



# ICB

ACCREDITED BUSINESS  
QUALIFICATIONS

## **Corporate Strategy (CRPS)**

CURRICULUM STATEMENT

APRIL 2026 – MARCH 2027

# Curriculum Statement: Corporate Strategy

## *Introduction to strategic management*

- Define strategic management;
- outline the strategic management process;
- name the people involved in the strategic management process;
- identify the building blocks of strategic management;
- describe the various levels of strategic management;
- discuss other aspects that will impact on strategy formulation; and
- explain the advantages of strategic management.

## *Formulating a strategic direction*

- Discuss the importance of strategic direction;
- formulate a strategic vision;
- formulate a strategic mission;
- explain the interrelationship between a vision and a mission;
- discuss the core values that support a vision and mission; and
- understand that strategic positioning happens in a competitive environment.

## *The context of strategic selection*

- Analyse the external or macro environment in which a business operates;
- analyse the industry environment in which a business operates;
- conduct internal environmental analysis; and
- discuss the objective of internal and external scanning.

## *The formulation of corporate goals and objectives*

- Understand the process of formulating long-term goals and objectives for a business;
- identify the focus areas of long-term goals;
- outline the cascading process of goals and objectives;
- describe the qualities of long-term objectives;
- demonstrate an understanding of the criteria used when formulating long-term goals;
- explain the link between goals/objectives and key performance areas; and
- identify strategies that will advance goals and objectives.

## *Strategy identification and formulation*

- Distinguish between the five generic competitive strategies;
- discuss more focused corporate strategies;
- illustrate an understanding of external and internal growth strategies;
- outline the different decline strategies a business can make use of;
- examine corporate combination strategies; and
- demonstrate an understanding of strategy analysis and evaluation.

### *Strategy evaluation and selection*

- Discuss the importance of strategy evaluation;
- identify the criteria for effective strategies;
- understand the decision-making process;
- distinguish between the different models that can be used to evaluate and analyse strategies; and
- plan for change in an organisation.

### *Strategy implementation*

- Identify the barriers to the successful implementation of a strategy;
- outline the drivers and instruments that facilitate strategy implementation; and
- translate long-term strategic objectives into short-term strategies.

### *Continuous improvement through strategic control and evaluation*

- Discuss strategic control as an element of the strategic management process;
- demonstrate an understanding of the balanced scorecard;
- identify the relationship between strategic control and corporate governance; and
- outline the approaches which can be used to build competitive advantage.

### *Strategic management and non-profit organisations*

- Discuss the benefits for non-profit organisations of making use of the strategic management process;
- identify the sources of income for non-profit organisations;
- demonstrate an understanding of strategic planning for non-profit organisations;
- identify useful strategies which can be implemented by non-profit organisations; and
- explain the purpose of strategic alliances.