



This course supports the assessment for Strategic Management. The course covers 6 competencies and represents 3 competency units.

Introduction

Overview

This course focuses on models and practices of strategic management including developing and implementing a strategy and evaluating performance to achieve strategic goals and objectives.

Getting Started

Welcome to Strategic Management! In this course, you will study 6 topics. Within each topic, you will be asked to read text and complete exercises and quizzes for each chapter. To help you track your progress in the course, view the Topics and Pacing guide located in the Preparing for Success section. Competency will be demonstrated by the successful completion of a performance assessment.

Watch the following video for an introduction to the course:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Competencies

This course provides guidance to help you demonstrate the following 6 competencies:

- **Competency 3011.1.1: Strategy as a Process**
The graduate identifies the strategic process and the execution of a strategic plan.
- **Competency 3011.1.2: Fundamental Perspectives on Strategy**
The graduate assesses the fundamental perspectives on strategic decision-making using analytical tools.
- **Competency 3011.1.3: Winning Strategies and Maximizing Strategic Power**
The graduate analyzes generic strategies for winning a competitive advantage and determines how to apply maximum strategic power.
- **Competency 3011.1.4: International and Multi-Business Strategies**
The graduate assesses the value of competing in international markets and determines the risks and rewards of diversification strategies.
- **Competency 3011.1.5: Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy**
The graduate analyzes the concepts of ethics, corporate social responsibility, and environmental sustainability and assesses the impact these policies have on strategic decision-making.
- **Competency 3011.1.6: The Framework for Communicating and Executing Strategy**
The graduate evaluates the framework necessary to effectively execute strategy.



Course Instructor Assistance

As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to help you prepare for another attempt. You should expect to work with course instructors for the duration of your coursework, and you are encouraged to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to enroll manually in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

VitalSource E-Texts

The following textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.

- Thompson, A., Peteraf, Gamble, J., Strickland, A., III (2014). *Crafting and executing strategy: The quest for competitive advantage, concepts and cases (19th ed)*. USA: McGraw-Hill. ISBN: 0077537017

Note: This e-text is available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

McGraw-Hill Connect

You will access supplementary resources in McGraw-Hill Connect for *Thompson, Crafting and Executing Strategy* at the activity level within this course.



FranklinCovey

You will access supplementary resources in FranklinCovey "*The 4 Disciplines of Execution*" Insights at the activity level within this course.

Other Resources

You will use the following learning resources for this course.

WGU Library Articles

This course utilizes resources via the WGU Library, with articles available for you to open and download. For instructions on how to access WGU Library articles, see the "[Accessing WGU Library Articles](#)" page.

The following WGU Library articles will be used in this course:

- [McCrea, E., & Betts, S. C. \(2008\). Failing to learn from failure: An exploratory study of corporate entrepreneurship outcomes. *Academy of Strategic Management Journal*, 7, 111-132.](#)

Topics and Pacing

This outline suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow the instructions carefully to complete the course in the suggested timeframe.

Week 1:

- Preparing for Success
- What is Strategy and Why is it Important?
- Executing the Strategic Plan
- Evaluating Resources, Capabilities, and Competitiveness

Week 2

- Evaluating a Company's External Environment
- Competitive Strategies
- Corporate Culture and Leadership

Week 3

- Strengthening Competitive Position
- Competing in International Markets
- Attend the Webinar that discusses Performance Assessment - Task One
- Complete Performance Assessment – Task One

Week 4

- Corporate Diversification Strategy



- Ethics, Social Responsibility, Environmental Sustainability, and Strategy

Week 5

- Building an Organization Capable of Good Strategy Execution
- Managing Internal Operations

Week 6

- Attend a Webinar that discusses Performance Assessment – Task Two
- Prepare for Performance Assessment
- Complete Performance Assessment – Task Two

Strategy as a Process

Strategy is not a new concept. According to the ancient myth, the old Greek gods assigned the responsibility of putting life on Earth to two brothers: Epimetheus, whose name means "hindsight," and Prometheus, whose name means "forethought." Epimetheus went first and populated the earth with all the animals. Then it fell to Prometheus to create man.

Prometheus saw that his brother had given the animals powerful survival tools: claws, speed, height, weight, and other physical attributes. He asked himself, "What is left for mankind?" Prometheus realized that man could prevail against the stronger, faster adversaries only if he could outthink them; thus his first gift to mankind was forethought, the capacity to think ahead. Later, he realized that forethought alone was insufficient; man needed something else. The something else was fire—a source of energy and light so important that the gods kept it for themselves. Prometheus went to Mount Olympus, the home of Zeus and the other gods. From their very throne, he stole the fire of the gods and gave it to man. With forethought and fire, man could now overcome every obstacle—and he alone of the inhabitants of the earth had the power to create the future.

Strategy is about knowing your environment; knowing your competition whether it be animals, opposing armies, or business competitors; and developing a way to execute a plan to win. Strategy is about giving the current situation the forethought to create a plan needed to dominate the objective. Strategy involves marshaling all the necessary resources to create the power to execute on the plan. Prometheus' strategy was to become the hunter rather than the food, and he acquired the power to execute the strategy. In today's business environment, you must know the competition, know how the game is played, and be innovative in your approach to dominance.

Warden, J. & Russell, L. (2006). *Winning in fast time: Harness the competitive advantage of Prometheus in business and life*. Montgomery, AL: Picturesque Publishing. ISBN-10: 0971159149 | ISBN-13: 978-0971159143

What is Strategy and Why is it Important?

Strategies define how a company will achieve a sustainable competitive advantage and profitability. A strong initial strategy, well executed and capable of adapting to new



opportunities, will ensure the company survives and thrives. Upon completion of this topic, you will be able to identify the elements of a winning strategy and replicate those elements for a company.

This topic addresses the following competency:

- **Competency 3011.1.1: Strategy As a Process**

The graduate identifies the strategic process and the execution of a strategic plan.

This topic highlights the following objectives:

- Describe the process of developing a company's competitive advantage strategy.
- Identify how a competitive advantage remains sustainable.
- Compare basic strategies for winning a sustainable competitive advantage.
- Explain factors that cause a company's strategy to evolve.
- Explain why the value proposition and profit formula components are essential to a viable business model.
- Explain the three tests of a winning strategy.

Foundation: Executing Strategy

How can you move a strategy from a plan on paper to a successful implementation? This module starts the foundation of making the execution of your strategy a success.

Complete the following InSights module from FranklinCovey's "*The 4 Disciplines of Execution*." Be sure to complete each page and answer the questions in the module.

- [Goal](#)

Read: Chapter 1: What is Strategy and Why is it Important?

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 1 \("What is Strategy and Why is it Important?"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 1: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 1 \("What is Strategy and Why is it Important?"\)](#)
 - Comprehension Case ("Comprehension Case—Strategy Evolution")
 - Case Analysis ("Case Analysis—Strategy is About Competing Differently")
 - Quiz

View: Effective Business Strategy



The following video interview shows how A. G. Lafley, former CEO of Procter & Gamble, defines effective business strategy.

View the following video interview:

Apply: Examine a Company's Strategy

Apply what you read in Chapter 1. Look at the strategic plan for Huntsman Corporation (Ticker symbol HUN).

- Find competitors in the HUN profile.
- What is in the strategic plan to address competition in their industry?

Access the following websites:

- [Yahoo Finance page](#) (Enter the Symbol "HUN" to find Huntsman Corporation)
- [Huntsman—Strategy and Financial Highlights Information from ICIS](#)

Executing the Strategic Plan

Executing a strategy is a process involving most of the organization. Don't confuse strategy with tactics. Tactics are the operational actions taken to reach goals. For example, a marketing strategy to win the hearts and minds of baby boomers for a product line is supported by the tactics of the actual pricing, the specific advertising message, the media selection and frequency, etc.

The ability to craft and execute a winning strategy in business depends upon your understanding, skill, and competency in mastering the nuances of every aspect of business and the competitive environment at large.

This topic addresses the following competency:

- **Competency 3011.1.1: Strategy As a Process**
The graduate identifies the strategic process and the execution of a strategic plan.

This topic highlights the following objectives:

- Explain why company managers should have a clear strategic vision related to company goals.
- Describe the difference between strategic and financial objectives.
- Explain why strategic initiatives need to be coordinated across company departments.
- Identify steps to achieve operating excellence that contribute to executing company strategy.
- Describe the role and responsibility of a company's board of directors in overseeing the strategic management process.

Foundation: The Strategic Team



These modules demonstrate how everyone in the company contributes to the execution of your strategy and helps to make your company a success.

Complete the following InSights modules from FranklinCovey's "*The 4 Disciplines of Execution*." Be sure to complete each page and answer the questions in the module.

- [Your Best Moment](#)
- [Land One at a Time](#)

Read: Chapter 2: Charting a Company's Direction

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 2 \("Charting a Company's Direction: Its Vision, Mission, Objectives, and Strategy"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 2: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 2 \("Charting a Company's Direction: Its Vision, Mission, Objectives, and Strategy"\)](#)
 - Comprehension Case ("Comprehension Case—Corporate Governance")
 - Case Analysis ("Case Analysis—Developing a Strategic Vision")
 - Quiz

Examine: Strategy in Your Company

Answer the following regarding the company you work for or one you are familiar with:

1. What is the company's strategic vision?
 1. How does the strategic vision provide the company a long-term direction and not just short-term goals?
 2. Are there any specific elements or events that have not been considered since the initial publication of the company's vision?
2. Describe how the company's strategy has evolved over time.
 1. What process does the company have in place to evaluate the need for strategic change?
 2. What has caused specific changes?
 3. How effective was the company in making corrections to its strategy?
 4. Do you see anything in the company's internal or external environment which may require the strategy to evolve further in the near future?
3. What were the results?
 1. Apply the three tests of a winning strategy to your company's strategy to evaluate its effectiveness.



2. Identify strengths and weaknesses of the strategy and offer potential changes for improvement.

Read: "Failing to Learn from Failure"

Read the following journal article:

- McCrea, E., & Betts, S. C. (2008). [Failing to learn from failure: An exploratory study of corporate entrepreneurship outcomes](#). *Academy of Strategic Management Journal*, 7, 111-132.

Answer the following questions:

- In your employment history, have you seen any similar failures to adapt?
- What were the circumstances and results?

Evaluating Resources, Capabilities, and Competitiveness

You must be able to determine whether the resources of the organization are sufficient to achieve competitive leadership. The use of analytical tools will become part of the strategic process for you.

This topic addresses the following competency:

- **Competency 3011.1.2: Fundamental Perspectives on Strategy**
The graduate assesses the fundamental perspectives on strategic decision-making using analytical tools.

This topic highlights the following objectives:

- Assess how well a company's strategy is working.
- Evaluate when a company has sufficient resources and capabilities to increase competitive edge over rivals.
- Determine a company's strengths and limitations with regard to internal and external factors.
- Describe the role of financial analysis and planning in the execution of the strategic plan.
- Explain how the analysis of internal and external factors is used to make critical decisions.

Foundation: Using Resources Wisely

Evaluating where you are and how to accomplish what you want to do is a constant challenge. This module will help you focus to make your strategy a success.

Complete the following InSights module from FranklinCovey's "*The 4 Disciplines of Execution*." Be sure to complete each page and answer the questions in the module.

- [Whirlwind](#)

Read: Chapter 4: Evaluating a Company's Resources, Capabilities, and Competitiveness



Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 4 \("Evaluating a Company's Resources, Capabilities, and Competitiveness"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 4: Exercises and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 4 \("Evaluating a Company's Resources, Capabilities, and Competitiveness"\)](#)
 - Comprehension Case ("Comprehension Case—Company Value Chain")
 - Ratio Analysis ("Ratio Analysis")
 - Quiz

Fundamental Perspectives on Strategy

Companies formulate strategy to overcome external forces in a competitive environment, and to effectively utilize limited internal resources to achieve success.

Evaluating a Company's External Environment

Every company must thoroughly analyze what are generally considered the five competitive forces that will shape their strategy. This requires knowing the right questions to ask and what to look for within the general business climate, in the industry, and among competitors.

This topic addresses the following competency:

- **Competency 3011.1.2: Fundamental Perspectives on Strategy**
The graduate assesses the fundamental perspectives on strategic decision-making using analytical tools.

This topic highlights the following objectives:

- Evaluate the strategic significance of factors in a company's external environment.
- Apply analytical tools to diagnose competitive conditions.
- Track market positions for industry rivals.
- Defend when an industry's outlook justifies an opportunity for growth.

Read: Chapter 3: Evaluating a Company's External Environment

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 3 \("Evaluating a Company's External Environment"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 3: Exercises and Quiz



Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 3 \("Evaluating a Company's External Environment"\)](#)
 - Comprehension Case ("Comprehension Case—Strategic Group Mapping")
 - Drag and Drop ("Drag and Drop—Competitive Forces Model")
 - Quiz

View: The Five Competitive Forces That Shape Strategy

The following video interview shows how Michael E. Porter, a professor at Harvard University, explains the five competitive forces that shape strategy.

View the following video interview:

Winning Strategies and Maximizing Strategic Power

Creating a winning strategy and maximizing strategic power is all about delivering a greater value proposition to the customer more cost effectively and more quickly than the competition.

Competitive Strategies

The adaptation of a generic competitive strategy and tailoring it to achieve a sustainable advantage determines how successful the strategy will be in the competitive marketplace.

This topic addresses the following competency:

- **Competency 3011.1.3. Winning Strategies and Maximizing Strategic Power**
The graduate analyzes generic strategies for winning a competitive advantage and determines how to apply maximum strategic power.

This topic highlights the following objectives:

- Apply an appropriate generic strategy to a particular industry and situation.
- Describe the major avenues for achieving a competitive advantage based on lower costs.
- Describe the major avenues to a competitive advantage based on differentiating a company's product or service offering from the offerings of rivals.
- Identify the attributes of a best-cost provider strategy.

Read: Chapter 5: The Five Generic Competitive Strategies

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 5 \("The Five Generic Competitive Strategies"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.



Complete: Chapter 5: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 5 \("The Five Generic Competitive Strategies"\)](#)
 - Comprehension Case ("Comprehension Case—Differentiation Strategy")
 - Case Analysis ("Case Analysis—Low-Cost Provider Strategy")
 - Quiz

Strengthening Competitive Position

A well-executed strategy requires understanding the implications of an offensive or defensive position, especially as a function of timing (i.e., knowing which assets to employ when). This includes not only internal assets, but any asset within the supply chain.

This topic addresses the following competency:

- **Competency 3011.1.3. Winning Strategies and Maximizing Strategic Power**
The graduate analyzes generic strategies for winning a competitive advantage and determines how to apply maximum strategic power.

This topic highlights the following objectives:

- Recognize when to pursue offensive or defensive strategic moves to improve a company's market position.
- Describe the advantages of being a first mover, a fast follower, or a late mover.
- Identify strategic benefits and risks of different types of growth strategies.

Read: Chapter 6: Strengthening a Company's Competitive Position

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 6 \("Strengthening a Company's Competitive Position"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 6: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 6 \("Strengthening a Company's Competitive Position"\)](#)
 - Case Analysis ("Case Analysis—Vertical Integration Strategy")
 - Comprehension Case ("Comprehension Case—Launching Strategic Offensives")
 - Quiz

International and Multi-Business Strategies



Any company that wishes to become an industry leader must be prepared to create a complex strategy. Operating in a global economy and in a diversified multi-business environment requires this complexity. Operating in international markets presents both new opportunities and new competitive challenges, particularly in value-chain operations. When the opportunities and internal resources exist, a company may wish to pursue a diversified business strategy. Either of these strategies must be regarded in terms of future performance.

Competing in International Markets

The key to success in competitive international markets is knowing how to maintain positive risk/reward balance. The environment will be different than in domestic markets, and effective communications may not be reliable. This topic highlights the factors required to compete successfully.

This topic addresses the following competency:

- **Competency 3011.1.4: International and Multi-Business Strategies**
The graduate assesses the value of competing in international markets and determines the risks and rewards of diversification strategies.

This topic highlights the following objectives:

- Identify the risks and benefits of competing in international markets.
- Distinguish different strategic options for entering foreign markets.
- Describe how multinational companies use international operations to improve overall competitiveness.

Read: Chapter 7: Strategies for Competing in International Markets

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 7 \("Strategies for Competing in International Markets"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 7: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 7 \("Strategies for Competing in International Markets"\)](#)
 - Case Analysis ("Case Analysis—Strategic Choices in International Markets ")
 - Comprehension Case ("Comprehension Case—Cross-Border Alliances")
 - Quiz

Corporate Diversification Strategy

It is normal for companies to develop key strategic competencies in one area that readily translate to another market. The key to long-term success may be dependent upon diversification. This is especially true when business sales begin to stagnate, and the long-term



economic value for shareholders is uncertain or unfavorable.

This topic addresses the following competency:

- **Competency 3011.1.4: International and Multi-Business Strategies**

The graduate assesses the value of competing in international markets and determines the risks and rewards of diversification strategies.

This topic highlights the following objectives:

- Explain the risks and merits of diversification.
- Evaluate a company's diversification strategy using analytical tools.

Read: Chapter 8: Corporate Strategy

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 8 \("Corporate Strategy"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 8: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 8 \("Corporate Strategy"\)](#)
 - Case Analysis ("Case Analysis—Diversification and the Multi-Business Company")
 - Comprehension Case ("Comprehension Case—Related Diversification Strategy")
 - Quiz

Ethics, Social Responsibility, Environmental Sustainability, and Strategy

All companies are obliged to act ethically, be socially responsible, and protect the environment. Companies that fail in their obligation to these three components may still be profitable, but typically only at the expense of others. As a result, they are a pariah, a danger to society, and risk undermining the long-term health of the economy for short-term personal gain.

Ethics, Social Responsibility, Environmental Sustainability, and Strategy

This topic addresses the basic ethical dilemmas and needs for standards in business.

This topic addresses the following competency:

- **Competency 3011.1.5: Ethics, Corporate Social Responsibility, Environment**



Sustainability, and Strategy

The graduate analyzes the concepts of ethics, corporate social responsibility, and environmental sustainability and assesses the impact these policies have on strategic decision-making.

This topic highlights the following objectives:

- Explain how the standards of ethical behavior in business relate to the ethical standards and norms of the larger society and culture in which a company operates.
- Recognize conditions that can generate unethical business strategies and behavior.
- Explain the consequences of business ethics failures.
- Explain how companies balance corporate social responsibility and environmental sustainability with economic responsibilities to shareholders.
- Identify the pros and cons of centralized and decentralized decision making in implementing the chosen strategy.

Foundation: Setting Priorities

Successful strategies must meet competing priorities. However, foundational principles help you sort through the challenges to maintain ethical and responsible practices.

Complete the following InSights modules from FranklinCovey's "*The 4 Disciplines of Execution*." Be sure to complete each page and answer the questions in the module.

- [Store 334](#)

Read: Chapter 9: Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 9 \("Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy"\)](#)

Be sure to complete Assurance of Learning Exercises at the end of the chapter to evaluate the cost of ethical failures.

Complete: Chapter 9: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 9 \("Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy"\)](#)
 - Comprehension Case ("Comprehension Case—Corporate Social Responsibility")
 - Case Analysis ("Case Analysis—Ethical Behavior in Business")
 - Quiz

The Framework for Communicating and Executing Strategy



A brilliant strategy that is poorly communicated is nothing but impotent rhetoric. Those who are expected to execute a strategy will be left helpless if they don't know what they are to accomplish.

Building an Organization Capable of Good Strategy Execution

You've learned that companies must include the whole management team in the creation of a strategy. Functional and operational units rely on a clear understanding of corporate direction in order to be able to create their own derivative strategies. To be most effective, each division must support the overall vision and mission of the organization.

This topic addresses the following competency:

- **Competency 3011.1.6: The Framework for Communicating and Executing Strategy**
The graduate evaluates the framework necessary to effectively execute strategy.

This topic highlights the following objectives:

- Identify what managers should do to execute strategy successfully.
- Explain why resource allocation should be based on strategic priorities.
- Explain how well-designed policies and procedures can promote good strategy execution.
- Explain how best practices and process management tools promote superior strategy execution.
- Explain the role of a company's core values and ethical standards in building corporate culture.
- Explain how a company's culture affects proficient strategy execution.
- Identify actions management can take to change a problematic corporate culture.
- Explain the characteristics of effective managerial leadership during superior strategy execution.

Foundation: Executing Strategy

It's sometimes difficult to determine where to put your major efforts. Crafting your strategy is just the beginning. You'll need to continue to measure and adjust to meet your most important goals.

Complete the following InSights modules from FranklinCovey's "*The 4 Disciplines of Execution*." Be sure to complete each page and answer the questions in the module.

- [Lead Measures](#)

Read: Chapter 10: Building an Organization Capable of Good Strategy Execution

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 10 \("Building an Organization Capable of Good Strategy Execution "\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.



Complete: Chapter 10: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 10 \(Building an Organization Capable of Good Strategy Execution\)](#)
 - Case Analysis ("Case Analysis—Staffing the Organization")
 - Comprehension Case ("Comprehension Case—Key Components of the Strategy Execution Process")
 - Quiz

Read: Chapter 11: Managing Internal Operations

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 11 \("Managing Internal Operations"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 11: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 11 \("Managing Internal Operations"\)](#)
 - Case Analysis ("Case Analysis—Incentives and Motivational Practices")
 - Comprehension Case ("Comprehension Case—Six Sigma ")
 - Quiz

Read: Chapter 12: Corporate Culture and Leadership

Read the following in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 12 \("Corporate Culture and Leadership"\)](#)

Review the Assurance of Learning Exercises at the end of the chapter to be sure you understand the key points.

Complete: Chapter 12: Cases and Quiz

Complete the following supplementary activities in *Crafting and Executing Strategy: The Quest for Competitive Advantage*:

- [Chapter 12 \("Corporate Culture and Leadership"\)](#)
 - Case Analysis ("Case Analysis—Corporate Culture")
 - Comprehension Case ("Comprehension Case—Company Culture and Strategy Execution")
 - Quiz



Prepare for the Performance Assessment

The assessment for this course requires that you demonstrate the skills to craft a strategy and identify the tools required to execute that strategy. This will require application of the principles you've learned throughout this course.

This topic addresses all of the competencies for this course:

- **Competency 3011.1.1: Strategy as a Process**
The graduate identifies the strategic process and the execution of a strategic plan.
- **Competency 3011.1.2: Fundamental Perspectives on Strategy**
The graduate assesses the fundamental perspectives on strategic decision-making using analytical tools.
- **Competency 3011.1.3: Winning Strategies and Maximizing Strategic Power**
The graduate analyzes generic strategies for winning a competitive advantage and determines how to apply maximum strategic power.
- **Competency 3011.1.4: International and Multi-Business Strategies**
The graduate assesses the value of competing in international markets and determines the risks and rewards of diversification strategies.
- **Competency 3011.1.5: Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy**
The graduate analyzes the concepts of ethics, corporate social responsibility, and environmental sustainability and assesses the impact these policies have on strategic decision-making.
- **Competency 3011.1.6: The Framework for Communicating and Executing Strategy**
The graduate evaluates the framework necessary to effectively execute strategy.

Synthesis: Successful Strategies

How does it look in the real world to put the principles of successful strategies into practice?

Complete the following InSights module from FranklinCovey's "*The 4 Disciplines of Execution*." Be sure to complete each page and answer the questions in the module.

- [WIG Session](#)

Compare: Approaches to Executing Strategy

The following video presents another view of effectively executing strategy. As you watch the video, compare this summary to the approach you practiced with the FranklinCovey modules.

Complete: Strategic Management Performance Task

The performance assessment for this course requires that you apply what you've learned in a real world setting. There is only two tasks, but as you have learned about strategic management, there are many integrated parts. Carefully read all of the requirements for the tasks to ensure that you've addressed all of the parts.



Complete the following tasks:

- Strategic Management: Task 1
- Strategic Management: Task 2

For details about this performance assessment, see the "Assessment" tab in this course.

Final Steps

Congratulations on completing the activities in this course! You are now prepared to complete the assessment associated with this course.