

## Syllabus Outline: Development of Strategy

NQF8

Prescribed Textbook: Whittington et al., *Exploring Strategy: Text and Cases* (13<sup>th</sup> ed) (2023). Pearson

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

Syllabus Topics	Topic content	Textbook
<b>Learning outcome 1:</b> Conceptualise the nature and importance of strategy and strategic planning		
<ul style="list-style-type: none"> <li>• The nature of strategy and planning</li> <li>• Making strategy</li> </ul>	<ul style="list-style-type: none"> <li>• The nature and relationship of strategy and planning</li> <li>• Strategic management concepts, background and models</li> <li>• Emergent strategy and intended or deliberate strategy</li> <li>• Other strategy models</li> <li>• Strategic management in different contexts, based on the nature of different organisations</li> <li>• Strategy-making leadership and systems</li> <li>• Participants and stakeholders in the development of strategy</li> <li>• Key strategic actions, including methodologies and processes</li> </ul>	Chapter 1: Introducing strategy Chapter 2: Working with strategy Chapter 6: Purpose and stakeholders Chapter 8: Business strategy and models Chapter 16: Leadership and strategic change
<b>Learning outcome 2:</b> 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"> <li>• The external environment</li> <li>• Strategic capability and competencies</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental analysis overview</li> <li>• Analysing the 'far' environment</li> <li>• Analysing the 'near' environment – industry and sectors</li> <li>• Sources of strategic capability</li> <li>• Capabilities for competitive advantage</li> <li>• Assessing strategic capability</li> <li>• Managing strategic capability</li> </ul>	Chapter 3: Macro environment analysis Chapter 4: Industry and sector analysis Chapter 5: Resource and capabilities Chapter 10: International strategy
<b>Learning outcome 3:</b> Evaluate an organisation's culture, governance and purpose, and advise senior management and the board on the appropriate strategic approaches that would ethically serve the purpose of the organisation and its stakeholders		
<ul style="list-style-type: none"> <li>• Strategy and organisational culture</li> <li>• The governing body and strategy</li> <li>• Expressing organisational purpose</li> <li>• Business ethics and social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• The importance of culture and history</li> <li>• Understanding culture</li> <li>• The importance of culture</li> <li>• Creating and sustaining culture</li> <li>• Organisational culture and national culture</li> <li>• Corporate governance and considerations for the development of strategy</li> <li>• Stakeholder management in the development of strategy</li> <li>• Risk and reputation in the development of strategy</li> <li>• Strategy development and the purpose of an organisation</li> <li>• Elements of organisational purpose</li> <li>• Statements of purpose – benefits and issues</li> </ul>	Chapter 6: Purpose and stakeholders Chapter 7: Culture and strategy

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	<ul style="list-style-type: none"> <li>• Business ethics in the development of strategy</li> <li>• Corporate social responsibility as part of strategy</li> <li>• Sustainability considerations as part of strategy</li> <li>• The role of individuals and managers</li> </ul>	
<b>Learning outcome 4:</b> Evaluate the strategic alternatives available to an organisation and advise senior management and the board on alternatives		
<ul style="list-style-type: none"> <li>• Strategic choices</li> <li>• Developing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• The scope of strategic choice</li> <li>• Business-level strategy and strategy options for strategic business units</li> <li>• Corporate-level strategy and strategic models</li> <li>• Internationalisation as a strategic option</li> <li>• Strategic pathways to strategy attainment including:               <ul style="list-style-type: none"> <li>○ Organic development</li> <li>○ Mergers and acquisitions</li> <li>○ Strategic alliances</li> </ul> </li> <li>• Evaluating strategic options</li> </ul>	Chapter 8: Business strategy Chapter 9: Corporate strategy Chapter 12: Mergers, acquisitions and alliances Chapter 13: Evaluating strategies Chapter 14: Strategy development processes
<b>Learning outcome 5:</b> Evaluate the organisational impact of strategic choices and advise senior management and the board on appropriate structures and controls that will be required for implementation of the selected strategy		
<ul style="list-style-type: none"> <li>• Organisational structure and design</li> <li>• Strategic control and performance management</li> </ul>	<ul style="list-style-type: none"> <li>• The nature of organisational structure</li> <li>• Traditional structural forms</li> <li>• Emerging structural forms</li> <li>• Determining appropriate structures</li> <li>• Performance and effectiveness concepts, issues and approaches</li> <li>• The nature of management control</li> <li>• Strategic control, concept and models</li> <li>• The balanced scorecard as a strategic control method</li> </ul>	Chapter 14: Strategy development processes Chapter 15: Implementing strategy Chapter 16: Leadership and strategic changes Chapter 17: The practice of strategy
<b>Learning outcome 6:</b> Critically analyse the challenges related to change management and apply appropriate tactics to manage change		
Managing strategic change	<ul style="list-style-type: none"> <li>• The nature of organisational change</li> <li>• Understanding the context of change, including external drivers and within the organisation</li> <li>• Roles in the change process</li> <li>• Approaches to managing change</li> <li>• Understanding and managing resistance to change</li> </ul>	Chapter 16: Leadership and strategic changes Chapter 11: Entrepreneurship and Innovation

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### Practical and work competencies

- Given different scenarios:
  - Conduct an external analysis of an organisation's environment.
  - Conduct an internal analysis of an organisation's capabilities.
  - Formulate a realistic strategy for an organisation.
  - Develop implementation plans to execute strategies.
- Report on organisational problems at a strategic level that need to be solved and suggest solutions in report format to be considered by the board