**Functional Area: Strategic / General Management (Strategising & Formulation)**

| 1. | Title | Formulate corporate culture strategies |
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| 2. | Code | ITCSSG507A |
| 3. | Range | A corporate with well formed culture that is aligned to their vision and mission will always have a competitive edge over its competitors. This is particularly true for telecommunication organisations to compete more effectively by giving its customers and staff a clear perception of what business image the organisation is targeting to. But cultures will change, the changes can be positive or negative which might be due to some particular reasons. Hence, the corporate should be aware of such changes that take place for the smooth sailing in the future. This UoC concerns formulating corporate culture strategies. There are three ingredients for successful formation of corporate culture strategies: determine the desired corporate culture, assess the corporate culture (values), and align the corporate culture |
| 4. | Level | 5 |
| 5. | Credit | 3 |
| 6. | Competency | <table><tr><td colspan="2">Performance Requirement</td></tr><tr><td>6.1 Possess the knowledge in the subject area</td><td>• Critically understand the importance of having an a corporate culture in telecommunication operator or services company<br>• Fully knowledgeable of the organisation's mission and vision and its core values<br>• Possess extensive experience in corporate culture formation methodologies and techniques<br>• Possess extensive knowledge of business strategy and business planning<br>• Possess extensive experience in establishing corporate events such as team building, leadership quality, staff outings, etc.<br>• Possess good communication skills to enable communicating the plan effectively to stakeholders</td></tr><tr><td>6.2 Formulate the corporate culture plan</td><td>Be able to:<br>• Steer a team to determine the desired cultures for organisation which conform with the organisation's mission and vision and has the most benefits to the organisation<br>• Critically explore for signs of any corporate culture issues, such as high turnovers, difficult to recruit talented staff, staff arriving and leaving right on time, lack of honest communication, declined customer satisfaction, etc.<br>• Review adequacy of corporate culture "artefacts" to determine whether new ones are required or old ones needed modification. Artefacts like organisation slogans, logos, "employee of the month", etc<br>• Formulate a plan of conducting interviews, surveys or observations with staff to identify "natural" (formed by staff) corporate value, like job satisfaction, commitments, staff attitude, loyalties, etc.<br>• Identify management "values" like standards, ethics, empowerment structure, quality, quality circle, corporate social responsibilities, etc.<br>• Drive the transformation of values to corporate cultures strategies which most benefit the organisation</td></tr></table> |

|  |  | • Formulate a recommended timeline and deployment methodology on the implementation of the corporate culture changes<br>• Present the strategies to appropriate senior management and seek approval for deployment of strategies |
|  | 6.3 Exhibit professionalism | • Always take into consideration and strike a proper balance among all related technological, political, social, environmental and legal factors<br>• Always strike a proper balance among all stakeholders |
| 7. Assessment Criteria | The integrated outcome requirements of this UoC are the ability to:<br>  i.   analyse and determine any corporate culture issues and corporate culture changes<br>  ii.  identify "natural" and managerial defined corporate values within the organisation<br>  iii. effectively transform these values to corporate cultures and implement these new corporate culture<br>  iv.  thoroughly document the corporate culture strategies in the organisation standards and effectively presented to seek senior management approval and commitment | |
| Remark |  | |