CHARTERED GOVERNANCE QUALIFYING PROGRAMME (CGQP)

Programme Part 2

2.2 Development of Strategy

Introduction

As the pace and volume of change in the environment affecting organisations in all sectors increases, company secretaries/governance professionals must seek to understand what is happening and play their part in determining the organisation's response. All organisations are faced with the challenge of strategic direction either to grasp new opportunities or to overcome significant problems.

The aim of this module is to provide the elements, processes and techniques involved in the development and implementation of organisational strategy. As part of the senior management team, company secretaries/governance professionals have a significant role to play in ensuring that strategy fits organisational purpose, is acceptable in terms of risk, and is consistent with good governance as well as with stakeholder requirements and concerns.

The module explores the critical role played by company secretaries/governance professionals as part of the senior management team – ensuring the integrity of the policies, systems and processes that deliver the organisation's strategic purpose and objectives. The obligations of directors, officers and senior employees in the strategic planning and delivery of organisational responsibility are also considered. The module will help students develop an understanding of the ethical considerations raised by the development and implementation of strategy and its impact on reputation.

This field of study is potentially vast, and it is all too easy to be overwhelmed by the range of frameworks, tools and techniques in existence. They are important, but only in the political and cultural context of the organisation and as a response to the need for practical reaction and decision-making when confronted by the day-to-day problems with which organisations have to contend. This module focuses on the components of organisational strategy most relevant to the practice of company secretaries/governance professionals, enabling them to apply the concepts and principles of strategic management to organisations in order to protect their reputation and promote good governance and accountability to stakeholders

Module content

Section A: Strategy and strategic planning
Section B: Understanding the external environment
Section C: The impact of culture, governance and purpose on strategy
Section D: Assessing alternative strategies
Section E: Implementing strategy
Section F: Managing change

Pre-requisite learning

It is recommended that students complete all Level 6 modules in the qualifying programme before attempting this module to ensure they have gained the underpinning technical knowledge for successful completion of this module.

Learning outcomes

After successful completion of this module you should be able to:

1   Understand the nature and importance of strategy and strategic planning.

2   Be able to critically evaluate an organisation's environment within the context in which it operates.

3   Be able to critically evaluate an organisation's culture, governance and purpose, in order to advise senior management and the board, or other governing body, on appropriate strategic approaches that would ethically serve the purpose of the organisation and its stakeholders.

4   Be able to critically evaluate strategic alternatives available to organisations in order to advise senior management and the board, or other governing body, on appropriate alternatives.

5   Be able to critically evaluate the organisational impact of strategic choices in order to advise senior management and the board, or other governing body, on the appropriate structures and controls required for implementation of strategies.

6   Be able to critically analyse the challenges related to change management and develop appropriate tactics to manage change.

Section A: Strategy and strategic planning

Learning Outcome
-    Understand the nature and importance of strategy and strategic planning

Key topics

A.1   The nature of strategy and planning
A.2   Strategic management
A.3   Developing strategy

A.1   The nature of strategy and planning

A1.1   The theory, meaning and purpose of strategy
A1.2   Strategic planning
A1.3   Characteristics of strategic decisions
A1.4   Perspectives of strategy
A1.5   Levels of strategy and planning

A.2   Strategic management

A2.1   The evolution of rational strategy
A2.2   Perspectives of emergent (or intended/deliberate) strategy
A2.3   Rational versus emergent strategy
A2.4   Other strategy models
A2.5   Organisational contexts
A2.6   Economic conditions

A.3   Developing strategy

A3.1   Strategic leadership
A3.2   Systems – the process of making strategy
A3.3   The people involved in developing and implementing strategy participants and stakeholders
A3.4   Key strategic actions

Section B: Understanding the external environment

Learning outcome
-       Be able to critically evaluate an organisation's environment within the context in which it operates

Key topics

B1   The external environment
B2   Strategic capability and competencies

B1   The external environment

B1.1   Analysing the operational environment
B1.2   Analysing the far/macro environment
B1.3   PESTEL analysis
B1.4   Forecasting and scenario planning
B1.5   Analysing the near/micro environment
B1.6   Market segmentation
B1.7   Behavioural forces organisations need to consider

B2   Strategic capability and competencies

B2.1   Sources of strategic capability
B2.2   Understanding, achieving and sustaining competitive advantage
B2.3   Assessing strategic capability
B2.4   Benefits and limitations of different methods used to assess strategic capability
B2.5   Managing strategic capability

Section C: The impact of culture, governance and purpose on strategy

Learning outcome
Be able to critically evaluate an organisation's culture, governance and purpose, in order to advise senior management and the board, or other governing body, on appropriate strategic approaches that would ethically serve the purpose of the organisation and its stakeholders.

Key topics

C1   Strategy and organisational culture
C2   The governing body and strategy
C3   Expressing organisational purpose
C4   Business ethics and social responsibility

C1   Strategy and organisational culture

C1.1   The importance of culture and history and their influence on current and future strategy
C1.2   Understanding culture
C1.3   The importance of culture
C1.4   Creating, sustaining and changing culture
C1.5   Organisational culture and national culture

C.2   The governing body and strategy

C2.1   Corporate governance strategy
C2.2   Stakeholder expectations
C2.3   Risk, reputation and strategy

C3   Expressing organisational purpose

C3.1   Strategy and organisational purpose
C3.2   Elements of organisational purpose
c3.3   Statements of purpose – benefits and issues

C4   Business ethics and social responsibility

C4.1   Understanding the meaning of ethics
C4.2   Business ethics in the development of strategy
C4.3   Corporate social responsibility (CSR) as part of strategy
C4.4   Sustainability as part of strategy
C4.5   Social business and creating shared value
C4.6   The role of individuals and managers

Section D: Assessing alternative strategies

Learning outcome
-       Be able to critically evaluate strategic alternatives as available to organisations in order to advise senior management and the board, or other governing body, on appropriate alternatives

Key topics

D1 Strategic choices
D2 Strategic development

D1   Strategic choices

D1.1   The scope of strategic choice
D1.2   Driving the business forward
D1.3   Business-level strategy
D1.4   Corporate-level strategy and strategic models
D1.5   Internationalisation as a strategic option

D.2   Strategy development

D2.1   Strategic pathways to strategy attainment
D2.2   Evaluating strategic options

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Section E: Implementing strategy

Learning outcome
- Be able to critically evaluate the organisational impact of strategic choices in order to advise senior management and the board, or other governing body, on the appropriate structures and controls required for implementation of strategies.
- Be able to critically analyse the challenges related to change management and develop appropriate tactics to manage change.

Key topics

E.1   Organisational structure and design
E.2   Strategic control and performance management

E.1   Organisational structure and design

E1.1   The nature of organisational structure
E1.2   Traditional structural forms and their advantages and disadvantage
E1.3   Emerging structural forms and their benefits

E.2   Strategic control and performance management

E2.1   Strategy, risk and control
E2.2   Implementation of strategy
E2.3   Performance and effectiveness concepts, issues and approaches
E2.4   The nature of management control
E2.5   Strategic control, concept and models
E2.6   The balanced scorecard as a strategic control method

Section F: Managing change

Learning outcome
-        Be able to critically analyse the challenges related to change management and develop tactics to manage change

Key topics
F.1   Managing strategic change – the process dynamic
F.2   Managing strategic change – the people dynamic

F.1   Managing strategic change – the process dynamic

F1.1   The cause of, and need for change
F1.2   Understanding the context and process of change

F.2   Managing strategic change – the people dynamic

F2.1   Roles in the change process
F2.2   Managing effective change strategically
F2.3   Levers for strategic change
F2.4   Managing human resistance to change
F2.5   Managing strategic change effectively

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