

Final Project 1
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Project Template

Faculty of Management
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What is the Benefit of Improving the Competencies of Senior Management in Leading Corporate Strategy?

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Graduation Project – 1

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Chapter 1: Introduction

1.1 Research Background

In the world of business today, everything is changing fast. Companies need to be flexible and ready to deal with problems quickly. The people who lead these companies, called senior managers, have a very important job. They are the ones who make big decisions and guide the company's future. To do their jobs well, they need to have the right skills and knowledge, also known as competencies. These competencies include things like thinking ahead, making good decisions, leading teams through change, and communicating clearly. If senior managers don't have these skills, companies can struggle to put their plans into action. Even if the company has a good strategy, it might not work well if the leaders don't know how to lead properly.

Some companies invest in leadership training to help their senior managers get better at their jobs. This can help the company reach its goals more easily. In this research, we will explore how improving the skills of senior managers can help companies succeed with their strategies.

1.2 Research Problem

Many companies create good strategies but still fail to make them work. One big reason is that their top leaders don't have the skills they need. This research looks at how improving these skills can help companies do better.

1.2.1 Theoretical Gaps

There is not enough research that shows exactly how different leadership skills affect company success. We need more studies that connect leadership training with company results.

1.2.2 Practical Gaps

In real life, many companies don't spend enough time or money on training their top managers. Some programs are not focused on what the company really needs.

1.3 Research Significance

1.3.1 At the theoretical level

This research helps improve our understanding of how leadership skills affect company strategy. It adds to what we already know about business leadership.

1.3.2 At the practical level

Companies can use this research to make better leadership training programs. It can help them reach their goals more easily by improving their top managers' skills.

1.4 Research Questions

1. What are the most important leadership skills for senior managers?
2. How do better leadership skills help with strategy?
3. What are the best ways to improve these skills?
4. What results can we see when managers improve their skills?

1.5 Research Objectives

- To find out what skills senior managers need.
- To understand how these skills help with company strategy.
- To explore ways to improve these skills.
- To build a model that shows how better skills lead to success.

1.6 Research Hypotheses

H1: Better leadership skills help companies succeed.

H2: Companies that train their top leaders do better than those that don't.

H3: Leadership skills help turn plans into actions.

1.7 Research Model

- Independent Variable: Senior Management Competencies (e.g., strategic thinking, decision-making, communication, adaptability)
- Dependent Variable: Effectiveness of Corporate Strategy
- Control Variables: Industry type, organizational size, years of experience
- Mediators/Moderators: Organizational culture, leadership development practices

1.8 Research Methodology

This research will use a mixed-methods approach. Surveys will be given to senior managers at STC to measure their leadership skills and how they impact strategy. Interviews will be conducted with a few leaders to understand how they use these skills in real life. Data will be analyzed using SPSS for numbers and themes for words.

1.9 Scope of the Study

This study will focus on STC (Saudi Telecom Company) as it is one of the leading telecom companies in Saudi Arabia. It will target senior management and explore how their competencies affect strategic outcomes within the company.

1.10 The Suggested Project Structure

1. Introduction
2. Literature Review
3. Methodology
4. Data Analysis and Results
5. Discussion and Interpretation
6. Conclusions and Recommendations
7. References

Chapter 2: Literature Review

2.1 Introduction

This chapter reviews what other researchers have written about leadership skills and how they affect business strategy. The goal is to understand how senior management competencies support successful strategy implementation in companies. It also includes a focus on STC (Saudi Telecom Company) as a real-world example of how leadership development connects to strategy execution.

2.2 The Independent Variable: Senior Management Competencies

The independent variable in this research is senior management competencies. These are the skills, behaviors, and knowledge that senior leaders need to perform their roles effectively. Common competencies include strategic thinking, decision-making, communication, emotional intelligence, and change management. These skills are not just useful for everyday leadership but are critical in executing long-term strategies that guide the whole organization.

One widely recognized model for leadership competencies is Goleman's Emotional Intelligence (1998), which highlights the role of self-awareness, empathy, and relationship management. These competencies help leaders build trust, motivate their teams, and align people with the organization's vision.

STC's Approach to Leadership Development

STC has taken a proactive approach to developing senior management through both internal and external leadership development programs. As part of its long-term strategic vision (aligned with Vision 2030), STC has recognized the importance of empowering its leadership to handle rapid technological and market changes. A core component of this strategy is the STC Academy, which serves as the organization's central hub for leadership training and talent development. The STC Academy delivers high-quality training programs tailored to the company's current and future needs. It offers development tracks that include executive leadership, digital innovation, and business strategy. What makes the academy stand out is its international partnerships with top global business schools, including IE Business School in Madrid. This collaboration helps STC give its executives access to global best practices and cutting-edge leadership education.

Through these partnerships, STC's leaders participate in executive education programs that focus on real-world business problems, case studies, and cross-cultural leadership challenges. These programs not only improve their decision-making and strategy execution capabilities but also align STC's leadership culture with global standards.

By investing in leadership development through STC Academy, the company is ensuring that its top managers are not only skilled at running operations but are also equipped to lead transformation, drive innovation, and execute complex strategies. This effort supports STC's position as a digital enabler in the region.

2.3 The Dependent Variable: Corporate Strategy Effectiveness

The dependent variable is corporate strategy effectiveness — how well an organization is able to plan, implement, and achieve its strategic goals. Effective strategies are often linked to strong leadership at the top, which ensures that plans are communicated clearly and that people across the organization are working toward the same objectives.

STC's strategic plans focus on becoming a regional leader in digital services, investing in AI and 5G, and expanding cloud and ICT solutions. These plans require leaders who can think strategically, take calculated risks, and engage employees in new ways of working. That's why the development of leadership competencies is directly tied to the success of STC's digital transformation strategy.

2.4 The Relationship Between Variables

Many researchers have shown a clear connection between leadership competencies and strategic outcomes. For example, Hitt et al. (2007) found that leaders with a strong understanding of strategy and business models contributed more significantly to organizational growth. At STC, this is evident in how trained leaders from STC Academy are often placed in charge of strategic projects and digital initiatives.

The company's commitment to executive development through partnerships like IE Business School ensures that leaders are trained in areas such as digital transformation, innovation management, and change leadership — all of which are necessary to turn strategy into reality. This reinforces the idea that leadership

competencies are not just helpful — they are essential for executing business strategy in today's environment.

2.5 Conclusion

The literature and real-world practices show that leadership competencies have a powerful impact on strategy success. STC is an example of a company that understands this connection and has made significant investments in leadership development through its STC Academy and global partnerships. These initiatives make STC's leadership more prepared, agile, and aligned with strategic goals, which in turn supports the company's mission to lead in digital innovation.

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