

# UFS FORM 5: SHORT LEARNING PROGRAMME

## SECTION A: CATALOGUE

**CODE:** HEQC/H06/EMS/DESBS (Credit bearing SLP)

**TITLE:** Designing and Executing State-of-the-art Business Strategies

**QUALIFICATION:** MDP

**NQF LEVEL:** 6

**CREDITS:** **NOTIONAL LEARNING HOURS:**

MDP	Lecturing Hours	Credits
Strategic Management	10	9

**FORMAL CONTACT TIME:** 21 hours (spread over three days)

### LEARNING ASSUMED TO BE IN PLACE:

No formal tertiary qualifications are required, but it is assumed that participants will have matric with an ability to communicate effectively, that is, use their verbal and non-verbal skills appropriately. The assumption derives from the fact that our target audience is business owners, directors, business managers, business development managers, marketing managers, strategic planning managers, management consultants, managing directors, departmental managers, and supervisors.

### LEARNING OUTCOMES:

Participants will leave the course with the ability to

- Understand the latest state-of-the-art thinking and applications in strategic management
- Perform an effective strategic analysis
- Design strategies that will provide sustained competitive advantage for their firms.
- Implement strategies effectively and in real-time
- Effectively manage change in their organisations

### BRIEF DESCRIPTION OF CONTENT:

The course is divided into a number of units. The intention is to take participants on the road to strategic dynamics that will lead to a practical hands-on understanding of strategic planning, based on state-of-the art strategic planning concepts and the latest methodologies in practice.

Unit 1: Overview of the latest strategic planning concepts used by leading international firms. The objective with this session is to serve as a benchmark of strategic planning concepts as applied in modern day businesses. Participants will have the opportunity to discuss strategic planning concepts as practiced by some of the leading firms that will be used as case studies throughout the course. This will set the scene for the course and serve as an overall introduction to strategic planning.

Unit 2: How to build a sustained competitive advantage for your firm.

Strategic analysis and strategic choice will be discussed in this unit. This includes the following:

- Understanding your business, your industry and the role that your firm plays in its current and future industries.
- Environmental scanning techniques.

- Competitor analysis and competitive behavior.
- Analysis of your firm's profit pool and how to optimize profitability by understanding the strategic costs associated with strategy implementation.
- Selecting the proper competitive landscape within which your firm intends to position itself.
- Practical guidelines on positioning and differentiation as core strategies
- Crafting your strategic direction
- Crafting competitive strategies
- Global strategies and strategies for benefiting from contemporary electronic commerce.

Unit 3: Strategy implementation.

- Managing the "planning / implementation" gap.
- Implementing strategy in complex and volatile business environments.
- Designing your firm's approach to strategy implementation.
- The requirements for effective implementation of strategy.
- Managing change: an imperative to strategic success in the new world economy.
- Measuring your success: The Balanced Score Card.

Unit 4: A practical unit where participants are required to actually craft strategy that will provide a sustained competitive advantage for an example firm. A strategic planning process will be used that will provide participants with practical instruments and processes that can actually be utilized after the course in their own practical situation, and a practical situation will be simulated to provide participants the opportunity to get a "feel" for real life competitive situations, and how to deal with it from a strategic perspective.

**CRITICAL OUTCOMES SUPPORTED BY SHORT LEARNING PROGRAMME:**

- The ability to solve complex problems using critical and creative thinking
- The ability to work effectively with others as a member of a team
- The ability to critically evaluate information
- The ability to communicate effectively

**METHODS OF ASSESSMENT:**

Participants will be required to submit a practical assignment (**Strategy Implementation Report**) within 6 weeks of having attended the course.

**ASSESSMENT CRITERIA:**

These criteria will be based on participants ability to integrate and comprehend the various aspects within the field of strategy.

**ORGANISING FIELD: 3**

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| • (1 = Agriculture and Nature Conservation)               | (7 = Human and Social Studies)                            |
| • (2 = Culture and Arts)                                  | (8 = Law, Military Science and Security)                  |
| • (3 = <u>Business, Commerce and Management Studies</u> ) | (9 = Health Sciences and Social Services)                 |
| • (4 = Communication Studies and Language)                | (10 = Physical, Mathematical, Computer and Life Sciences) |
| • (5 = Education, Training and Development)               | (11 = Services)   |
| • (6 = Manufacturing, Engineering and Technology)         | (12 = Physical Planning and Construction)                 |

**APPROVAL DATE:** 22 April 2004

**REVIEW DATE:** 2008

**DEPARTMENTAL OR PROGRAMME “HOME”:**

Centre for Business Dynamics, School of Management, Faculty Economic and Management Sciences (Centre is self-sustained)

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