Name

Professor

Course

Date

Corporate Strategic Management

Q 1. Decision-making process in small businesses.

Small business managers encounter business oriented problems on a daily basis. This, therefore, calls for methods which are devised to solve these problems. Managers make decisions, which may either be short term or long term depending on the magnitude of the problem. As a small business manager, one of the problems which I have faced is the lack of enough finance to boost my business and add some stocks. Managerial decision making is a process which improves the effectiveness of managers' decisions (David 2017). Decision-making process, which I have used severally is broken into different sections/parts, which aid on how to attack and solve a critical problem. To solve the problem of the financial crisis in my business, I would certainly use a detailed plan on how to get a financier, grunts and probably see the success of business.

Decision-making process which I would use to solve the problems of my business includes the following steps into ensuring that a business is overwhelmed by success. The first thing to do in this process is to ensure that I identify the main problem. Understanding the problem one is facing gives you a chance to consider measures which will be employed to solve it, a prerequisite of the decision-making process. Decisions are not made arbitrary and therefore need to be made following a strategy with the aim of accomplishing certain issues at work. After realizing the problem, as a manager, I have to measure the odds and understand how this will improve in the future. After understanding the financial problem which my business is experiencing, the second thing to do is to seek and enquire information in a greater scope, about the opinions that I have made. Seeking to understand the major causes of financial crisis in my business is a vital factor in determining ways of solving the latter. As a manager, I have to ensure that I get different opinions on how other managers have handled the problem and the outcome.

The information acquired helps in coming up with several solutions to the problem, the third step of the decision-making process which a manager should follow. Formal collaborative planning is needed to help in putting the solutions in action depending on the final decision which has been passed. The nature of problem a manager's faces determines how long the decision will take to implement and with what measures. As a manager, to address the issue of finance, the solutions which I have gathered have their advantages and disadvantages. This, therefore, gives me a duty to choose between alternatives, choosing the alternatives which are more important. After realizing the best solution to my problem, I also have to ensure that in case an additional information about the solutions is essential. Advice from business advisors and other managers is also needed to ensure that the chosen solution fits to solve my problem. Outside information is helpful as it can be a source of new perspectives which primarily address the problem of finances.

After choosing the best solution, I should ensure that I implement the plan, to see the results of the made decisions. The chosen solution, therefore, should be implemented with effectiveness and a monitor to evaluate the outcomes of my decisions. Evaluation of the final results determines if the decision made is effective or not. This will help to determine if new decisions have to be made or and adapt to the proposed plan of action to help achieve the best solution.

In the case of retirement, as the manager of a family business, there are considerations which I have to make to ensure that the business has remained in the family and that the succession process is viable. Giving of power and wealth to a successor in the family is determined by several factors which include; the grooming period the successor has passed the interest towards the business, his/her knowledge and the size of the family and their different interests (Wolf, 2017). To accomplish the transfer, I would ensure that I choose the person with the business interest and who has a potential managerial aspect. Ownership of the business can be divided if not to everyone, dividing shares among the members. This ensures that the succession process takes place smoothly without experiencing taxes and other unnecessary business costs.

Q 2. Phases of strategic management.

Strategic planning is a process in the strategic management which deals with the crafting of different strategies in an organization while picking the best to ensure the organization's goals are achieved. Strategy implementation, on the other hand, is the execution of the chosen strategy for the goals and objectives of an organization to be achieved (Surbhi, 2015). There are fundamental differences between these two phases of strategic management which include; in strategic planning, the process is aimed at drafting the outline of a strategy in a business organization while strategy implementation is the execution or taking action of the chosen strategy to achieve stated goals and objectives of a business organization. Strategy planning involves putting different forces together before the real action is started while in strategy implementation, it deals with managing the included forces to help in the execution of the strategy.

Strategic planning is a process which deals with the use of logic, following a certain order of events while strategy implementation is an operational process, dealing with the execution of the formulated strategies. Effectiveness should be the main goal to achieve in strategic planning while in the implementation, efficiency is the major key to ensuring the formulated strategies are dome in time. People in top managerial positions are responsible for the planning of strategies while middle management or lower class management is responsible for implementation of those strategies. Intuitive skills and sound mind are needed to make the strategic plans to ensure that they are viable for the success of an organization, while during execution of those strategies, motivational skills are mainly needed to motivate members in pursuit of achieving organization's goals and objectives. During the process of strategic planning, entrepreneurial activities play the major role while during implementation, the major activities are administrative. After taking different considerations, the best strategies are chosen and implemented with the best cause of action being taken.

During the process of strategy implementation, several changes in the organizational structure are made. This is done to ensure that the new strategies are executed with maximum potential and achieve the best results possible. This change in the structure helps to achieve the planned strategies of an organization, with people who are conversant with the strategies given the key to lead into achieving the latter. A supporting structure with unique characteristics is chosen for the goals and objectives of the organization to be achieved. The change in structure also helps to put people who have knowledge about the strategies and also those who have the passion to realize a successful ending and achievement of goals.

Q 3. Leadership theories.

There are several theories of leadership which exist within a society. These theories can be trait theory, behavioral theory, contingency theory and transactional leadership theory. Trait leadership theory is considered to be the first modern way of leadership. It is a way of a leader which is attributed to the interpersonal characters and qualities, which define their leadership skills (Fleenor, 2006). According to Stodgill (1974), traits and situational variables contribute much in the leadership skills an individual possesses. There are some of the traits which are attributed to great leadership. Examples of such traits are responsible, assertiveness, knowledgeable, self-confidence, integrity, trustworthy, understanding other people's needs among others (Gardner 1989).

Behavioral leadership theory as the name suggests is mainly based on the behaviors which a leader exhibits and which define his/her leadership capabilities. The behavior which a leader exhibit portrays the success or failure of his leadership. This is because the behavior is the base determinant of leadership qualities. This behavior helps leadership to be conditioned and thus making the latter to be achieved. The traits can achieve by responding to specific stimuli hence making it a preferably fit model of leadership to be embraced in business management. Behavioral leadership can be either people oriented or task oriented leaders. People-oriented leaders mostly focus their behaviors in satisfying other people's needs. They greatly focus on motivating workers about human relations. They also mainly focus on encouraging observing listening coaching and mentoring. On the other hand, task-oriented leaders mainly focus operation procedures and organizational structure. Their behavior is concerned with initiating, acquisition of information, organizing and clarifying.

Contingency theory of leadership is a theory which states that there are no better ways to run an organization or make decisions, but rather the best cause of action is taken based on both internal and external situations. According to Scott (1981), contingency theory of leadership is dependent on the current environment, and the organization must relate to the environment. It is a form of leadership, where the action taken is determined by kind of task being done and the environment. The type of task determines the best way to solve problems and undertake different tasks, and thus different situations call for different ways of doing the task. Adaptable methods of problem-solving are the ones which are used in this type of leadership where they learn how to deal with a situation when it occurs. It is also seen as an open system of leadership, which embraces the challenges it faces by adapting to different situations.

Transactional leadership theory also known as managerial leadership is a leadership style where the leaders or the management push forward for compliance of the workers through punishment or giving of rewards. This depends on the behavior, work efforts and other activities in an organization. Leaders using this type of leadership strive to keep things the same without change, a type which is mostly preferred for projects or other activities which follow a specific way of action. Leaders using this type of leadership mainly focus in following a certain procedure, using the already existing rules to achieve the organization's goals and objectives. According to Hackman (2009), this type of leadership is passive where leaders establish a way to reward those who perform well and punishing those who perform poorly. In this way, they help in motivating the workers and increasing the output potential which leads to the achievement of organization's goals.

Trait and contingency theories of leadership are to some extent similar although they exhibit some differences. Trait theory is based on the character traits of an individual which determine his/her leadership. On the other hand, contingency theory is depended on a situation, and the cause of action is dictated by the environment and the attributes of the leader. In trait theory, the result or final decision made is depended on the leader while in contingency, the final decision is defined by the situation under which it is being done and the environment in which it takes place.

Trait theory suggests that leaders are born with leadership qualities, but contingency assumes that no one is born a leader but leadership is natured by different situations and circumstances which a person goes through. Trait theory emphasizes the personality of the leader, but contingency theory mainly focuses on the nature of surrounding circumstances.

Q 4. Evaluation and control in strategic management.

The performance of corporations in strategic management is measured by determining different indicators which show the success an organization has achieved. The primary measures of corporate performance are achieved through studying an organization's financial and nonfinancial measures. Research done has shown that non-financial measures are good indicators which improve on the financial aspects by speeding up activities that are behind schedule. These indicators also provide a link between current activities in an organization with the future financial performance.

The most used performance measure is using the balanced scorecard. This system incorporates both financial and non-financial measures which help to understand the overall performance of an organization. A balanced scorecard is comprised of different categories like internal business processes, customer value, innovation, learning and growth and financial performance. Indicators of performance which many firms and corporates use are the internal business process, customer requirements satisfaction, attitudes towards corporate culture and training of employees. This provides feedback to an organization and helps them in identifying ways of improving performance and achieve of firm's goals. Understanding the performance of the company, organization of companies contributes to putting up both short and long-term plans which help in sustaining the organization and helps in realization of its objectives and achieving their goals.

Control and coordination of an organization is a vital aspect which determines the success and achievement of its goals. In strategic management, coordination helps in achieving or in helping to execute a strategy which has been newly planned. These elements of control and coordination run down the hierarchy of leadership from top management to the employees. In a case of a new strategy being formulated, the coordination of the executives and the people making the decisions is mandatory to help achieve those plans. Control helps in running things and activities in an orderly manner, to avoid confusion and failure.

When a company embraces coordination, it helps achieve a mutual relationship between the employees and the management, or rather the decision makers. This relationship greatly determined by coordination and control achieves a forward move in the developments of the organization. Also shows the ability of leaders to control and be in charge of activities, putting up faith by the employees. In a case of lack of control and coordination in an organization, employees lose trust in their leaders which is a prerequisite of failure in the organization, and thus the goals are hardly achieved.

Control and coordination of a company help in boosting the productivity of the company leading to more success and achieving its goals. Long-term financial wellbeing and sound communication between the employees and leaders is also facilitated by the latter. When organizations lack these two factors, they are faced with the risk of reduced production, lack of financial stability and poor communication. Due to lack of communication, confusion among workers and staff dominates which is a sign of failure in accomplishing its goals and even the execution of newly formed strategies. Therefore coordination and control in an organization of company is an ingredient which is vital for a successful outcome in organizations and thus realization of their goals and objectives.

Q 5. Phases of corporate strategic management

Corporate management is divided into three broad phases which help to manage corporations and organizations. These phases include; analysis of the strategy, formulation of the strategy and implementation of the formulated strategies. In the management career, it is vital to understand the different phases through which successful strategies and decisions will be achieved. The first phase of strategic management is the analysis of the new strategies. New business ideas as a manager have to be first analyzed to ensure that they are viable and can help achieve the goals of my organization. As a manager, I would employ this process to ensure I achieve both short term and long term goals of the organization. Understanding the current problem the organization is facing will also help to analyze the most efficient strategies which will aid in helping solve the problems. Good decision-making process to achieve the best results at the end will also be a way to achieving goals of the organization. After analysis of the problem and the different decisions to be made, the second phase of strategic management is the formulation of the strategies.

In the formulation, a process of selecting the most profitable action to be taken is a fundamental determinant in the success of the organization. This second phase ensures that objectives are laid down, and ways of achieving them are devised. As a manager, I would use this phase as a way of setting a strong foundation to realize the objectives and have a successful organization. I would also ensure that I analyze all the strengths and weaknesses of the organization, opportunities, threats and risks that the organization is capable of facing. This deep analysis would, therefore, help in administering the best alternatives for the organization and see to the achieved of the objectives and goals. After choosing the best alternatives and viable objectives for the organization, it would probably lead me to the next phase, implementation.

 Implementation is the third phase in strategic management where the formulated objectives and strategies are executed. This phase calls for the interaction of the managers, and the employees to ensure the laid strategies are achieved in time and perfectly. Using this phase would be much needed and a compulsory one for the goals and objectives to be achieved. This will also ensure the successful completion of the new strategies which will enable I'm achieving our organization's goals. Activity measures and indicators of success will also be vital to help deliver immediate feedback. This feedback will be helpful in knowing the cause of action needed to be taken. It will also help in putting to control factors which drag improvements. This phase would all help me in paying attention to different processes and help in monitoring places which need change. This will ensure that quick measures are put in place to solve the problem and if new decisions are needed, it is in this phase where the change takes place.

After the implementation phase, evaluation and modification play as the last phase which helps to understand the strategies, a good way to gather feedback. Analysis to compare the past, current and future states of the organization will help me to achieve a feedback which will help to put considerable measures in play. This feedback will help to achieve desired future goals of the organization. Modification phase is the last phase which I would employ in the realization of a successful organization. This phase will help achieve changes which have been realized during the evaluation phase. When strengths are realized, they can be employed in implementing of other strategies of the organization in future. Therefore, the phases of strategic management will help ensure that the organization will achieve maximum productivity and achieve its objectives and goals, either short term or long term goals.

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