

Syllabus Outline: Development of Strategy

NQF8

Textbook: Strategic Management: Southern African Concepts and Cases

Author: Ehlers and Lazenby

Publisher: Van Schaik

Disclaimer: Please note the following:

- A prescribed textbook may not necessarily cover every aspect of a syllabus. The Institute examines the syllabus and any omissions should be researched personally or be provided by your tuition provider.
- ISBN numbers may have changed since the publication of this list. Our policy is that you should always use the latest edition of the textbook.
- Many publishers are no longer publishing hard copies and have switched to e-books.
- Some modules require prescribed readings which can be downloaded for personal use from the internet or the CSSA student portal.

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

Syllabus Topics	Topic content	Textbook
Learning outcome 1: Conceptualise the nature and importance of strategy and strategic planning		
<ul style="list-style-type: none"> • The nature of strategy and planning • Making strategy 	<ul style="list-style-type: none"> • 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 	<p>Chapter 1: The strategic management process Chapter 15: Strategic management concepts in the global marketplace (and a special mention to strategy in Africa)</p>
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		
<ul style="list-style-type: none"> • The external environment • Strategic capability and competencies 	<ul style="list-style-type: none"> • 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 	<p>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</p>

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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		
<ul style="list-style-type: none"> • Strategy and organisational culture • The governing body and strategy • Expressing organisational purpose • Business ethics and social responsibility 	<ul style="list-style-type: none"> • The importance of culture and history • Understanding culture • The importance of culture • Creating and sustaining culture • Organisational culture and national culture • 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 	<p>Chapter 3: Corporate governance and strategy Chapter 12: The drivers of strategy implementation</p>
Learning outcome 4: Evaluate the strategic alternatives available to an organisation and advise senior management and the board, or other governing body, on alternatives		
<ul style="list-style-type: none"> • Strategic choices • Developing strategy 	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Organic development ○ Mergers and acquisitions ○ Strategic alliances • Evaluating strategic options 	<p>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</p>
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		
<ul style="list-style-type: none"> • Organisational structure and design 	<ul style="list-style-type: none"> • The nature of organisational structure • Traditional structural forms 	<p>Chapter 13: The structural drivers and instruments for strategy implementation</p>

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<ul style="list-style-type: none"> Strategic control and performance management 	<ul style="list-style-type: none"> 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 	Chapter 14: Continuous improvement through strategic control and evaluation
Learning outcome 6: Critically analyse the challenges related to change management and apply appropriate tactics to manage change		
<ul style="list-style-type: none"> Managing strategic change 	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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>

Prof. Richard Rumelt | Good Strategy/Bad Strategy: the difference and why it matters: <https://youtu.be/UZrTI16hZdk>