

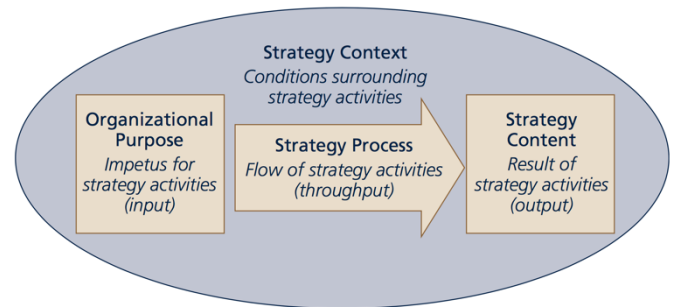
Strategic Management – Notes

Week 1 - Introduction

- Problem-driven approach to learning about strategy
- Issue based structure
- Organisations exist to fulfil a purpose and strategies are employed to ensure that the organizational mission and vision are realized

Dimensions of strategy and the organizational purpose

- **Strategy content:** The combined decisions and choices that lead a company into the future – the What of strategy; what is, what should be the strategy for the company
- **Strategy process:** The manner in which strategies come about – how is, and should strategy be made, implemented, changed and controlled,
- **Strategy context:** The set of circumstances under which strategy content and strategy process are determined – where are the strategy process and content embedded
- All distinguishable dimensions
- They all interact
- The manner in which the strategy process is organised will have a significant impact on the resulting strategy content, while likewise, the content of the current strategy will strongly influence the way in which the strategy process will be conducted in future



Content: Levels of Strategy

- Most common levels of aggregation
 1. Functional
 2. Business
 3. Corporate
- 1. **Functional Level:** Questions regarding specific functional aspects of a company (operations strategy, marketing strategy, financial strategy etc.)
 - **Debate:** whether firms should be primarily market driven or resource driven
- 2. **Business Level:** Requires the integration of functional level strategies for a distinct set of products intended for a specific group of customers (For businesses that operate in one such business)
 - **Debate:** Run as federations of autonomous business units or highly integrated organisations
- 3. **Corporate Level:** Businesses that operate in 2 or more businesses. This level aligns the various business level strategies
 - **Debate:** long term collaborative relationships or independent
- 4. **Network level:** Firms that cluster together into groups of 2 or more
 - **Debate:** whether firms should be primarily market driven or resource driven

