effectiveness and efficiency of existing operations • Examine strategic alternatives available for achieving organisational goals • Evaluate consolidation and product market development alternatives • Evaluate direction and the means to achieve unrelated development • Evaluate the use of strategic alliances and joint ventures, and alternative routes to survive, prosper and avoid failure • Evaluate the balance of the corporate product market portfolio <p>Learning outcome:</p> <p>3. Critically analyse given organisations to identify hard and soft system factors that impact upon success and failure in the development and implementation of a business plan.</p> <p>Indicative content:</p> <p>Within real life organisational case contexts, use and contrast hard and soft systems methodology to analyse the effectiveness of corporate resources and processes:</p> <ul style="list-style-type: none"> • Analyse the dynamics between strategic, management and operational levels • Analyse the dynamics of people management and culture 	

- Analyse the dynamics of access to and processing of information
- Analyse the dynamics of the management of financial resources
- Analyse the dynamics of technology and operations
- Critically appraise the importance of the value chain and value system in adding competitive value
- Understand how resources and competences need to be integrated to enable corporate success

Learning outcome:

- 4. Integrate knowledge and understanding of an organisation's external business environment, its management and leadership potential and its ability to change, to develop and implement a business strategy, for a given organisation.**

Indicative content:

Within real life organisational case contexts:

- Analyse the impact on the business strategy of the external business environment
- Analyse the importance of markets and competition in developing and implementing a successful business strategy
- Analyse the importance of customer driven strategies in developing and implementing a successful business strategy
- Analyse the importance of management and leadership in developing and implementing a successful business strategy
- Critically assess the impact of change management in the development and implementation of a successful business strategy

Learning outcome:

- 5. Critically appraise the effect of changes in corporate governance on an organisation.**

Indicative content:

- Identify the principles of sound corporate governance in an organisation
- Appraise the impact of corporate governance on internal controls in an organisation
- Describe recommendations and regulations on corporate governance within organisations
- Critically analyse the impact of recommendations and regulations of corporate governance on organisations within a global context

Learning outcome:**6. Appraise the effect of a move to ethical management on organisations.****Indicative content:**

- Explain the meaning of ethics in a business context
- Analyse the extent of ethical considerations and their cost
- Identify the responsibility for ethics within an organisation
- Discuss the relationship between ethics and corporate governance
- Critically appraise organisational arrangements for supervising ethical issues, for example ethics committees, audit committees, whistle blowing etc

Learning outcome:**7. Monitor implemented strategies and plans****Indicative content:**

- Identify the elements of the implementation process – objectives, plans, resource allocation, monitoring and control
- In a real life organisational context:
 - i. Identify appropriate control mechanisms to monitor strategies and plans
 - ii. Evaluate the use of alternative communication mechanisms for strategic implementation
 - iii. Appraise the use of control systems and targets, for example scorecard, financial measures, budgets, to monitor strategies and plans
 - iv. Evaluate market based review mechanisms, for example customer satisfaction, quality measures, market share
- Analyse the benefits and challenges of the use of target setting to monitor strategies and plans within both public and private sector organisations

Assessment

- A three hour closed-book written examination comprising **one compulsory question** on a seen case study. The case study, additional unseen information and appendices will be included in the examination question paper.
- Assignment of 2000 words reflecting on their personal development within the learning process – reflective log.