STRATEGIC ANALYSIS

Strategic Management: Creating Competitive Advantages
   What is strategic Management?
   The Strategic Management Process
   The Role of Corporate Governance and Stakeholder Management
   The Strategic Management Perspective: An Imperative throughout the Organization
   Ensuring Coherence in Strategic Direction
Analyzing the External Environment of the Firm
   Creating the External Environment Organization
   The General Environment
   The Competitive Environment
Assessing the Internal Environment of the Firm
   Value-Chain Analysis
   Resource-Based View of the Firm
   Evaluating Firm Performance: Two Approaches
Recognizing a Firm’s Intellectual Assets: Moving beyond a Firm’s Tangible Resources
   Human Capital: The Foundation of Intellectual Capital
   The Vital Role of Social Capital
   Using Technology to Leverage Human Capital and Knowledge
   Protecting the Intellectual Assets of the Organization: Intellectual Property and Dynamic Capabilities

STRATEGIC FORMULATION

Business-Level Strategy: Creating and Sustaining Competitive Advantages
   Types of Competitive Advantages and Sustainability
   Can Competitive Advantages Be Sustained? Integrating and Applying Strategic Management Concepts
   How the Internet and Digital Technologies Affect the Competitive Strategies
   Industry Life Cycle Stages: Strategic Implications
Corporate-Level Strategy: Creating Value through Diversification
   Related Diversification: Economies of Scope and Revenue Enhancement
   Related Diversification: Market Power
   Unrelated Diversification: Financial Synergies and Parenting
   The Means to Achieve Diversification
   How Managerial Motives Can Erode Value Creation
International Strategy: Creating Value in Global Markets
   Factors Affecting a Nation’s Competitiveness
   International Expansion: A Company’s Motivations and Risks
   Achieving Competitive Advantage in Global Markets
   Entry Modes of International Expansion
Entrepreneurial Strategy and Competitive Dynamics
Recognizing Entrepreneurial Opportunities
Entrepreneurial Strategy
Competitive Dynamics

**STRATEGIC IMPLEMENTATION**

**Strategic Control and Corporate Governance**
Ensuring Informational control: Responding Effectively to Environmental Change
Attaining Behavioral Control:Balancing Culture, Rewards, and Boundaries

**Creating Effective Organizational Designs**
Traditional Forms of Organizational Structure
Linking Strategic Reward and Evaluation Systems to Business-Level and Corporate-Level Strategies

**Strategic Leadership: Creating a Learning Organization and an Ethical Organization**
Leadership: Three Interdependent Activities
Emotional Intelligence: A Key Leadership Trait

**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

Human Resources Planning
Training and Evaluation
Human Resources and Business Analytics