

Narrow view	Generating profit through goods, services provision			
Complex (non-profit) view	Public, private, third-sector (voluntary) business are mechanisms for deciding scarce resource allocation, production methods, output distribution			
Private vs. public/third sector	Revenue (sales/tax), accountability (stakeholders/political, societal), competition (choice/limited choice), motivation, ethos (profit/ethics)	<i>Fairfax</i>	<i>Australia Post</i>	<i>WAO</i>
Business model	On-going asset returns used for short-term profit maximisation or long-run shareholder returns	<i>48,000 employees providing banking, financial products, services to 8 million customers worldwide (ANZ)</i>		
Business success	Profit, market-share, KPIs	<i>Surpassed \$1billion barrier, income up 18% (Deloitte)</i>		
Business power	Coercive, reward, legitimate, referent, expert			
Business plan	Specific, operational-level plan of value proposition, target segments, value chain, revenue creation mechanisms			
CSR	Duty to stakeholders to act as a good corporate citizen	<i>'We live in your world' of individual prosperity, thriving communities, responsible growth (ANZ)</i>		
Vision	Ideal future orientation (clear, powerful, direction)	<i>Leading market designer, manufacturer, marketer of innovative wireless solutions for international mobile communications market (RIM)</i>		
Mission	Values, purpose, competitiveness (why, how to reach)	<i>All day, every day low fares to enable more people to fly to more places, more often (Jetstar)</i>		
Goals	Operationalise objectives, dynamic statements of intent (external influences, internal politics)			
Strategy	Analysis, formulation, implementation process. High-level goal, action, monitoring, evaluation planning to achieve on-going profitable return on investment			
	Management control, guide behaviour, resource allocation, future strategic issues, integrating mechanism, social change, develop future managers			
	<i>Rational</i>	Internal/external analysis/forecasting		
	<i>Flexible</i>	Rapid environment, uncertainty never eliminated, reduced by plotting scenarios		
	<i>Creative</i>	Differentiated, better achieve SCA		
	<i>Behavioural</i>	Dominant coalition's values, ideologies, personalities, negotiation		
	<i>Incremental</i>	No clear goals/careful planning, modified with experience/interested parties' negotiations		
	<i>Conscious</i>	Only needed when crisis occurs		
Corporate strategy	Decisions about whole organisation, overall strategy covering all activities	<i>Capital management strategy, including share buyback returning \$11billion, implementing the NBN. Maintain financial strength/flexibility, improved service, differentiated products (Telstra)</i>		
Business strategy	Specific products/market decisions, differentiated from other products/market decisions in same organisation (SBUs)	<i>Business-class with status match (Qantas platinum/gold members join Velocity at same-level), double points/status credits, competitive prices, seat redesign (Virgin)</i>		
Mintzberg's Crafting strategy	Continuous fluid formulation, implementation process, producing effective/creative strategies			
Core competencies	Distinctive aspects giving firms competitive advantage	<i>Performance, sales, marketing, technology (ANZ)</i>		
SCA	Understand business, adapt to dynamic business environment	<i>Reputation, geography, customer-focus, super-regional capability (ANZ)</i>		
Value proposition	Consumer/key stakeholder value generation through competitive advantage (company does to provide value)	<i>Innovation, camera imaging, capturing pictures, emotions, reliving (Nokia)</i>		
Gap analysis	Resource gap between what managers want to do/can do			

Resource-based view	Rare, valuable, inimitable, non-substitutable resources used for competitive advantage			<i>Prestige</i>	<i>Brand</i>	<i>Market-share</i>	<i>Location</i>
Value chain	Organising activities to cumulate added value to end-user						
	<i>Primary activities</i>	Inbound logistics, operations, outbound logistics, marketing/sales, services			<i>Staff, online shop, delivery, promotions, complaint-line (Nokia)</i>		
	<i>Support by</i>	Procurement, technology, HRM, infrastructure			<i>Supplies, mobile operating software, training, sponsorship (Nokia)</i>		
Supply chain	Relationships, processes linking inputs to end-user			<i>Direct (hardware, parts, software), indirect (operation needs), raw material extraction to manufacturing, final product assembly (Nokia)</i>			
Environment	<i>General</i>	Economy, labour market, technology, government policies, social, cultural					
	<i>Immediate</i>	Competitors					
SWOT <i>(ANZ)</i>	<i>Asia-Pacific's largest network</i> <i>CEO's banking pedigree</i> <i>Reputation from CSR</i>	<i>2007 target not met</i> <i>High buyer power</i>	<i>First AUS bank RMB-licence</i> <i>RBA/PBC currency swap</i> <i>100million affluent Asians</i>	<i>AUS government restricting trade liberalisation/Asian branch numbers</i> <i>Chinese regulation, high-fraud risks, wage inflation, hidden bad debts</i>			
PEST	Environmental analysis						
Porter's five forces <i>(ANZ)</i>	<i>Substitute</i>	Different product/service satisfy similar needs			<i>Domestic/global abundance</i>		
	<i>New entrants</i>	Relative ease, entry barriers (capital, raw materials access, brand/loyalty, switching costs, distribution channels, patents, experience)			<i>Oligopolistic, high-technology-systems, government regulation for licence obtainment</i>		
	<i>Suppliers</i>	Few, low switching costs,			<i>Managed/restricted by supplier sustainable practice codes</i>		
	<i>Buyers</i>	Low switching costs, substitutes, sales proportion (quality, differentiate, price, promotion, segmentation)			<i>Quantitative transparency of interest rates/fees, corporate clients have large stake/important</i>		
	<i>Rivals</i>	Undifferentiated, slow growth, equal size			<i>Domestic/global</i>		
Location	Skilled labour availability/cost, favourable tax/regulation, supplier/customer proximity, infrastructure quality						
Boston Matrix	Product attractiveness/risks, future investment decisions, resource allocation (question marks, stars, cash cows, dogs)			<i>Australia cash-cow, higher prices (Coles)</i>			
Porter's Generic strategies	<i>Cost-leadership</i>	Economies of scale, low-cost, low-price			<i>Eggs, beer, chicken 'down down' campaign (Coles)</i>		
	<i>Differentiation</i>	Unique, cost parity			<i>New retina display Macbook, Siri (Apple)</i>		
	<i>Focus</i>	Niche products, markets					
Miles/Snow's corporate-level strategies	<i>Defender</i>	Niche market leadership, low-cost focus (stable market)					
	<i>Prospector</i>	Wide product-range, innovation, flexible, decentralised, R&D, marketing (rapid market)					
	<i>Analysar</i>	Follows market/competitor behaviour					
	<i>Reactor</i>	Strategy/environment mismatch/no strategy					
Related diversification (new business related to old)	<i>Backward</i>	Control over raw material sources					
	<i>Forward</i>	Control goods delivery to consumer					
	<i>Vertical</i>	Backward, forward integrated system					
	<i>Horizontal</i>	Portfolio acquisition (economies of scope)					
Unrelated diversification	Expansion to different operations from core business (JVs, M&As), ensure strategic fit (complementation)						
Stakeholders	Groups/individuals affected by/can affect organisation			<i>Staff, unions, management (St George)</i>			
Stakeholder power-interest	Strategic stakeholder management, keep satisfied/informed, manage closely, monitor dependent on power/interest level						
	<i>Subjects</i>	LP, HI, coalition (power), covert to players					
	<i>Crowd</i>	LP, LI, potential, not worth effort/time					
	<i>Players</i>	HP, HI, sustained management attention					
	<i>Context setters</i>	HP, LI, develop interest, covert to players					
Stakeholder management web	Single-stakeholder actions, objectives, motivation focus						