

Overview

Senior managers and executives must be able to conduct decision-making within an often complex, ambiguous, and evolving business landscape. In this module, learners will learn about strategic leadership, decision-making, competitive advantage-building, 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.

Module Authors

The author for this module is Peregrine Global Services, which is headquartered in Gillette, Wyoming. It 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. 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. Analyze an organization using SWOT and analyze an industry using the five forces model.
4. Identify the various growth strategies available to firms.
5. Explain the need for change and the role of strategic leadership in organizational change.
6. Explain the distinction between internal and external customers.
7. Define segmentation, targeting, and positioning concepts.
8. Understand the relationship between customer service and customer loyalty.
9. Identify the components of service quality and apply the elements of value to a given product or service.

10. Define balanced scorecard, strategy maps, and activity-based costing.
11. Explain the role of supply chains in organizational success.
12. Explain performance management from a system framework.
13. Explain the PDCA model for continuous improvement.
14. Apply today’s tools of six sigma, lean, and poka-yoke to continuous improvement initiatives.
15. Define the components of the value chain and explain the importance of value chain integration.
16. Define integrated business planning and the role of ERP in business integration.

Curriculum

<u>Section</u>	<u>Topics</u>
Section 1: Strategy Concepts	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • What is leadership? • The leadership challenge • Strategic leadership • Strategic leadership skills • Strategic leadership and change • The eight-step change process

<p>Section 3: Customer Focus</p>	<ul style="list-style-type: none"> • Defining customers • Segmentation, targeting, and positioning • Customer focus and loyalty • Customer focus and service quality • Service quality components • The elements of value
<p>Section 4: Performance Management</p>	<ul style="list-style-type: none"> • 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
<p>Section 5: Continuous Improvement</p>	<ul style="list-style-type: none"> • 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
<p>Section 6: Business Integration</p>	<ul style="list-style-type: none"> • Michael Porter's Value Chain • Value chain integration • Integrated business planning • ERP and business integration
<p>Section 7: Assessment</p>	<ul style="list-style-type: none"> • End of Module Quiz

Assessment

The module includes section quizzes and short exercises to ensure understanding of the instructional content. The module also includes a 20-question pre-test and post-test. The pre-test captures the learner’s baseline knowledge, and the post-test ensures that learners have grasped the concepts needed for success.

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