



CERTIFIED SENOR BUSINESS STRATEGY PROFESSIONAL

Course	Business Strategy
Instructor	Certified American Academy Instructor
Recognized by	CHEA, IBS, NOCA, ACSBC, DIKTI
Descriptions	To deal with an ever-changing business environment, executives need to equip themselves with new strategic business analysis capabilities; i.e. the ability to analyze different factors in business that will help in the understanding, interpretation and characterization of strategic issues that determine the survival of a company. Only when business executive understand these strategic issues will they be able to survive and thrive amid the storm of information. The increasing flow of business information has caused many executives losing their direction and being unable to make proactive decisions. For example, while the issue of rescheduling foreign debt is still unsettled, a new threat of a second financial crisis has emerged to affecting the globe. While an investment in the expansion of production facilities is being approved, the market suddenly shows sign of slowing; or while sales are on the rise, a new competitor suddenly emerges with better quality product at lower prices. Strategic-management process can be described as an objective, logical, systematic approach for making major decisions in an organization. It attempts to organize qualitative and quantitative information in a way that allows effective decisions to be made under conditions of uncertainty. Nevertheless, strategic management is not a pure science that lends itself to a nice, neat, one-two-three approach. Based on past experiences, judgment, and feelings, intuition is essential to making good strategic decisions. Intuition is particularly useful for making decisions in situations of great uncertainty or little precedent. Although some organizations may survive and

prosper because they have intuitive geniuses managing them, most are not so fortunate. Most organizations can benefit from strategic management, which is based upon integrating intuition and analysis in decision making. Choosing an intuitive or analytic approach to decision making is not an either or proposition. Managers at all levels in an organization inject their intuition and judgment into strategic-management analyses. Analytical thinking and intuitive thinking complement each other.

The American Academy course takes a managerial point of view -- emphasizing application, execution, and the framing and resolving of large, multi-dimensional problems. As such, the course places participants (primarily through cases and projects) in diverse managerial situations: large and small organizations, manufacturing and service industries, growing and mature firms, domestic and international settings, asking them to act as advisors to general managers or as line managers themselves.

This course includes a study of strategic planning including mission statement development, analysis of the external environment and internal organizational factors, development of strategic alternatives, selection of appropriate alternatives, implementation of strategies, and competitive strategies and dynamics. Special emphases are given to the integration and coordination of the functional areas within the enterprise. The case method will be used to provide practical experience in analysis and decision-making in the solution of business problems.

The participants by the end of the course program shall undertake the certification exam for proving that they have fulfilled the standard requirement as strategic business professional.

The AAFM[®] certification process, administered by International Board of Standards iBS, identifies to the public that those individuals who have been authorized to use the AAFM[®] certification marks in the globe have met

	rigorous professional standards and have agreed to adhere to the principles of integrity, objectivity, competence, fairness, confidentiality, professionalism and diligence when dealing with clients.
Durations	3 Days
	This course deals with the roles and responsibilities of the senior business strategist who is the person responsible for the effectiveness of an overall enterprise strategy. Most frequently, this is the CEO and that is the perspective taken. The course is highly relevant in preparing participants for eventual senior management positions, in providing participants analytic frameworks for understanding the strategy and organizational priorities and issues faced by firms, and in providing students an integrated perspective for assessing the health and needed improvements in firms. Thus, the course is not only pertinent for participants who intend to pursue general management careers, but also to those interested in management consulting, investment banking, venture capital, and other careers in which assessments of strategies, organizational effectiveness and management and action plans are centrally important. The course takes a managerial point of view - emphasizing application, execution, and the framing and resolving of large, multi-dimensional problems. As such, the course places students (primarily through cases and projects) in diverse managerial situations: large and small organizations, manufacturing and service industries, growing and mature firms, domestic and international settings, asking them to act as advisors to general managers or as line managers themselves. Also, the course is a pre-requisite for preparation to earn the certificate describing professional and seniority in strategy development and implementation.
Target Audience	Management and business professionals who are interested in developing the skills needed to analyze, create, and implement strategy. There are no prerequisites, but a basic understanding of management and organization principles is desired.

Course Contents and Descriptions

Segment 1

Navigating Strategy Through Uncertainty

- What strategy 'is' and 'is not'?
- Defining the end point: Vision, mission, and objectives
- Stakeholders' points of view
- The psychology of regret
- The challenge of decision making

Segment 2

Strategic Business Analysis

- Analysis: External factors
- Industry analysis
- Product and industry life cycles
- Competitor analysis
- Determining priorities

Segment 3

The Role of Leaders in Delivering Strategy

- Leadership qualities for strategic management
- Cascading goals
- Managing conflict across organisational boundaries
- Developing and communicating a clear message
- Influence, negotiation, and persuasion

Segment 4

Striking a Balance between Data and Creativity

- Tracking business performance
- Converting data into usable information
- Does innovation stem from numbers?
- Imagining possible futures (scenarios)
- Planning for innovation



Segment 5

Alignment to Strategic Goals

- How effective is your performance management process?
- Engaging with and motivating staff
- Handling strategic drift and ever-changing goals
- Identifying change agents
- Delegating decisions
- Personal development planning

Case Studies

Case-based discussions will be conducted with topics related to the subjects of training. Exam exercises and questions evaluation.