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 **Student ID number:** UD7228BHUB1442

COURSE NAME:

**Doctorate Degree in Human Resource Management**

Assignment Title:

**( STRATEGIC MANAGEMENT RESUBMISSION -AIU")**

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ATLANTIC INTERNATIONAL UNIVERSITY

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**This assignment is a resubmission to help improve my C grade**.

**Introduction**

The course will explore the main areas of strategic management in the Turks and Caicos Islands National Insurance Board. It will highlight the company goals, objectives, key performance indicators, initiatives, and timelines in each of the perspectives in achieving high performance and goal attainment.

It will further assess the external and internal challenges in implementing the strategic plan. Reviews of paradigms and theories of strategic management, The external and internal environment, strategic alliances. Corporate social responsibility and strategic performance measurement in an organizational context. A clear appreciation of global management issues, be aware and able to critique key strategic models and assumptions and limitations, Demonstrate a clear appreciation of the major debates about structure, culture, leadership, motivation. Ability to strategically analyse an organization. In addition this assignment intersect with the following course assignments done : Strategic Planning and Marketing, Strategic Performance Management and Strategic Management Process. All assignments have provided me an environment to grow academically and professionally.

**Academic good conduct**

This assignment will comply with the University of Atlantic International policies on academic honesty. On this assignment, all the work is my own. And not being presented as one's own words, ideas, or expression of another in any form is cheating (plagiarism). The statement of originality is also provided verifying as my own and any other sources used in this assignment are acknowledged and disclosed.

Strategic Policies play a significant role in the planning process; it helps the organization achieve their goals by diagnosing and evaluating the external and internal environmental influences, desirable results, ethical practices, competitive advantage, high-quality products, and services.

**Strategic Challenges Facing Organizations today**

1. Technology
2. Diversity building a competitive workforce
3. The caliber of the workforce
4. Organizational restricting and downsizing contingent workers

The role those strategic policies play in H.R. Planning:

* Identifying appropriate human resource plans, policies and practices needed to support organizational goals
* Identify the relevant human resources best practices
* Conduct an employment systems review

Management and Leadership

In the strategic management process, this concept examines the quality leadership in the business industry.

1. Leaders and managers
2. Leadership and organizations
3. Approaches – Traits, behavioral, contingency
4. Emergency approaches
5. Creativity and leadership
6. Leadership, ethics, and diversity
7. Leadership and change

Managers and leaders in the organization

1. What is the difference between a manager and a leader?
2. What does each do?
3. Goals
4. Influence
5. Ambiguity
* Motivation versus inspiration
* Operational versus visionary
* Improvement versus transformation
* Removed / resign
* Responsible to and for / responsible for
* Managing change / instigating change

**The existing body of knowledge about leadership:**

1. The traits approach
2. The behavioral approach
3. The contingency approach

Emerging Leadership Behaviors

* Boundary spanning leadership
* Building social exchanges and fairness
* Creating followership Howell and Costley (2006)
* Universal features of leadership: Project Globe
* Leadership and creativity
* Leadership in ethics and diversity
* Leadership development and organizational change

Four Key Elements and types of change, in the organization

**KEY ELEMENTS IN CHANGE:**

1. Diagnosis
2. Levers/ triggers
3. Pitfalls
4. Change agents

**TYPES OF CHANGE IN THE PROCESS**

-**Types of change:** Scope and Nature of change, this was argued by Balogen and Hope Hailey and Johnson et al . (2006)

* Adaption
* Reconstruction
* Evolution
* Revolution

**IMPACT ON THE LEADER’S NEW ROLE IN THE STRATEGIC PROCESS**

**Impact on the leader’s role:**

* The leader must be aware of cultural and age/ demographic issues within the process of management
* Engage in cultural and diversity awareness
* Accommodates differences
* Scan for continuous opportunities
* Keep up-to-date and integrate
* Appreciate change manage management
* Welcome uncertainty expectancy & proactive
* Create a mutual fit
* Leverage all resources

IMPORTANCE OF COMMUNICATION IN THE CHANGE PROCESS OF IN MANAGING STRATEGICALLY ON LOCAL, REGIONAL, NATIONAL, AND INTERNATIONAL LEVELS.

* The managers and leaders within this system must ensure that effective communication is communicated throughout the organization. This is “ important”
* The Vision and Strategic intent must be clear
* Choice of media is also important
* The involvement of all stakeholders is important
* Two-way communication is required
* Emotional management is essential – symbols, routines, etc.
* Monitor the process avidly

AVOIDANCE: Managers / Leaders must avoid the pitfalls that can destroy change in the strategic management process. The table below are some of the main elements to be considered:

|  |  |
| --- | --- |
| 1. Ritualization of the change and initiative overload
 |  -Be aware of the process challenges |
| 1. Hijack of the processes
 |  -Appoint a change agent or champion |
| 1. Erosion of the reason for the change
 | -Appreciate and understand the importance of culture |
| 1. Reinvention ( reinterpret according to the old paradigm
 | * Do not become overconfident, utilize change props
 |
| 1. Giving too little attention to the symbols of change
 | -Monitor the change and process in depth- Involve people at all levels |
| 1. Adopting an uncontrolled and badly coordinated process
 |  Pay Attention to behavioral compliance |

The External Environment – A strong position within the scope, the table below illustrates some of the key elements.

**Competitive Advantage**

Lower Cost Differentiation

|  |  |
| --- | --- |
| 1. Cost Leadership
 | 1. Differentiation
 |
| 1. Cost Focus
 | 1. Differentiation
 |

Competitive Scope

**RISKS OF THE GENERIC STRATEGIES**

 **Risk of Cost Leadership:** It does note sustained competitors imitate, technology changes, other bases for cost leadership erode, cost proximity is lost, cost focusers achieve even lower cost in segments.

**Risk of Differentiation**: This is not sustained, competitors imitate, bases for differentiation becomes less important for buyers, Differentiation proximity is lost, Differentiation focus achieves even greater differentiation in segments.

**Risks of Focus:** The focus strategy is imitated. Demand disappears, broadly targeted competitors overwhelm the segment. Segment narrows, the advantages of a broad line increase, and new focusers sub-segment the industry.

When do resources create value? :

1. Non – Immutability
2. Non- Substitutability
3. Non -Transferability

How does the organization work out what is threshold and whatsis core?

* Scarcity + Superior ability
* SWOT: length list or only a few

 What makes a resource valuable?

* Scarcity
* Appropriability
* Demand
* Value creation zone

The dynamic interplay of three fundamental market forces.

 **STRATEGIC DRIFT**

This involves the Environmental change and Amount of change:

1. Phase -1 Incremental change
2. Phase -2 Strategic drift
3. Phase -3 Fux
4. Phase -4 Transformational change or death

**STRATEGY DEVELOPMENT DIRECTIONS**

**Products**

|  |  |
| --- | --- |
| **Existing** | **New** |
| A - : Protect / Build* Consolidation
* Market penetration
 |  B-: Product development* With existing capabilities
* With new capabilities
* Beyond current expectations
 |
| **Markets:** |  |
| C- Market Development* New segments
* New territories
* New uses
* With new capabilities
* Beyond current expectations
 | D- Diversification* With existing capabilities
* With new capabilities
* Beyond current expectations
 |

**STRATEGIC ALLIANCES**

**Benefits** :

These are access to complementary assets and speed.

1. Drawbacks: There is a lack of control, assisting potential competitors, questionable long-term viability, and difficulty to integrate learning.

**ORGANIC GROWTH – INTERNAL DEVELOPMENT OF STRATEGY**

**Benefits :**

1. Incremental development of new skills
2. Compatible with culture
3. Internalizes learning
4. Encourages internal entrepreneurship
5. Spreading costs over time
6. Avoiding political drawbacks

**Drawbacks:**

1. Slow: need to build new resources
2. Unsuccessful efforts difficult to recoup
3. Adds to industry capacity

**MERGERS AND ACQUISITIONS**

**Benefits:**

1. Speed of positioning
2. Access to complementary assets
3. Upgrade corporate resources
4. Removal of the potential competitor
5. Restructuring a sub-optimal industry structure

**Drawbacks:**

1. Cost of acquisition
2. Unnecessary adjunct businesses
3. Organizational and cultural clashes
4. Acquisition premium
5. The danger of value destruction
6. Playground for top managers

**CORPORATE SOCIAL RESPONSIBILITY – CSR**

* Companies have the resources and companies are publicly very visible
* Therefore, they should behave ethically and socially responsible
* Something nice for the media – forced to behave ethically?
* Or do companies act altruistically?
* Codes of conduct?

**STRATEGIC MANAGEMENT**

1. Scorecards and dashboards
2. The balanced scorecard ( Kaplan and Norton, 1995 onwards)
3. Driving strategy via the model
4. KPIs AND SLAs
5. Dimensions ( objectives, measure, target, initiative)
6. Limitations- causality, choice of dimensions, complexity, risk, being static, etc.

The Performance Indicators / Measures are translated into the Balanced Scorecard Framework

 **Finance:** This is the area responsibility: Financial controller with support of line managers.

* Accurate, timely relevant information to guide decision making
* Fiscally prudent in the management of the organization resources
* Optimize return within risk profile of the organization
* Safeguard the organization’s asset’s
* To improve the funding ratio

**Customer:** Area of responsibility, branch managers, marketing managers with the support of line managers.

* Satisfied & delighted customers/ stakeholders
* Accurate , timely \* relevant information
* Relevant benefits in the right amount to the right people at the right time
* Enlightened customers/stakeholders

**Internal Processes:** Area of responsibility: Branch Managers, IT Manager, Legal counsel, and line managers.

* To be efficient and effective internal policies and procedures
* Robust IT System
* Legislation reform
* Comprehensive governance framework
* Risk management

**Employee/ Learning & Growth:** Area of responsibility: HR, Branch managers with the support of line managers.

* Highly engaged, motivated enthusiastic and inspired staff
* Well trained, competent professional staff committed to excellence
* Staff aligned to the values and goals of the organization
* Effective succession plan

Kaplan and Norton (2004)

The balanced scorecard assists management with an overview of the entire organization, giving a more balanced view of performance. It looks at the organization from the four perspectives listed above. These include customer, internal business, learning and growth, and finance. It links the vision and strategy between perspectives and performance measures. Kaplan and Norton (1992)

The diagram below gives a detailed overview of this relationship:



 Kaplan and Norton (2004)

In further evaluating the key concepts of strategic management in a local, regional, national, and international context. I will explore and evaluate my current organization's strategic plan for 2017/2022. The Turks and Caicos Islands National Insurance Board have been providing social security services to the people of Turks and Caicos for the past twenty-seven years. In the past five years, the funding ratio which was an indication of how long the fund can last given current obligations and the new intake of funds has been hovering around ten, indicating that the fund can meet its obligations for 10 years with no new intake of funds. The TCINIB, ever conscious that it is the largest provider of pension in the Turks and Caicos Islands and for many the sole pension provider, constantly focused on improving efficiency and effectiveness and optimizing the investments returns.

In 2010, the TCINIB, last Strategic Plan was formulated and implemented and covered the period 2010 – 2013/15. A comparison of the Strategic Objectives from 2010 is presented in the table below

|  |  |
| --- | --- |
|  **STRATEGIC OBJECTIVES 2017 -2021** |  **STRATEGIC OBJECTIVES 2010 -2013/15** |
| * Driving customer care and satisfaction
 | * Improve operating efficiencies
 |
| * Developing motivated and trained employees
 | * Diversify the income base
 |
| * Encouraging innovation in processes
 | * Accelerate the growth in reserve
 |
| * Fostering excellence in service delivery
 | * Improve employees’ productivity
 |
| * Supporting community development
 | * Restructure the organization to improve customer service and employee welfare
 |
| * Improving financial performance
 | * Implement strategic elements of the plan a mandatory part of the departmental and individual performance requirements
 |
|  | * Develop and implement I.T capacity expansion program to accelerate service turnaround time and employee productivity.
 |

**Mission**

The mission of Turks & Caicos Islands National Insurance Board is “ To Be Fiscally Prudent in the Provision of Dependable, Transparent and Excellent Social Security Services to our Beneficiaries.

**Values**

The core values that Turks and Caicos Islands National Insurance Board will hold dear while striving to be the most Caring, trusted, and financially sound social security services provider has the acronym: CULPRIT

* C – Caring
* U – Unity of Purpose
* P – Professional
* I – Integrity
* R – Reliable
* T – Transparent

 **MOTTO:**

The organization motto is, “ We Are Because You Are”

ORGANIZATION VALUE STATEMENTS

The Turks and Caicos Islands National Insurance Board Value Statement to its key constituents are as follow:

* We encourage staff participation in various aspects of management and demonstrate strong leadership by example
* Create an environment of trust and respect among staff and management by treating others as we expect others to treat us
* Always demonstrate high moral standards exhibiting loyalty, honesty, integrity, and diligence in the performance of our duties and responsibilities
* Always conduct us in a professional manner both inside and outside the organization
* Always strive for improvement in the quality of service provided to our customers and to pursue continuous individual development
* Avoid all conflicts of interests real or perceived
* Avoid any solicitation of reward or praise from customers in connection with any duties performed concerning our job functions
* Carry out all assignments in a reliable and timely manner with the duty of care

**Organizational strategy map**

This outlines 8 key goals under the four pillars. It shows the relationship between the strategic objectives of the organization and interrelationships between each perspective. This tool is used as a communication channel across the entire organization. It provides an overview of the organization, its strategy, vision, mission, values, and goals.

1. Finance
2. Customers
3. Internal Processes
4. Learning and Growth

Below is a list of initiatives that were not achieved:

1. Provision of annual accounts for the audit by the first week in July each year – the accounts were ready however the audit was delayed.
2. Investments in compliance with the investment policy cash were often out of compliance for several reasons, including limited investments opportunities domestically
3. Benefits paid within stipulated deadlines targets reached only 50% for processing of short-term benefits. The long-term benefits deadline target was close to attainment.
4. Court – files for delinquent customers over 180 days filed in the courts or repayment agreements established - Target was not achieved
5. Training of staff and train the trainer – not achieved
6. Staff achieving at least 75% on quarterly exams only 21% achieved the target and Registration clerks filed the exams on the registration policy and procedures.
7. Public Relations messages to target group not achieved. One of the reasons was the absence of the Marketing Manager on study leave
8. Rating of leadership as strong, open, and informed – fell below the target.

**STRATEGIC OBJECTIVES**

1. To be prudent fiscal management
2. To improve the funding ratio
3. To satisfy and enlighten the customer
4. Comprehensive governance framework
5. Legislative reform
6. To be efficient and effective internal policies and procedures
7. Robust IT System
8. Highly engaged motivated and inspired staff
9. Competent professional staff committed to excellence

The strategic objectives, key performance indicators, area of responsibility, activity, and timeline are presented below. This strategic plan was formulated and implemented on the premise that the Board is responsible for approving the strategic direction of and oversight for the organization. The Director has overall responsibility for the implementation of the entire plan and the responsibility assigned to the attainment of the strategic objectives is delegated responsibility from the Director. This, therefore, means that monitoring, evaluation, and reporting mechanism must be put in place to ensure the attainment of the goals and to facilitate the taking of any corrective action.

The responsible positions must report at least monthly to the Director on the progress concerning the attainment of the strategic objectives and the Director will report at least quarterly to the board concerning the progress of the implementation of the strategic plan.

The Performance Indicators / Measures are translated into the Balanced Scorecard Framework

 **Finance:** This is the area responsibility: Financial controller with support of line managers.

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**CRITICAL SUCCESS FACTORS AND BARRIERS IN IMPLEMENTING THE STRATEGIC PLAN**

The critical success factors and barriers for achieving the goals and objectives of the plan are identified as follows:

|  |  |
| --- | --- |
| **Critical Success Factors** | **Barriers** |
|  **FINANCE**  |  |
| * Reliable accounting system
 | * Inadequate and unreliable equipment
 |
| * Competent staff
 | * Inadequately trained staff
 |
| * Clearly defined roles
 | * Roles not clearly defined
 |
| * Clearly defined goals
 | * Ineffective supervision and oversight of staff
 |
| * Effective supervision and oversight of the staff in the department
 | * Inadequate policies and procedures
 |
| * Policies and procedures in place
 | * Absence of the segregation of duties
 |
| * Segregation of duties
 | * Lack of training and awareness of statutory and legal requirements
 |
| * Knowledge and understanding of statutory and legal requirements
 | * Inconsistent application of policies and procedures
 |
| * Consistent adherence to policies and procedures and statutory and legal requirements
 | * Unforeseen changes in the financial markets
 |
| * Continuous personal development of staff
 |  |
|  **CUSTOMER SERVICE**  |  |
| * Service-Oriented Employees
 | * Availability of signatory
 |
| * Well trained staff
 | * Limited Board Meetings
 |
| * Knowledgeable staff
 | * Reliable equipment & Systems
 |
| * Access to online services
 | * Lack of customer care training
 |
| * Public Education Programs
 | * Lack of interest by customers re-survey
 |
| * Engaged and Satisfied Staff
 | * Lack of cooperation by partners
 |
| * Current customer information
 | * Language barriers
 |
| * Trust among staff
 | * Missing contributions periods
 |
| * Robust PR Plan
 | * Accurate input of data
 |
| * Well Informed
 | * Lack of resources
 |
|  | * Resistance by some organizations
 |
|  | * None Reading Population
 |
|  | * Scheduling
 |
|  **INTERNAL PROCESSES**  |  |
| * Competent and well train staff
 | * Lack of communication of the goal
 |
| * Clear communication of organizational goals
 | * Poor documentation of the NIB servers and network configuration
 |
| * Documentation of the NIB servers and network configuration
 | * No redundancy plan
 |
| * Implementation of redundancy sever and network plan
 | * No auditing of the backup and recovery process
 |
| * Backup and recovery of data
 | * Lack of training and competent staff
 |
| * Review of technology need of the organization
 | * Old, outdated benefits management system
 |
| * Motivated staff
 | * Dissatisfied staff
 |
| * Replacement of current benefits systems
 |  |
| * Having the right number of staff
 |  |
|  **LEARNING AND GROWTH**  |  |
| * Articulated vision, mission & targets
 | * Vague/ Ambiguous Vision, Mission, Strategy & Targets
 |
| * Strong, trusted leadership
 | * Poor Leadership
 |
| * Right people in the right positions
 | * Poorly aligned staff
 |
| * Well trained staff
 | * Inadequate staff complement
 |
| * Adequate staff to perform job functions
 | * Dissatisfied and disengaged staff
 |
| * Motivated and engaged staff
 | * Lack of tools needed for the job
 |
| * Right tools for the job
 | * Archaic IT System
 |
| * Proper Robust IT System
 | * Unreliable network infrastructure
 |
| * Reliable network infrastructure
 | * A lackadaisical environment
 |
| * An environment that fosters productivity
 | * Complacency
 |
| * Culture of excellence
 | * Misalignment of objectives with vision and mission
 |
| * Alignment of Vision, Mission, Strategy, and initiatives
 | * A PBMS does not reward the attainment of goals and objectives.
 |
| * A PBMS that supports the goals & objectives of the organization
 |  |

**SWOT ANALYSIS**

The Turks and Caicos Islands National Insurance Board “ Strengths, Weakness, Opportunities, and threats are identified so that the company can identify and build on its strengths and seize its opportunities while putting measures in place to overcome weaknesses and mitigate the threats it faces.

 The environmental scan has identified a few areas of focus for the TCINIB, some with short and others long-term implications. Some of the critical issues include a disengaged workforce yet one willing to re-commit and re-engage, a forecast for gradual and continued economic recovery, a growing migrant population, and an upcoming general election shortly.

The SWOT Analysis is explained below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| * Only social security provider on the island
 | * The small local technical labor pool
 | * TCINIB is seen as a good corporate organization by the people of the TCI, and this provides the opportunity to take a leadership role in governance
 | * Aging population
 |
| * A skilled workforce
 | * Lack of effective monitoring and evaluation mechanism for implementing the strategy
 | * A recovering economy
 | * Rising unemployment
 |
| * A workforce that is willing to be engaged
 | * Inconsistent application of the balanced scorecard
 | * Ret to home rule in 2012
 | * The uncertainty surrounding the election of Joe Bidden as President of the US
 |
| * Company with a broad social conscience on the island and garners respect from citizens
 | * Breaks in the chain of command
 |  | * Political interference
 |
| * Management0 team of qualified, trained, and committed individuals
 | * Poor morale among a high percentage of employees
 |  | * The slow response by the political directorate to the actuarial recommendation
 |
| * An engaged Board
 | * Weakness in the chains of communication
 |  | * Susceptible to the economic downturn and natural disasters
 |
| * Good internal control system
 | * Too bound by legislation
 |  | * Evasion and collusion by employers and employees.
 |
| * Strong reserves
 | * Lack of transparency and poor internal communication
 |  |  |

**The Pestle Analysis**

This is another way of viewing SWOT Analysis**.**

 This is the most common approach for considering the eternal business environment this framework examines the Marco-environmental factors as a scanning component in the strategic management process. It analyses how the organization reacts to changes in its external environment. It gives the idea of evaluating the strategy between the organization's capabilities and the external environment and the necessary elements for the change response.

 According to Gupta (pp.34 -43, 2013), His study explores the importance of environmental management, environmental planning, and business management as it relates to the PEST Analysis in the strategic management process. It is used as a measurement tool for economic development at a national and regional level. It also has been recognized in the planning stages of project management for industrial development with the means of achieving strategic goals and objectives.

This tool has added value to the strategic planning of businesses, from operational to executive levels of management within a unified system of management and leadership. The system is the Human Resource Management system that plays an integral role in managing human resources in any organizational sector.

Human resource planning is ensuring that the organization attained qualitative and quantitative balance to achieve its strategic goals and objectives. It’s the main activity in this process. And lastly, it is an analytical technique and method that adds value to the Turks and Caicos Islands National Insurance Board Strategic Plan 2017/2022. The table below highlights some of the main elements used by the organization in evaluating its capabilities, opportunities, and threats that can negatively the organization's effectiveness in executing the key objectives of its strategic plan.

|  |  |
| --- | --- |
|  **POLITICAL** | The political directorate views TCINIB more as a financial rather than a social institution. |
| **ECONOMIC** | Increase income expected due to economic recovery |
|  **SOCIAL** | Greater Public expectation to render social assistance |
| **TECHNOLOGICAL** | The greater expectation for further technological advances |
|  **LEGAL** | More legal challenges for NIB Decisions & benefits and contributions  |
| **ENVIRONMENTAL**  | * Unforeseen events
* Data protection
* External threats/ public , election
* State lawlessness
* Loss of contributions income
* Distress recovery
* Disaster preparedness planning
 |

MONITORING AND EVALUATION OF THE STRATEGIC PLAN

The strategic plan is a living, breathing element at the Turks and Caicos Islands National Insurance Board has become part of the fabric of the organization. At all levels of the organization, whenever a decision must be made or action is taken, a key question that should be asked is how does this fit concerning the strategic plan? The Director as mentioned earlier must meet and discuss with his/her management team at least monthly the progress made towards the attainment of the plan and in turn, he /she must report at least quarterly to the Board. Managers should on at least a fortnightly basis meet to discuss with their supervisor and supervisors on at least a weekly basis to meet with their team to discuss the progress of the initiatives geared towards the attainment of the plan. This way, the entire organization will be tuned and working towards the attainment of the goals outlined in the plan. The plan then would be more than a document; TCINIB would be living its strategy which would then result in its fulfillment of its mission and attainment of its vision.

The effectiveness of the vision, mission and values statements has the potential to gather employees around a common theme that reflects their pride in working for a company that adds value to them, the customers, and shareholders. The leadership at the TCINIB needs to be strengthened focused on transforming the organization into a beacon of hope and life for its employees, beneficiaries, and the wider stakeholders in the TCI.

Finally, its success in achieving the strategic goals and the metrics outlined for driving customer satisfaction, developing motivated and trained employees, fostering excellence in service delivery, and improving financials would ensure TCINIB continued recognition as a benchmark in leadership and organizational success in the Turks and Caicos Islands.

**Conclusion**

This course has provided me an environment to perform professionally and rewarded me with a substantial level of experience and knowledge in the field of managing performance strategically. It also equips me at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure, and review the performance of the organization in terms of indicators and targets for efficiency, effectiveness, and impact.

As a member of the (management team) leadership of the National Insurance Board, how important is it to you in fulfilling your role, to have an organization that is aligned strategy, structure, systems, and employees.

In my view, it is very important to the objective of the employment relationship in optimizing my output in terms of quality and quantity, thereby improving the company’s overall performance and service delivery. I proposed that the organization adopts coaching, mentoring, and counseling strategies, to help gain employees' attention to the key issues affecting performance. Focusing on the detail and relevance of the conversation to those key issues and creating a positive feedback loop. In addition, focusing on what is working as well as what is not working. Finally, this course added substantial value to my personal and professional development, on local, national, and international levels ensuring that all leaders, managers, and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

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**STATEMENT OF ORIGINALITY**

**Student Name:** Dexter Jermaine Parker

**COURSE NAME:** Doctor of Science Degree in Human Resource Management AIU –

**SCHOOL:** Business and Economics

**Assignment Title: (STRATEGIC MANAGEMENT RESUBMISSION-AIU)**

**Student ID number**: UD7228BHUB1442

This Course Work assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the MLA System Referencing.

**Student Signature Date: April, 11th 2022**

**Dexter Parker**