

Strategic Thinking & Management and Organisation Development

Strategic Business & Leadership

An increasingly volatile, uncertain, complex and ambiguous competitive environment requires rethinking how firms compete and how firms use the most important asset: human creativity. Are you interested in learning how to design the next generation firm? Do you want to learn how to thrive in the increasingly intricate web of human relationships that is the modern business ecosystem?

Profile of the Programme

This programme dives into strategic business shifts and the inter-personal skills required to succeed. You will learn about the shift in business strategy from pipelines to digital platforms and the shift in organisation from hierarchies to agile networks. You will learn the art of negotiations and influencing people. We'll use practical examples, case studies, business literature and project assignments.

In *Strategy and Organisation 1: Cases* you will address strategic managerial issues related to organisational agility and business platforms. You will get extensive practice in reviewing and searching for relevant business literature which explores the issues and solutions to the issues from the professional field and use case studies to apply insights from state-of-the-art business literature.

Organisational agility (networks) and platforms (digitisation) are often two sides of the same coin. But they don't have to be. Both represent major transformations of modern organisations, not merely in structure and process, but more importantly in mindset and organisational definition. You will gain insight into the challenges to modern businesses at a strategic level, contemporary managerial practice theory, and emerging technologies. You will become adept at sourcing, summarising and synthesising management literature from both professional and peer-reviewed authorities to apply this knowledge like a lens to a unique organisational situation.

Strategy & Organisation 1: Cases (10 EC) and Strategy & Organisation 2: Project (10 EC)

In *Strategy & Organisation 2: Project* we continue to develop logic in thinking but emphasize the synthesizing, visual mind. Together with a team of peers you will select an assignment and work with a large degree of autonomy towards the end goal: to bring to light the practices of one or more enterprises listed in the HNPP catalogue for *Hierarchies to Networks* and/or *Pipelines to Platforms*. The results of your investigations will be delivered in the form of a poster presentation supported by a written case study and be added to the body of knowledge of the *Transformations Observatory Project (TOP)*. Your investigation will primarily include desk research, but primary research in the form of interviewing or surveying employees of the enterprise are encouraged.

Using visual Agile project project techniques (Kanban boards) to plan and record your work activities in combination with an Scrum sprint methodology, each two weeks you will exhibit (demo) your progress to a pair of assessors. During regular sessions you will have opportunities to spar with lecturers on your intended investigation activities.

Professional Skills 1: Negotiation (5 EC) and Professional Skills 2: Networking (5 EC)

Professional Skills 1: Negotiation prepares the students for successful negotiations with customers and business partners. “In business today, effective influence is essential. Want your ideas implemented? You must influence others to act on them. Want more clients? You must influence people to buy from you. Want more advancement or responsibility? You must influence leaders to see the value you offer. And to be an effective leader, you must be able to influence others. In all respects, being able to influence others is the ultimate power tool.” (R. Cialdini, www.influenceatwork.com) The student will expand his knowledge of the negotiation process and the psychology behind it, and will apply the skills needed to negotiate successfully with business partners.

In *Professional Skills 2: Networking*, you will develop international networking and interpersonal skills. Using the Virtual Erasmus+ program, *Global Connect*, an online Think Tank, you will engage in weekly discussions about the challenges that your generation faces with students from across the globe, and connect with an international business professional to explore the impact that these challenges have on businesses that work across borders. This course will help the student with deepening the communication skills needed to build an international professional network, and to use the possibilities to digitally inform this network about current issues.

Keywords

- Strategic business
- Business model shifts
- Digital platform design
- Organisational agility design
- Negotiation
- Professional Networking
- Influence
- Case studies
- Projects
- Coaching
- Tutorials

The first half of this program includes reading a significant amount of business literature. You should be curious and have at least a level B2 in English.

Course structure

Learning Outcomes

Strategy & Organisation 1: Cases (10 EC) and Strategy & Organisation 2: Project (10 EC)

- Analyse macro-economic factors & policies driving business development and transformation.
- Develop a plan to support the creation of value.
- Systematically generate innovative solutions in a changing business environment.
- Analyse a complex business problem resulting in an evidence based solution.
- Draft the strategic cycle (evolution) of an organisation.
- Incorporate digital developments in the corporate strategy.
- Recommend financing possibilities in dynamic international environments.
- Assesses cultural differences on organisational behavior.
- Communicate effectively and persuasively using correct English.

Professional Skills 1: Negotiation (5 EC) and Professional Skills 2: Networking (5 EC)

- Respond appropriately to an unfamiliar, or unexpectedly changing, business environment.
- Develop negotiation strategies for a diverse set of cases, business environments, and negotiation partners.
- Use appropriate (sales) techniques to support durable customer relationships.
- Use persuasion and presentation skills with the purpose to be able to give sales presentations and to prepare and carry out a negotiation.
- Mitigate the pitfalls of cultural differences in business and social contexts.
- Be able to switch between conversation contexts and partners: from the international peers, international business professionals, LinkedIn network.
- Reflect on personal development and growth.

Core aspects

- Strategy design
- Business model shift
- Management 2.0 organisation design
- Trends & forces: technology, regulatory, economic.
- Scrum / Kanban
- Logic in thinking & writing (Pyramid Principle)
- Negotiation strategies
- Networking strategies
- Case-based learning
- Selecting & using literature to use as a lens for finding solutions

Level

Intermediate to Advanced

Comparison of Strategy & Organisation courses to classical BBA courses

S&O 1 integrated subject matter	Classical BBA courses
Organizational agility design	Organisation theory & design, HR, Management
Platform strategy design	Business & corporate strategy
Change leadership	Change management
Applying business literature to case resolution	Research skills

S&O 2 integrated subject matter	Classical BBA courses
Agile project using Scrum/Kanban	Project Management
Business model shift & context trends	Trend watching / Future casting (not standard BA fare), Business Model Generation
Platform design and organisation design challenge	Applied research skills