

Module One

Introductory Concepts

- Managing for Strategic Results
 - Value Creation
 - Management Approaches
 - Example of Management Approaches
 - Functional Levels of Management
 - Principles of Strategic Management
 - Framework for Strategic Management
- System Concepts
 - Basic Definitions
 - Systems and Subsystems
 - Properties of Systems
 - System Dynamics
 - Basic Systems Model
- Systems Thinking
 - Definition and Description
 - Characteristics of the Approach
 - Finding the Right Perspective
 - Modeling Techniques
 - Areas of Application

Module Two

Framing the Strategic Management Problem

- The Strategic Management Process
 - Overview and Definitions
 - Functional Perspective – Management Levels
 - Functional Perspective – Decision and Action Categories
 - Functional Perspective – A Combined View
 - Information Perspective
 - Organization Perspective
 - Stakeholder Perspective
- Key Management Challenges
 - Many Moving Parts
 - Classifying the Moving Parts
 - Relationships and Dependencies
 - Achieving Cohesion
 - Sustainable Results
- A Systems Perspective
 - Defining Strategic Management as a System
 - System Components
 - External Systems
 - Problem Statement

Module Three

Linear Approach to Strategic Management

- Characteristics of a Linear Approach
 - Cause and Effect Relationships
 - Time Based Dependencies
 - Functional Dependencies
 - Describing Relationships and Flows
- Describing and Managing a Strategy
 - Developing the Formula for Success

- The Balanced Scorecard Framework
 - Principles of Strategy Mapping
 - Strategy Map Example
 - Applying the Balanced Scorecard to Strategic Management
 - Translating Strategy into Operational Terms
 - Transforming Operational Plans into Results
 - Monitoring and Continuous Improvement
- Limitations of the Linear Approach
 - Overview
 - Issues with Relationships and Dependencies
 - The Need for Feedback Mechanisms
 - Pros and Cons of the Approach

Module Four

Systems Thinking Applied to Strategic Management

- Concepts and Assumptions
 - Impact of Systems Thinking
 - Cause and Effect Relationships
 - Feedback Mechanisms
 - Dynamics
- Defining Strategic Management as a System
 - System Context and Boundary
 - External Systems
 - Timing and Delays
 - Feedback Loops
- System Modeling
 - Review of Techniques
 - Causal Loop Diagrams
 - Adding Feedback Loops to Strategy Maps
 - Developing a System Model
 - Starting with Vision and Strategy
 - Adding Tactical Planning and Scheduling
 - Adding Execution
 - Adding Measurement and Tracking
 - The Complete Model
 - Simulation as the Next Horizon

Module Five

Summary

- Major Concepts

Appendix A – References