

## Module 1: Strategy and agility for the 21<sup>st</sup> century

### Lesson 1: Defining Strategy

1.1	Define strategy in an organisational sense.
1.2	Explain the change in strategic wisdoms over the course of this century and identify urgent trends.
1.3	Define sustainable competitive advantage and its importance for the organisation.
1.4	Explain the relationship between an organisation's strategy and its business model.
1.5	Cite criteria that may be applied to assess the merits of a particular strategy.

### Lesson 2: The External Environment

2.1	Define the external or macro environment of an organisation and its importance in shaping an organisation's strategy.
2.2	Identify the strategically relevant components of an organisation's external environment.
2.3	Define the concepts and analytical tools necessary to conduct a sound industry and competitive analysis.

### Lesson 3: The Internal Environment

3.1	Explain the internal environment of an organisation and its importance in shaping an organisation's strategy.
3.2	Identify the analytical tools necessary to complete a comprehensive internal analysis of an organisation.
3.3	Understand how to conduct both an organisational resource and capability analysis as well as a cost structure analysis.

### Lesson 4: Globalisation

4.1	Understand the concept of globalisation.
4.2	Identify the impact globalisation has on organisations.
4.3	Define the different global strategies employed by organisations.
4.4	Develop an international corporate strategy.
4.5	Discuss the future of international business within a fracturing globalised economy.

### Lesson 5: Business Ethics, Social Responsibility and Environmental Sustainability

5.1	Define the relationship of business ethics with corporate social responsibility and environmental sustainability.
5.2	Understands the components necessary for an organisation to craft a Corporate Social Responsibility strategy.
5.3	Argue the case for Corporate Social Responsibility and sustainability.

### Lesson 6: Strategic Vision, Mission and Objectives

6.1	Outline the importance of an organisation having a clearly defined strategic management process.
6.2	Develop an organisation's' strategic vision and mission.
6.3	Analyse the actions an organisation must take to effectively execute and evaluate its strategy.
6.4	Understand the need to balance achieving strategic objectives with financial objectives.

**Lesson 7: Evaluating the Five Generic Strategies**

<b>7.1</b>	Define the concept of 'competitive strategies' and identify why they are useful.
<b>7.2</b>	Identify and define the five generic competitive strategies.
<b>7.3</b>	Explain how an organisation might determine the most appropriate generic strategies applicable to it.

**Lesson 8: Evaluating Complementary Strategic Moves, Timing and Scope of Operations**

<b>8.1</b>	State those occasions when an organisation needs to pursue offensive and/or defensive competitive actions to improve market position.
<b>8.2</b>	Understand and explain the importance of timing in executing offensive and defensive strategies.
<b>8.3</b>	Identify the strategic benefits and risks of expanding an organisation's horizontal scope through mergers, acquisitions and strategic partnerships.
<b>8.4</b>	Define the advantages and disadvantages of extending the organisation's vertical scope of operations through the pursuit of backward integration, forward integration and strategic partnerships.
<b>8.5</b>	Determine suitable occasions for outsourcing certain value chain activities to outside parties.
<b>8.6</b>	Analyse the principal motivations for choosing to compete in international markets and the complexities of crafting related strategic options.
<b>8.7</b>	Identify the merits and risks of related and unrelated corporate diversification strategies.

**Lesson 9: Evaluating People, Capabilities and Structural Considerations**

<b>9.1</b>	Identify the complexities of the execution of strategy and the role managers should play in the process.
<b>9.2</b>	Analyse the importance of human resources planning in the strategy execution process.
<b>9.3</b>	Define the resource and capability components needed for effective strategy execution.
<b>9.4</b>	Identify the issues to be addressed in the establishment of a strategy-supportive organisational structure.

**Lesson 10: Evaluating Operations, Leadership and Cultural Considerations**

<b>10.1</b>	Analyse five operational considerations to be pursued by management to underpin effective strategy execution.
<b>10.2</b>	Identify the key organisational culture features most likely to promote excellent strategy execution.
<b>10.3</b>	Define the features of effective strategic leadership and the role they play in achieving superior strategy execution.

**Lesson 11: Paving the Way for Adoption and Change**

<b>11.1</b>	Understand and explain the importance of managing resistance when executing new strategy.
<b>11.2</b>	Understand and explain the importance of communication networks in facilitating the adoption of strategy.

**Lesson 12: Personal Strategic Capability**

<b>12.1</b>	Identify and develop the personal capabilities necessary for building effective organisational strategy.
<b>12.2</b>	Apply the concept of 'relational leadership' when building organisational strategy.
<b>12.3</b>	Understand and explain how the tools of narrative, and storytelling can contribute to building organisational strategy.

**Lesson 13: Organisational Agility and Ambidexterity**

<b>13.1</b>	Identify the eight dimensions of organisational agility.
<b>13.2</b>	Define the eight myths about organisational performance.
<b>13.3</b>	Define the actions available to an organisation to address the performance myths and create an agile organisation.
<b>13.4</b>	Understand and explain the importance of having an organisational apology policy in place.
<b>13.5</b>	Analyse the process of organisational apology.
<b>13.6</b>	Define the features of successful and unsuccessful apologies.
<b>13.7</b>	Analyse the concept of customer responsiveness and related underpinning methodologies.
<b>13.8</b>	Explain the concept of organisational 'ambidexterity'.
<b>13.9</b>	Argue the case for organisational 'ambidexterity'.