Learning Outcome 1
The learner will: Know how to critically assess the nature, scope and need for corporate strategic planning.

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<th>Assessment Criteria</th>
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| 1.1 Assess the nature of strategy and the reasons for the growth of corporate planning in the contemporary organisation. | 1.1.1 Assess the nature of strategy and the characteristics of strategic decisions.  
1.1.2 Evaluate the growth of systematic corporate strategic planning.  
1.1.3 Critically assess the advantages of and the issues involved in planning strategically. |
| 1.2 Critically assess the different models, levels and approaches to strategic planning. | 1.2.1 Assess patterns and models of strategy development.  
1.2.2 Appraise the elements of the corporate planning process.  
1.2.3 Discriminate between different levels of strategy and the relationships between them.  
1.2.4 Discriminate between tactical versus strategic planning and perspectives. |
| 1.3 Discriminate between alternative corporate strategies adopted in various organisational contexts. | 1.3.1 Assess the issues in planning in different organisational contexts including: multinational; public sector; small business, service sector; not for profit, and voluntary organisations. |

Learning Outcome 2
The learner will: Be able to critically evaluate the tools and techniques of analysis for corporate strategic planning decisions.

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<tr>
<td>2.1 Assess the scope, importance and uses of</td>
<td>2.1.1 Appraise the importance and uses of analysis in the corporate planning process.</td>
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analysis in the corporate planning process.

2.1.2 Assess the scope of analysis for corporate planning and the concepts of 'strategic fit' and SWOT.

2.2 Critically evaluate the uses and limitations of internal and external analysis techniques in the corporate planning process.

2.2.1 Assess the importance and scope of, and tools for analysing the macro environment including PESTEL, scanning and forecasting.

2.2.2 Assess the importance and scope of, and tools for analysing markets and customers.

2.2.3 Assess the importance and scope of, and tools for analysing competitors.

2.2.4 Assess the importance and scope of, and tools for internal (company) analysis.

2.2.5 Assess the importance and scope of, and tools for corporate level internal analysis, including the concepts of synergy and corporate diversity, and the techniques of portfolio analysis.

Learning Outcome 3
The learner will: Be able to identify and critically assess strategic options and decisions and decide between them.

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<td>The learner can:</td>
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<tr>
<td>3.1 Assess the nature, scope and importance of objectives in corporate strategy.</td>
<td>3.1.1 Evaluate the role and scope of corporate objectives and goals.</td>
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<td>3.1.2 Evaluate ‘mission’, ‘vision’ and ‘strategic intent’ statements.</td>
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<td>3.1.3 Evaluate the concepts of ‘strategic stubbornness’ and ‘strategic drift’.</td>
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<td>3.1.4 Critically evaluate the role of ‘gap analysis’ in setting objectives.</td>
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<td>3.2 Critically evaluate the range of strategic options and the considerations in choosing between them.</td>
<td>3.2.1 Critically appraise strategies for competitive advantage.</td>
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<td>3.2.2 Critically appraise strategies for growth (direction and methods).</td>
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<td>3.2.3 Critically assess strategies for mature and declining markets.</td>
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<td>3.2.4 Critically assess strategies for different market positions.</td>
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3.3 Critically evaluate ideas and concepts related to the decision-making process.

- 3.3.1 Appraise the nature of the decision-making process.
- 3.3.2 Assess the issues involved in evaluating and choosing between strategic options.

3.4 Assess the key evaluative criteria in strategy selection.

- 3.4.1 Critically assess ‘suitability’, ‘acceptability’, and ‘feasibility’ as choice criteria for strategy selection.

3.5 Critically appraise techniques of evaluation and decision-making.

- 3.5.1 Critically appraise techniques of evaluation and decision-making, including: ranking and screening, decision trees, risk analysis, profitability and cost benefit analysis, shareholder and stakeholder analysis, scenarios, PIMS database.

### Learning Outcome 4
The learner will: Be able to critically assess the issues in and approaches to implementing strategies, and measuring and controlling corporate strategic performance.

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| 4.1 Critically assess the organisational and resource elements in the implementation of strategies. | 4.1.1 Assess the relevance of ‘strategic architecture’ and ‘configuration’ to implementing corporate strategies.  
4.1.2 Assess the key elements in configuration: organisational structures, organisational processes, organisational relationship and boundaries.  
4.1.3 Critically assess Mintzberg’s concept of configurational stereotypes.  
4.1.4 Critically evaluate the links between planning and organising resources and strategic success.  
4.1.5 Critically appraise the key areas and aspects of resource planning and management in corporate plans: people resources; financial resources; information resources, and technology resources. |
| 4.2 Critically assess the importance of issues in and approaches to managing change. | 4.2.1 Evaluate the links between strategic planning and change.  
4.2.2 Assess the issues involved in identifying the need for change.  
4.2.3 Assess the different types of strategic change.  
4.2.4 Assess the issues involved in the underpinning fear of and resistance to change. |
4.2.5 Critically assess the issues involved in, and approaches to change management, including ‘forcefield’ analysis.

4.3 Critically evaluate the techniques of strategy evaluation and control.

4.3.1 Assess the nature and importance of controlling and evaluating strategies.

4.3.2 Critically evaluate the techniques of strategy evaluation and control: auditing; budgetary control; financial evaluation and control; shareholder value; customer satisfaction; market share measurement; quality measures, and the ‘balanced scorecard’.

4.3.3 Assess the role of feedback and information in control strategy including management information and decision support systems.

Learning Outcome 5
The learner will: Be able to critically evaluate key contemporary issues and future challenges affecting corporate strategic planning.

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| 5.1 Critically assess global influences and aspects of corporate strategic planning. | 5.1.1 Evaluate the growth of the global organisation and its drivers and motives.  
5.1.2 Critically evaluate different global market entry strategies.  
5.1.3 Critically assess the concept of national competitive advantage and Porter’s ‘diamond’.  
5.1.4 Critically assess organisational and control issues in multinational planning. |
| 5.2 Critically evaluate corporate strategy in innovative and entrepreneurial organisations. | 5.2.1 Evaluate the growth of the innovative and entrepreneurial organisation and its drivers and motives.  
5.2.2 Critically assess the concept of the ‘learning/adaptive’ organisation.  
5.2.3 Evaluate approaches to encouraging innovation and entrepreneurship.  
5.2.4 Critically assess the problems and issues in planning and managing innovation. |
| 5.3 Critically assess social/ethical, stakeholder and corporate governance issues in corporate strategy and planning. | 5.3.1 Critically assess the importance, scope and growth of ethical and social issues in corporate strategy and planning.  
5.3.2 Critically evaluate strategic responses to social and ethical issues. |
5.3.3 Critically evaluate the importance of shareholder versus stakeholder perspectives of business.

5.3.4 Critically assess the concept of ‘corporate governance’ and its implications for corporate strategy and plans including: importance and scope, principles of corporate governance, the governance chain, corporate governance, and competitive advantage.

Assessment:
- Assessment method: written examination (unless otherwise stated).
- Written examinations are of three hours’ duration.
- All learning outcomes will be assessed.

Recommended Reading:
- Please refer to the Tuition Resources section of the Members Area of the ABE website (www.abeuk.com) for further recommended reading.