

PRE-REQUISITE(S)

No pre-requisite is required

CREDIT HOURS

3

SYNOPSIS

The module seeks to develop a critical approach to strategy management in a business, whilst also exploring the development of key management disciplines and in providing the opportunity to reflect upon debates regarding the purpose of business, different stakeholder perspectives, different modes of organising and the variety of models for creating and exploiting value. The objective of this module is to draw together the knowledge of individual disciplinary areas of the Doctoral candidates to further enhance the analysis of on-going businesses including not-for-profit organizations. In this manner, the diverse interests of stakeholders – key executives, customers, buyers, owners and other interested parties – will be better examined. Substantial attention will be given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching corporate goals and objectives. The design of organization structures, systems, and processes necessary for implementation of such strategies and policies will also be discussed, using case studies and work-based issues.

LEARNING OUTCOMES

- Appraise the theories and methods of strategy formulation used in different organisational contexts.
- Produce a coherent interorganisational strategy, planning and implementation taking into account the role and impact of strategic intelligence and the relevant stakeholders' requirements.
- Conjecture global trends in managing cultural diversity that influence inter-organisational policy and strategy in the new normal.

TOPICS

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| Topic 1 | Strategic Formulation, decision-making theories and implementation models; restraint and constraint inter-organisational strategy |
| Topic 2 | Stakeholder approach to development and integration of inter-organizational strategies; change-making agents influence and impact on working dimensions (e.g. work design, culture and climate, formal management systems, people skills and competencies, technologies, performance and management) |

- Topic 3 Planning and Implementation: Strategic planning and policy formulation process, strategic plans and associated policies; functional plans and policies in alignment to strategic business units
- Topic 4 Policy objectives and translation into interorganisational strategies: Relationships between different partners, contribution of economic, political and social factors; key economic drivers of policy and strategy
- Topic 5 Strategic Intelligence and decision-making; Interorganisational communications channel, managing acceptable risks and opportunities in strategy
- Topic 6 Development and management of interorganisational alliances and coalitions: Impact of cultural differences on the policy and strategy
- Topic 7 Forecasting political, social, economic, technological and moral trends for inter-organisational policy and strategy formulation

Concluding Review

ASSESSMENT DETAILS

| Continuous Assessment | % |
|--------------------------------|----------|
| Short Essays | 20 |
| Discussion Forum | 15 |
| Case Study | 15 |
| Final Assessment | % |
| Written Assignment/Examination | 50 |

PRESCRIBED TEXT

The list of required readings and related study materials will be discussed by the faculty instructor.