Syllabus Outline: Development of Strategy

NQF8
Textbook: Strategic Management: Southern African Concepts and Cases
Author: Ehlers and Lazenby
Publisher: Van Schaik

The aim of this subject is to examine the elements, processes and techniques involved in the development and implementation of organisational strategy.

<table>
<thead>
<tr>
<th>Syllabus Topics</th>
<th>Topic content</th>
<th>Textbook</th>
</tr>
</thead>
</table>
| Learning outcome 1: Conceptualise the nature and importance of strategy and strategic planning | • The nature and relationship of strategy and planning  
  • Strategic management concepts, background and models  
  • Emergent strategy and intended or deliberate strategy  
  • Other strategy models  
  • Strategic management in different contexts, based on the nature of different organisations  
  • Strategy-making leadership and systems  
  • Participants and stakeholders in the development of strategy  
  • Key strategic actions, including methodologies and processes | Chapter 1: The strategic management process  
Chapter 15: Strategic management concepts in the global marketplace (and a special mention to strategy in Africa) |
| Learning outcome 2: Critically analyse and evaluate an organisation's environment and identify global and local opportunities and threats, taking into account the organisation's internal capabilities and resources and the context in which the organisation operates | • The external environment  
  • Strategic capability and competencies  
  • Environmental analysis overview  
  • Analysing the ‘far’ environment  
  • Analysing the ‘near’ environment – industry and sectors  
  • Sources of strategic capability  
  • Capabilities for competitive advantage  
  • Assessing strategic capability  
  • Managing strategic capability | Chapter 2: Strategic direction  
Chapter 4: External environmental analysis  
Chapter 5: Internal environmental analysis  
Chapter 6: Strategy formulation: long-term goals and generic strategies  
Chapter 7: Strategy formulation: grand and functional strategies |
| Learning outcome 3: Evaluate an organisation's culture, governance and purpose, and advise senior management and the board, or other governing body, on the appropriate strategic approaches that would ethically serve the purpose of the organisation and its stakeholders | • Strategy and organisational culture  
  • The governing body and strategy  
  • Expressing organisational culture  
  • The importance of culture and history  
  • Understanding culture  
  • The importance of culture  
  • Creating and sustaining culture  
  • Organisational culture and national culture | Chapter 3: Corporate governance and strategy  
Chapter 12: The drivers of strategy implementation |
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| purpose                                      | Corporate governance and considerations for the development of strategy  
- Stakeholder management in the development of strategy  
- Risk and reputation in the development of strategy  
- Strategy development and the purpose of an organisation  
- Elements of organisational purpose  
- Statements of purpose – benefits and issues  
- Business ethics in the development of strategy  
- Corporate social responsibility as part of strategy  
- Sustainability considerations as part of strategy  
- The role of individuals and managers |                                                                                                                                             | Chapter 8: The Business Model Canvas as a strategic tool  
Chapter 10: Strategic analysis and choice  
Chapter 15: Strategic management concepts in the global marketplace                                                                                   |
| Learning outcome 4: Evaluate the strategic alternatives available to an organisation and advise senior management and the board, or other governing body, on alternatives |                                                                                                                                             |                                                                           |
| Strategic choices                            | The scope of strategic choice  
- Business-level strategy and strategy options for strategic business units  
- Corporate-level strategy and strategic models  
- Internationalisation as a strategic option  
- Strategic pathways to strategy attainment including:  
  - Organic development  
  - Mergers and acquisitions  
  - Strategic alliances  
- Evaluating strategic options | Chapter 13: The structural drivers and instruments for strategy implementation  
Chapter 14: Continuous improvement through strategic control and evaluation                                                                                       |
| Developing strategy                          |                                                                                                                                             |                                                                           |
| Learning outcome 5: Evaluate the organisational impact of strategic choices and advise senior management and the board, or other governing body, on appropriate structures and controls that will be required for implementation of the selected strategy |                                                                                                                                             |                                                                           |
| Organisational structure and design          | The nature of organisational structure  
- Traditional structural forms  
- Emerging structural forms  
- Determining appropriate structures  
- Performance and effectiveness concepts, issues and approaches  
- The nature of management control  
- Strategic control, concept and models  
- The balanced scorecard as a strategic control method |                                                                           |
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| **Learning outcome 6**: Critically analyse the challenges related to change management and apply appropriate tactics to manage change | • Managing strategic change  
• The nature of organisational change  
• Understanding the context of change, including external drivers and within the organisation  
• Roles in the change process  
• Approaches to managing change  
• Understanding and managing resistance to change | Chapter 9: Aligning strategy with the industry life cycle  
Chapter 11: Strategy implementation and change management  
Chapter 13: The structural drivers and instruments for strategy implementation |

### Practical work

Given different scenarios:
- Conduct an external analysis of an organisation's environment.
- Conduct an internal analysis of an organisation's capabilities.
- Formulate realistic strategies for an organisation.
- Develop implementation plans to execute strategies.

### Online resources:

**Strategy Formation**: [https://youtu.be/zHuHoo8DbYE](https://youtu.be/zHuHoo8DbYE)

**Prof. Richard Rumelt | Good Strategy/Bad Strategy: the difference and why it matters**: [https://youtu.be/UZrT16hZdk](https://youtu.be/UZrT16hZdk)