

## Management Exam Study Guide: Chapter 6, 7 & 11

### chapter 6

- **planning:** identifying and selecting appropriate goals and courses of action for an organization
- **SWOT analysis:** a planning exercise in which managers identify (1) organizational strengths and weaknesses and (2) external opportunities and threats
  - environmental analysis
  - formulating a strategy: analyze current situation and develop strategies
- **five forces:** represent the greatest threats in the external environment
  - **level of rivalry:** increased competition results in lower profits
  - **potential for entry:** easy entry leads to lower prices and profits
  - **power of suppliers:** if there are only a few suppliers of important items, supply costs rise
  - **power of customers:** if there are only few large buyers, they can bargain down prices
  - **substitutes:** more available substitutes tend to drive down prices and profits
  - **threat of substitutes**
    - when substitutes exist, your customers can easily switch and if they can switch, you can't command high prices for your products
- **corporate level strategies**
  - Corporate strategy is focused on obtaining a mix of business units that will allow the company to succeed as a whole.
  - **corporate level plan:** top management decisions pertaining to the organization's mission, overall strategy, and structure
  - **single industry:** provides no cushion if industry experiences a slump
    - "putting all your eggs in one basket"
    - simplest corporate level strategy
  - **vertical integration:** expanding a company's operations either backward into an industry that produces inputs for its products or forward into an industry that uses, distributes, or sells its products
    - **backward:** jumping backward into a supply chain
      - dairy farm <<< ice cream
    - **forward:** jumping forward into distribution - not the same as in a retail store like Best Buy
      - apple >> apple store
  - **diversification:** expanding a company's business operations into a new industry in order to produce new kinds of valuable goods or services
    - **related:** entering a new business or industry to create a competitive advantage in one of more of an organization's existing divisions or businesses
      - Honda - cars, ATVs, jets, robotics, lawn mowers
    - **unrelated:** entering a new industry or buying a company in a new industry that is not related in any way to an organization's current businesses or industries

# Management Analyst Study Guide

**Joacim Rocklöv**



## **Management Analyst Study Guide:**

## **Management Analyst Study Guide** Book Review: Unveiling the Power of Words

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