



**PAN AFRICA SKILLS  
& CONSULTING LTD**

## **Mastery of Management Graduate Diploma**

**on**

## **Corporate Strategy & Planning**

*A Program which focuses on the organization as a whole and its interactions with its environment.*

It aims to show how firms can be more effective and efficient in the modern corporate world.



This Program emphasizes key concepts for strategic decision making and conducting case analysis. It focuses on understanding strategic management concepts, research and theories and developing a framework of analysis to help identify central issues and problems, to suggest alternative courses of action, and to present recommendations for future action. It covers theory and practice by developing an understanding of when and how to apply concepts and techniques for marketing, accounting, finance, management, operations, and information systems.

The Program helps develop a wide range of abilities and to master vital skills; to analyse and evaluate strategic decisions; to research, gather and interpret key environmental data; to understand the present and future environments; to develop analytical and decision-making skills for dealing with problems in an ethical manner.

## **Course Outline**

### **Module 1: Concepts of Strategic Management**

The Study of Strategic Management  
Phases of Strategic Management  
Benefits of Strategic Management  
Globalization and Electronic Commerce: Challenges to Strategic Management  
Impact of Globalization  
Impact of Electronic Commerce  
Global Issues: Regional Trade Associations and National Trade Barriers  
Theories of Organizational Adaptation  
Creating a Learning Organization  
Basic Model of Strategic Management  
Environmental Scanning  
Strategy Formulation  
Strategy Implementation  
Evaluation and Control  
Feedback/Learning Process  
Initiation of Strategy: Triggering Events  
Strategic Decision Making  
What Makes a Decision Strategic  
Mintzberg's Modes of Strategic Decision Making  
Strategic Decision-Making Process: Aid to Better Decisions  
Impact of the Internet on Strategic Management

### **Module 2: Corporate Governance and Social Responsibility**

Corporate Governance: Role of the Board of Directors  
Responsibilities of the Board  
Members of a Board of Directors  
Agency Theory Versus Stewardship Theory in Corporate Governance  
Nomination and Election Of Board Members  
Organization of the Board  
Trends in Corporate Governance  
Corporate Governance: The Role of Top Management  
Responsibilities of Top Management

Social Responsibilities of Strategic Decision Makers  
Responsibilities of a Business Firm  
Corporate Stakeholders  
Ethical Decision Making  
Unethical Practices and 'Whistleblowers'  
Reasons for Unethical Behaviour  
Encouraging Ethical Behaviour  
Impact of the Internet on Corporate Governance and Social Responsibility  
Government Action to Protect Society by Regulating

### **Module 3: Environmental Scanning and Industry Analysis**

Environmental Scanning  
Identifying External Environmental Variables  
Identifying Potential Markets in Developing Nations  
Identifying External Strategic Factors  
Industry Analysis: Analysing the Task Environment  
Porter's Approach to Industry Analysis  
Industry Evolution  
Categorizing International Industries  
International Risk Assessment  
Strategic Groups  
Strategic Types  
Hyper competition  
Using Key Success Factors to Create an Industry Matrix  
Competitive Intelligence  
Forecasting  
Danger of Assumptions  
Forecasting Techniques  
Synthesis of External Factors  
Impact of the Internet on Environmental Scanning and Industry Analysis  
Competitor Information Available on the Internet

### **Module 4: Internal Scanning: Organizational Analysis**

A Resource-Based Approach to Organizational Analysis  
Using Resources to Gain Competitive Advantage  
Determining the Sustainability of an Advantage  
Value Chain Analysis  
Industry Value Chain Analysis  
Corporate Value Chain Analysis  
Scanning Functional Resources  
Basic Organizational Structures  
Corporate Culture: The Company Way  
Strategic Marketing Issues  
Corporate Culture as a Competitive Advantage  
Strategic Financial Issues  
Strategic Research and Development (R&D) Issues  
Strategic Operations Issues  
Strategic Human Resource Management (HRM) Issues

Strategic Information Systems/Technology Issues  
The Growing Global Internet Economy  
The Strategic Audit: A Checklist for Organizational Analysis  
Synthesis of Internal Factors  
Impact of the Internet on Internal Scanning and Organizational Analysis

### **Module 5: Strategy Formulation: Situation Analysis and Business Strategy**

Situational Analysis: SWOT Analysis  
Generating a Strategic Factors Analysis Summary (SFAS) Matrix  
Finding a Propitious Niche  
Review of Mission and Objectives  
Generating Alternative Strategies Using a TOWS Matrix  
Business Strategies  
Porter's Competitive Strategies  
Cooperative Strategies  
Business to Business  
Impact of the Internet on Business Strategy

### **Module 6: Strategy Formulation: Corporate Strategy**

Corporate Strategy  
Directional Strategy  
Growth Strategies  
Transaction Cost Economics Analyses Vertical Growth Strategy  
International Entry Options  
Entering International Markets  
Controversies in Directional Growth Strategies  
Stability Strategies  
Retrenchment Strategies  
Portfolio Analysis  
BCG Growth-Share Matrix  
GE Business Screen  
International Portfolio Analysis  
Advantages and Limitations of Portfolio Analysis  
Corporate Parenting  
Developing a Corporate Parenting Strategy  
Parenting-Fit Matrix  
Horizontal Strategy and Multipoint Competition  
Impact of the Internet on Corporate Strategy  
Global Online Population

### **Module 7: Strategy Formulation: Functional Strategy and Strategic Choice**

Functional Strategy  
Core Competencies  
The Sourcing Decision: Where Should Functions Be Housed?  
Marketing Strategy  
Financial Strategy  
Research and Development (R&D) Strategy  
Operations Strategy

International Differences and Operations Strategy  
Purchasing Strategy  
Logistics Strategy  
Human Resources Management (HRM) Strategy  
Information Systems Strategy  
Strategies to Avoid  
Strategic Choice: Selection of the Best Strategy  
Constructing Corporate Scenarios  
Process of Strategic Choice  
Development of Policies  
Impact of the Internet on Functional Strategy

### **Module 8: Strategy Implementation: Organizing for Action**

Strategy Implementation  
Who Implements Strategy?  
What Must Be Done?  
Developing Programs, Budgets, and Procedures  
Achieving Synergy  
How Is Strategy to Be Implemented?  
Organizing for Action  
Structure Follows Strategy  
Stages of Corporate Development  
Organizational Life Cycle  
Advanced Types of Organizational Structures  
Re-engineering and Strategy Implementation  
Designing Jobs to Implement Strategy  
Designing Jobs with the Job Characteristics Model

### **Module 9: Strategy Implementation: Staffing and Directing**

Staffing  
Staffing Follows Strategy  
Selection and Management Development  
Problems in Retrenchment  
International Issues in Staffing  
Leading  
Managing Corporate Culture  
Action Planning  
Management By Objectives  
Total Quality Management  
International Considerations in Leading  
Cultural Differences and Implementation Problems in Mergers  
Impact of the Internet on Staffing and Leading in Organizations  
Static Intranet Applications  
Dynamic Intranet Applications  
Virtual Teams Use of the Net to Operate at Long Distance  
Advantages and Disadvantages of Intranets

## Module 10: Evaluation and Control

Evaluation and Control in Strategic Management

Measuring Performance

Appropriate Measures

Types of Controls

Activity-Based Costing

Primary Measures of Corporate Performance

Questionable Performance Measures

Primary Measures of Divisional and Functional Performance

International Measurement Issues

The Impact of Piracy on International Trade

Strategic Information Systems

Enterprise Resource Planning (ERP)

Divisional and Functional IS Support

Problems in Measuring Performance

Short-Term Orientation

Goal Displacement

Guidelines for Proper Control

Strategic Incentive Management

Using the Strategic Audit to Evaluate Corporate Performance

Impact of the Internet on Evaluation and Control

A Strategic Audit of a Corporation

