**3.1.2 Theories of corporate strategy**

a. Students should explore the key features of Ansoff’s Matrix and Porter’s Strategic Matrix (generic strategies), apply these strategies to business examples of corporate strategy, and make assessments of these based on Ansoff’s and Porter’s Matrices. Students should also evaluate the uses and limitations of Ansoff and Porter to the development of corporate strategy.

b. Students should explore the key features of the Boston Matrix (Boston Box) product portfolio analysis and assess its uses and limitations in relation to business examples and applications to corporate strategy.

c. Students should consider Kay’s (1993) model of distinctive capabilities and their origins: architecture; origin; reputation. These can be applied to business examples to analyse whether or not businesses have achieved a competitive advantage.

d. Students should be able to distinguish between strategic and tactical decisions in a business context. Strategy is more long term and relates to achieving an overall goal; tactics are shorter-term actions that help to achieve the strategy. Consideration of the impact of these should focus on the impact on human (recruitment, training, redundancy, etc.); physical (investment in fixed assets, location, etc.) and financial (sources of finance, etc.) resources. Students should be able to make judgements as to whether decisions are strategic or tactical and whether the distinction is useful in business.