BUSINESS INTEGRATION AND STRATEGIC MANAGEMENT

SYLLABUS

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Written & Delivered By:

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Overview

Senior managers and executives must be able to conduct decision-making within an often complex, ambiguous, and evolving business landscape. In this Essential Business Skills course, you will learn about strategic leadership, strategic decision-making, building competitive advantage, multifunctional management, and strategy.

This module is intended as a review of the key concepts, fundamentals, and foundations of the discipline.

Learners

This module is designed for learners who require an overview of the discipline. The module is commonly used in an academic leveling (transition to graduate education) or business review (capstone) course or program.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Module Authors

The author for this module is Peregrine Global Services headquartered in Gillette Wyoming and includes materials from a variety of sources as indicated within the module.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand and explain the basic concepts of strategy – competitive advantage, mission, vision, objectives, and core competencies.

2. Identify and appreciate the significance of the five-step strategic management process.

3. Explain the generic strategies of cost leadership and differentiation.

4. Analyze an organization using SWOT and analyze an industry using the five forces model.

5. Understand the significance of strategic groups.

6. Identify the various growth strategies available to firms.

7. Understand the importance of strategic leadership and Identify the strategic leadership skills.

8. Explain the need for change and the role of strategic leadership in organizational change.

9. Develop an appreciation for the eight-stage change process.

10. Understand the distinction between internal and external customers.

11. Understand segmentation, targeting, and positioning concepts.

12. Understand the relationship between customer service and customer loyalty.

13. Identify the components of service quality and apply the elements of value to a given product or service.

14. Understand performance management and its role in organizational performance.

15. Understand balanced scorecard, strategy maps, and activity-based costing.

16. Develop an appreciation of the role of supply chains in organizational success.

17. Explain performance management from a system framework.

18. Understand the criticality of continuous improvement in achieving and sustaining competitive advantage.

19. Explain the PDCA model for continuous improvement and Understand problem solving methodologies.

20. Develop an appreciation for after action reviews in continuous improvement initiatives.

21. Understand today's tools of six sigma, lean, and poka-yoke.

22. Understand and interpret the components of the value chain and explain the importance of value chain integration.

23. Understand integrated business planning and define the role of ERP in business integration.

Curriculum

Section	Topics
Section 1: Strategy Concepts	- What is strategy? - Mission, vision, and objectives - Core competencies - The five-stage strategic management process - Porter's generic strategies - Situation analysis – SWOT and Five Forces Model - Strategic groups - Growth strategies
Section 2: Strategic Leadership	- What is leadership? - The leadership challenge - Strategic leadership - Strategic leadership skills - Strategic leadership and change - The eight-step change process
Section 3: Customer Focus	- Defining customers - Segmentation, targeting, and positioning - Customer focus and loyalty - Customer focus and service quality - Service quality components - The elements of value
Section 4: Performance Management	- What is performance management? - Practical tools for performance management - Knowledge management system - Balanced scorecard, strategy maps, and activity-based costing - Supply chain management - System framework for performance management
Section 5: Continuous Improvement	- Generic blocks of competitive advantage - Quality and continuous improvement - PDCA model - Continuous improvement methodology - Problem solving methodology

	• After action reviews • Six sigma, lean, and poka-yoke
Section 6: Business Integration	• Michael Porter's Value Chain • Value chain integration • Integrated business planning • ERP and business integration

Delivery

The module is delivered using Peregrine's Learning Management System (LMS) known as CMAD. Course instruction is with asynchronous online learning activities.

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

Section	Hours
Pre-test	0.25
Section 1: Strategy Concepts	0.50
Section 2: Strategic Leadership	1
Section 3: Customer Focus	1
Section 4: Performance Management	1
Section 5: Continuous Improvement	0.50
Section 6: Business Integration	0.50
Post-test	0.25
Total Hours	5