

Organizational Strategy
An Immersive Virtual Reality Learning Experience
2011-2012

Course Description

This course gives attention to the knowledge, skills and insight needed at the strategic level to grow and sustain performance in an organization, whether a full company, a department, division or other business unit within an existing organization. It addresses the common strategic functions of external analysis, internal analysis; competitive analysis, determining strategic alternatives, execution, and strategic control.

Materials

Readings, assignments, problems and assessments are integrated into the courseware. Any additional materials will be assigned by the instructor at the start or during the course.

Course Outline & Assignments

Assignments will change from time to time as new resources become available, contemporary events have bearing on the topics, or the social, legal, or economic environments change.

WHY STRATEGY (Module One, 3-5 hours)

- How to Use the Course Materials
- Course Contents
- Contemporary Strategy Paradox
- Standard Shelf Strategies
- Who Determines What it Means to Win?

EXTERNAL ANALYSIS (Module Two, 4-6 hours)

- Steps in the Strategy Process
- External Analysis – Finding the Industry Sweet Spot
- Why CEO's Fail
- Flaws in Strategy

IDENTIFY STRATEGIC CHOICES (Module Three, 4-6 hours)

- Strategy as Choice
- Standard Shelf Strategies
- Learn from the Experts
- Learn from Past Patterns – Time Series Analysis
- Learn from Potential Predictors
- Learn from Causal Forces
- Manage an Uncertain Future
- Become familiar with differentiation strategies
- Become familiar with offensive strategies
- Become familiar with defensive strategies
- Be able to describe and use the BCG Matrix
- Be able to describe and use the GE Matrix

STRATEGY PYRAMID (Module Four, 4-6 hours)

- Passion, Plan, Products, Tactics
- Question Unstated Assumptions
- Focus Environmental Scanning
- Survey of Professional Forecasters
<http://www.phil.frb.org/research-and-data/real-time-center/survey-of-professional-forecasters/>
- Identify Key Success and Failure Factors
- Use External Analysis Resources
 - Life Cycle Analysis
 - GE Matrix Analysis
 - Porter's Five Forces Analysis
 - SWOT

INTERNAL ANALYSIS – A WINNING FORMULA (Module Five, 4-6 hours)

- When CEO's Refuse to Hear
- Identify Your Organization's Core Competencies
- Identify Your Organization's Vulnerabilities
- Key Success Factors
- Resources

ASSESSING STRATEGIC RISK (Module Six, 4-6 hours)

- Prepare vs. Compare
- Avoid Focusing on the Wrong Things
- Evaluate Best Practices (Benchmarking)
- Use Competitive Analysis Resources
- Shelf Strategy Options
 - Concentrated Growth
 - New Product Development
 - New Market Development
 - Innovation
 - Integration
 - Diversification
 - Strategic Alliances
 - Divestiture
 - Liquidation
- Advantages & Disadvantages of Copy-Cat Strategies
- Corporate Sustainability Strategy Plan

CHOOSING THE RIGHT STRATEGIES (Module Seven, 4-6 hours)

- Standard Strategies
- Benchmarking
- Different CEOs Different Strategies

POSITIONING AND BRANDING (Module Eight, 4-6 hours)

- Positioning Strategy
- Michael Porter (Harvard)
- Jim Collins – How the Mighty Fall
- Strategic Plans Lose Favor

- Relate Structure to Objectives and Programs
- Human Resource Department Serves Management
- Get the Right People in the Right Jobs

AVOIDING PITFALLS AND PRATFALLS (Module Nine, 6-8 hours)

- Fundamentals of Decision Making
- How to Apply Statistics
- Use Break Even Analysis
- Use Pro Forma Financial Statements
- Enterprise Risk Management
- The Five Competitive Forces that Shape Strategy
- Learning in Organizations
- The Skills You Need to Lead

MANAGING DISRUPTION AND CHANGE (Module Ten, 4-6 hours)

- Expecting the Unexpected - Black Swans
- The Reverse Black Swan Globalization and Technology
- Business Intelligence on 200+ Countries

EXECUTION – KEEPING ON COURSE (Module Eleven, 4-6 hours)

- Planning Tools
- Execution
- Volatile Strategy
- Strategy at Piper
- The Sensor Revolution
- Balanced Scorecard

COMPETITIVE INTELLIGENCE (Module Twelve, 3-5 hours)

- Peripheral Vision
- Anticipating Disruptions
- The Vanguard System for Business Intelligence
- Adfacts for Competitive Intelligence
- Business Intelligence: Definition and Solutions
- Econophysics

COURSE REVIEW AND EXAM

Recommended Resources and Readings

- Management First - <http://www.managementfirst.com/strategy/articles/articles.htm>,
- <http://management.about.com/cs/begintomanage/l/blglossary.htm>
- <http://www.brint.com/links/>
- <http://www.managementfirst.com/strategy/articles/articles.htm>

- http://www.tutor2u.net/business/strategy/what_is_strategy.htm
- <http://www.albany.edu/faculty/pm157/teaching/stratman/stratman.html>
- <http://knowledge.wharton.upenn.edu/article.cfm?articleid=1594&CFID=5209334&CFTOKEN=98720683>
- http://www.12manage.com/i_s.html
- <http://pf.fastcompany.com/magazine/44/porter.html>
- <http://www.shsu.edu/~coba/jbs/vol20no1index.htm>
- <http://www.atkearney.com/main.taf?p=5,1>
- <http://www.mercermc.com/defaultFLASH.asp?section=Perspectives&path=Journal/&tier=>
- HBS Institute for Strategy & Competitiveness
- Deloitte Resources
- Boston Consulting Group
- Economist Intelligence Unit
- Academy of Management Journal
- Academy of Management Review
- Journal of Business Strategy
- Mercer Management Journal
- The Conference Board
- The U.S. Federal Reserve Bank
- Thomas Register
- Dunn & Bradstreet
- Industrial & Trade Associations
- Hoovers
- Edgar
- Spredgar
- Dow Jones Sustainability Index
- Competitor Tracking Services

- Business Week Online - Captains of Industry
- McKinsey Quarterly
- ValueLine
- Business History Net
- Report Gallery