



STRATEGIC MANAGEMENT ANALYST

Course	Strategic Management
Instructor	Certified American Academy Instructor
Recognition	CHEA, ICE, ANSI, ACBSP, DIKTI
Descriptions	The word strategy comes from the Greek word strategos, which means literally, generalship, the act of planning and winning battles, and eventually the war, by thinking through and anticipating the implications of each and every action. In the context of firms, strategy aims to accomplish firms' goals of creating value and succeeding in often highly competitive marketplaces, inhabited by fierce competitors. Strategic management addresses the strategic positioning of the firm, its resources and capabilities, and its organizational structure and how a firm can use them to create and sustain competitive advantage Strategic Management is concerned with those activities and processes that affect the longer term success, or otherwise, of an organization. It is a broad field of study, drawing on a wide range of disciplines, ranging from economics to sociology and psychology. In this Global Academy of Financial Management GAFM course the main emphasis will be on working with analytical concepts and methods that can inform decisions about how a firm might establish and exploit competitive advantage, compete in particular markets (competitive strategy) and/or develop the range of businesses and activities it is engaged in (<i>corporate strategy</i>). A focal question in our discussions will be how an organization can achieve superior performance. While scholar and practitioners provide a range of valuable tools, models and perspectives that help us in addressing this question, there rarely are single '<i>right</i>' answers that point to what strategy is best. A successful strategist must, consequently, not only be able to make sense of a great variety of data and information but be able to deal with the tensions of often conflicting signals and demands (for example, possible tensions between financial performance

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and societal expectations). While this may be frustrating at times it certainly makes the field challenging, even exciting.

While it may be tempting to see strategy as the exclusive domain of a few senior managers, organizational strategies often emerge out of the day to day actions of managers and employees across the range of the organizational hierarchy.

Despite our concern with analytical methods of strategic analysis the course will therefore not lose sight of the organizational mechanisms and structures that shape such processes of emergence. In this course, then, course will be seeking to prepare you to contribute to the strategic development of your organization, be it by participating in formal strategic decision making processes or through strategically aware daily practice.

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.

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 today 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. 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 analyst. The GAFM[®] certification process, administered by International Board of Standards IBS, identifies to the public that those individuals who have been authorized to use the GAFM[®] 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
Objectives	The ultimate goal of this course is to teach the participants how to think strategically, to assess the current strategic

situation of a firm and propose strategic recommendations that will provide the firm a sustainable competitive advantage. For one, ever changing conditions tend to render yesterday's analysis inappropriate for tomorrow. And the most elegant analytical configuration still needs to be applied forcefully and with conviction. In this sense, there is little substitute for industry experience, accumulated through the close observation of markets, competitors and technologies particular to each sector.

The course shall, nonetheless, cover a number of analytical and conceptual tools that are essential to evaluating and formulating competitive strategies that are realistic, founded on the specific characteristics of the industry at hand, and yet consistent with the basic abilities and resources at management's disposal. The course will also tackle some of the major issues involved in effectively implementing strategies, and the organizational obstacles to implementation.

Specifically, after the completion of the course the participants will:

- Understand the key elements of a competitive strategy both domestically and globally.
- Understand the major pitfalls of strategic management and strategic leadership.
- Analyze, and synthesize the data needed to assess the firm's strategic health and its long-term financial performance.
- Conduct an industry and country analysis and assess broader environmental trends.
- Identify critical cost drivers and sources of differentiation
- Identify and assess a company's resources and capabilities and their ability to generate a competitive advantage.
- Use analysis (of performance, industry, resources, costs, and differentiation) to identify potential strategic actions.
- Understand the elements of sustainability of

	competitive advantage over time, and its transferability to new environments. • Understand the key elements of corporate strategy • Assess the coherence of a corporate strategy and its ability to create value • Earn a Certificate of CSMA after completion and passing the GAFM examination
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Target Audience	Business owners or employers from any industry who are interested in developing the skills needed to analyze and create strategy. There are no prerequisites, but a basic understanding of management and accounting principles is desired.
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Course Contents and Descriptions

- Introducing Strategy
- Fundamentals of Strategy
- Strategic management
- The Macro environment, Industries and Sectors
- Strategic Capability
- Competitive advantage
- Value chain
- External analysis: Political Legal Forces, Social and Technological Forces
- Internal analysis
- Competitive positioning and business strategy
- Industry Competition
- Strategic purpose
- Level Strategies: Business Unit Strategies and Functional Strategies
- Business strategy: Experience Curves and Doom Loops
- Strategy Formulation
- Strategy Execution:
- Organizational Structure
- Culture and Leadership



	➤ Strategic Control ➤ Corporate strategy and diversification ➤ Managerial Ethics and Corporate Social Responsibility (CSR) ➤ International strategies ➤ Mergers, acquisitions and alliances ➤ Organizing Strategy Implementation ➤ Wrap up and Consultation
Case Studies	Case-based discussions will be conducted with topics related to the subjects of training. Exam exercises and questions evaluation.