



Invitation: SMI's Master Class in Strategy

A staged 6 Day Summer School in Melbourne: 1st, 2nd; 8th, 9th; 15th, 16th February 2012

Invitation: obtain insight into contemporary perspectives of strategy; transform theory into practice

Earn reward & recognition: become a Certified Strategy Practitioner (CSP) as an Affiliate, Associate or Fellow

What's so important about strategy? Michael Porter comments: **"For any organisation, developing a strategy is an act of leadership, and strategy represents perhaps the most powerful tool available to leaders to get all the individuals in the organisation aligned around a common purpose and direction"***

*On Competition, Updated and Expanded Edition, Michael E. Porter, Harvard Business School Press, 2008

The SMI is delighted to invite you to attend our Strategy Master Class Summer School; a combination of our foundation courses 1 & 2:

**Strategy
Master Class**

Course 1: Perspectives of Strategy:

Foundations of Strategy: An exploration of perspectives of strategy theory at Masters standard, as taught in Business School.

Program: A summation of strategy 'through the ages' discussed through the lens of strategic 'tensions' and the perspectives of strategy: Process, Content, Context and Purpose.

Purpose: Exploration of each of the important and relevant strategy tools, techniques, systems, processes that have evolved since the inception of strategy concepts since the 1960's.

Course 2: Strategy Practice (Application of Theory): An emerging field of strategy, this course focuses on the 'doing' of strategy; a lived experience and primary focus for the CSP program.

Program: Structured on the SMI's fully integrated Strategic Management Framework and the realisation of practical outcomes and results. With an emphasis on human intervention, Strategy Practice focuses on:

- **Practitioners:** those who **do** the work of strategy
- **Practices:** social, symbolic and material tools through which strategy is done;
- **Praxis:** the **flow of activity** in which strategy is accomplished.

Combined Course 1 & 2:

- Introduction; strategy process, context and content
- Strategic/organisation change
- Strategy formation
- Strategic management framework
- Corporate strategy
- Business Level strategy
- Strategy evaluation
 - Governance
 - Environmental scanning
 - Competitive strategy
- Strategy execution: Pathway to Implementation
- International perspectives of strategy
- Case study, simulation/modelling

Who should attend? This course is designed for General Managers and emerging General Managers who have or will have responsibility for the 'doing' of strategy; i.e. the strategy of a business unit, or; provision of advice, participation in and guidance to others regarding strategy and strategic thinking within an organisation in a local or international context.

How will I benefit? Core strategy content taught in business schools naturally draws on text books and case study analysis, but that content typically gives little thought to the practical aspects of strategy; the area that will be of greatest importance to those attending the course. At the same time, minimal guidance is provided to the course participant in terms of ways to apply strategy theory to practice; **strategy creation and execution.**

The content of the SMI's coursework that addresses strategy theory is delivered with the needs of the practitioner in mind, as opposed to the delivery of a chapter by chapter prosecution of a text book alone. Similarly, our approach to teaching of strategy practice is sympathetic to the issues of greatest relevance to the audience. Content is presented within the construct of a fully integrated Strategic Management Framework whose design reflects the extensive experience of our course presenters who have each held senior roles as executives, consultants or educators. The framework provides a structure to strategy and an indication of causality. It also provides a basis upon which the many varying elements of strategy can be applied to achieve maximum benefit; **from vision to evaluation and execution.**

Continual learning through the SMI's professional development program is also available to our graduates, along with reward and recognition in the form of certification as an Affiliate, Associate or Fellow Certified Strategy Practitioner (CSP).

1st, 2nd; 8th, 9th; 15th, 16th Feb, 2012

St Kilda Road Towers,
1 Queens Rd, Melbourne
9.00 am to 5.00 pm

Investment:

\$5,280 per person for non-member (inc. GST, course materials, lunch).

\$4,800 per person for SMI member (inc. GST, course materials, lunch).

A 10% discount applies for registration of 2 or more people from the same company. A discount of 5% is available if payment made prior to 31st December, 2011.

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RSVP 27th January 2012. To register: Complete and return this form via:

Fax: 61 3 9863 8981, Email: smiknowledge@smiknowledge.com or call us: Telephone: 61 3 9863 8980.

Become a member: \$245 per annum (joining fee waved) benefits includes up to 15% discount on events and participation in other SMI activities. Further details: www.smiknowledge.com

Our approach to teaching: "With an emphasis on practical application of research, exploit the dichotomies of strategy concepts to; encourage debate and empower students to enquire, explore, challenge and resolve". Training is often seen as a form of conditioning, oriented towards getting employees to behave in a defined way. Yet, most modern companies need employees with the ability to actively and creatively seek solutions to changing problems. Therefore, strategy training needs to be oriented towards broadening managers' perspectives, enhancing their mental flexibility, stimulating their creativity and imagination, upgrading their analytical skills, and improving their ability to critically reflect on different options. "Our approach is not to push 'the one best way', but to challenge managers to consider the many possible ways to tackle strategic issues, to resolve strategic issues and to deliver results."

Contact name (to send Tax Invoice to): _____

Company and Purchase Order No (if applicable) _____

Email: _____ Phone: _____

Attendees Name: _____

Title: _____

Attendees Name: _____

Title: _____

Visa Mastercard American Express (Additional 3% added) Expiry Date

Credit Card Number

Name on card Three digit CVV (on reverse of card) \$

Cheques payable to: Strategic Management Institute at Suite 1237, 1 Queens Road, Melbourne, Vic, 3004

Direct debit payments: Strategic Management Institute, ANZ Bank, BSB 013 423 Account 203 676 959

For fax reply, send to **03 9863 8981**. You will be issued a taxation invoice via email upon receipt of your registration

Email: smi@smiknowledge.com

Cancellation Policy: The SMI is pleased to provide full refunds for cancellations advised within 10 working days of the event. Cancellations after 10 working days, but before 5 working days will receive 50% of total amount. There are no refunds for cancellations within 5 working days of the event. You may substitute a colleague at any time if you are unable to attend.

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