

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



Corporate policy

Corporate Strategy:

- The Characteristics of Strategic Decisions
- Levels of Strategy
- Strategic Analyses
- Strategic Choice
- Strategic Implementation
- A Summary of the Strategic Management Process
- Developing a Strategic Perspective
- Coping with Change
- Strategy in the Public Sector & Not-For-Profit Organisations

Strategic Decision Making in Practice:

- Incremental Strategic Management
- Planning & Strategic Management
- Problem Awareness
- Problem Diagnosis
- The Development of Solutions
- The Selection of a Solution
- Cure & Strategy
- The Recipe & the Cultural Web
- Cultural View of Patterns of Strategic Change
- The Implications for Exploring Corporate Strategy

Analysing the Environment:

- Auditing Environmental Influences On Organisations
- Understanding simple/ static Conditions
- Understanding Dynamic Conditions
- Understanding Complex Conditions
- The Nature of the Environment (The use of the Prospective)
- The Threat Of Entry
- The Power of Buyers & suppliers
- The Threat of Substitutes
- The Extent of Competitive Rivalry
- Life Cycle Models & the Nature of Markets
- Strategic Group Analysis
- Market Structures & Market Power
- SWOT Analysis

Analysing Resources:

- The Value System
- Value Chain Activities
- The Resource Audit
- Resource Utilisation
- Control of Resources
- Financial Analysis
- Historical Analysis
- Comparison with Industry Norms
- The Experience Curve
- Portfolio Analysis
- skills Analysis
- Flexibility Analysis
- Identification of Key Issues

Expectations, Objectives & Power:

- External Influences
- Nature Of Business
- Organisational Culture
- Conflicts of Expectations
- Identifying Coalitions
- Sources of Power Within Organisations
- Sources of Power for External Stockholders
- Methods of Assessing Power
- Mission
- Corporate Objectives
- Unit Objectives
- The Precision of Objectives
- Social Responsibility

Strategic Options:

- Cost Leadership
- Differentiation
- Focus
- 'Do Nothing'
- Withdrawal
- Consolidation
- Market Penetration
- Product Development
- Market Development
- Diversification
- Related Diversification
- Unrelated Diversification
- internal Development
- Acquisition
- Joint Development

Strategy Evaluation (Criteria & Approaches):

- Suitability
- Feasibility
- Acceptability
- Strategic Logic
- Strategy & Performance
- Cultural Fit

Strategy Evaluation (Techniques):

- Bases for Comparison
- Scoring Methods
- Decision Trees
- Scenarios
- Profitability Analysis
- Cost/Benefit Analysis
- Financial Ratio Projections
- Sensitivity Analysis
- Decision Matrices
- Simulation Modelling
- Heuristic Models
- Stockholder Reactions
- Funds Flow Analysis
- Break-Even Analysis
- Other Assessments of Feasibility
- Selection Against Objectives
- Referral to a Higher Authority
- Outside Agencies

Planning & Allocating Resources:

- Few Resource Changes
- Allocation Barring Growth
- Allocating Resources in Static or Declining Situations
- Resource Sharing/Overlap
- Central Questions in Resource Planning
- Inbound Logistics
- Operations
- Outbound Logistics
- Marketing & sales Services
- Key Resources in Implementing Generic Strategies
- Priorities & Key Tasks
- The Plan of Action
- The Recognition & Testing of Key Assumptions
- Financial Planning & Budgeting
- Network Analysis

Reading List

Main Text:

Exploring Corporate strategy - Johnson & Scholes (Prentice Hall)

Alternative Texts and Further Reading:

- Readings in Business Policy from Business Week - Glueck (McGraw Hill)
- Cases in Strategic Management - Stopford, Channon and Constable (Wiley)
- Management Problem Solving - Margerison (McGraw Hill)

