



This course supports the assessments for Strategy, Change, and Organizational Behavior Concepts. The course covers 11 competencies and represents 7 competency units.

Introduction

Overview

Managers work at all levels within an organization and have many responsibilities. In order to understand the role of managers, a broad spectrum of topics will be explored including innovation and change, individual and group behavior in the workplace, and strategic management.

This course covers complex material in the areas of organizational behavior and strategic quality management. You will immediately be able to apply the skills that you learn to management situations.

Please watch the following introduction video to this course:

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

Getting Started

Welcome to OBC1, Strategy, Change, and Organizational Behavior Concepts! This course is designed to help you successfully complete the objective assessment. Two primary learning resources are available for your use. Each of these also has a companion website with additional quizzes and other exercises to provide additional help if you need it. Finally, this course utilizes the WGU eReserves for more information about the subject matter. Your competency will be assessed through the objective assessment.

Competencies

This course provides guidance to help you demonstrate the following 11 competencies:

- **Competency 304.4.1: Change and Innovation Theories**
The graduate is knowledgeable about theories related to change and innovation.
- **Competency 304.4.2: Change Theory Application**
The graduate is knowledgeable about how to apply change theory to implement change and monitor the progress of a planned change.
- **Competency 304.4.3: Change vs. Transition**
The graduate understands the difference between change and transition.
- **Competency 304.4.4: Managing Innovation**
The graduate is knowledgeable about managing innovation.
- **Competency 304.5.1: Strategic Planning**
The graduate is knowledgeable about strategic planning as a part of the strategic management process.
- **Competency 304.5.2: Competitive Advantage**



The graduate is knowledgeable about establishing and maintaining a competitive advantage.

- **Competency 304.5.3: Strategies**

The graduate is knowledgeable about types, characteristics, implementation, and evaluation of strategies.

- **Competency 304.6.1: Personal Attributes**

The graduate is knowledgeable about the influences personal attributes have on organizational behavior.

- **Competency 304.6.2: Organizational Design and Behavior**

The graduate understands the relationship between organization design and organizational behavior.

- **Competency 304.6.3: Working With Individuals and Groups**

The graduate is knowledgeable about strategies for working with individuals and groups in an organization.

- **Competency 304.6.4: Conflict Management**

The graduate is knowledgeable about conflict management.

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 guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome 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 help you become ready to complete this course of study. As you proceed, you will need to be organized in your studies in order to gain competency in the indicated areas and prepare yourself to pass the final assessments.

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 or acquire other resources independently. 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 textbooks are available to you as e-texts within this course. You will be directly linked to the specific readings required within the activities that follow.

- Kreitner, R. & Kinicki, A. (2013). *Organizational behavior* (10th ed.). New York: McGraw-Hill. ISBN-13: 9780078029363
- Pearce, J. A. & Robinson, R. B. (2011) *Strategic management: Formulation, implementation and control* (12th ed.). New York: McGrawHill/Irwin. ISBN-13: 9780078137167

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

Directions for purchasing a printed text from VitalSource:

1. *Access the text using the course links.*
2. *Click on the Main Menu Icon in the upper left corner.*
3. *Click Print on Demand*
4. *If your text is available, it will be listed.*
5. *Click on the text and follow the prompts for purchasing the book.*

For more information, review the [Print on Demand Option for VitalSource Texts: Help documentation](#).

The following e-text companion websites give you access to rich tools and resources available for each chapter of the text. There are quizzes and discussion questions that will help you gain competency should you need additional help.

- [Organizational Behavior](#)
- [Strategic Management](#)

Other Resources

You will use the following learning resource for this course.

WGU Library Articles

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



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

- Bateman, T, & Snell, S. (2004). *Management: The competitive landscape* (6th ed.). New York: McGraw-Hill Publishing. Print ISBN: 9780072844498
- Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2005). *Strategic management: Competitiveness and globalization* (6th ed.). Mason, OH: South Western Publishing. Print ISBN: 9780324536997

Topics and Pacing

The topics and pacing 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 pacing guide carefully to complete the course in the suggested timeframe.

Week 1

- Preparing for Success
- Innovation

Week 2

- Innovation

Week 3 - 4

- Individual Differences

Week 5-6

- Organizational Design

Week 7

- Group and Individual Performance

Week 8

- Group and Individual Performances
- Conflict

Week 9-12

- Strategic Management

Week 13

- Competitive Advantage



Week 14

- Competitive Advantage
- Final Steps

Change in Organizations

When you have completed this subject of study, you should be able to do the following:

- describe types of change, change processes and models of change management
- illustrate the external and internal forces that create the need for organizational change
- explain why employees resist change
- describe strategies for overcoming resistance to change and the keys to effective implementation of those strategies
- describe the relationship of trust to change management and identify guidelines for building trust
- describe the relationship of organizational politics to change and change management
- explain how to implement the three-stage model of planned change

Innovation

This topic addresses the following competency:

- **Competency 304.4.4: Managing Innovation**
The graduate is knowledgeable about managing innovation.

This topic highlights the following objectives:

- Recognize the importance of innovation to an organization.
- Identify several methods to encourage and reward innovation.
- Identify strategies for dealing with failed innovation.

Read: Influence, Empowerment, and Politics

As you read the material listed below, consider the following questions:

- Of the nine generic influence tactics, which do you use the most when dealing with friends, parents, your boss, or your professors? Would other tactics be more effective?
- What base of power do you rely on in your daily affairs? Do you handle power effectively and responsibly?
- In your opinion, how much empowerment is too much in today's workplaces?
- What are the main advantages and drawbacks of the trend toward increased delegation?

Read the following chapter in *Organizational Behavior*:

- [Chapter 15 \("Influence, Empowerment, and Politics"\)](#)

Read the following presentation that accompanies the chapter:



- [Chapter 15 \("Influence, Empowerment, and Politics"\) presentation](#)

Read: Managing Change and Stress

As you read the material listed below, consider the following questions:

- Have you worked in an organization where internal forces created change? Describe the situation and the resulting change.
- Have you ever resisted a change at work? Explain the circumstances and your thinking at the time.
- Have you used any of the stress-reduction techniques presented in the chapter? How effective were they?

Read the following chapter in *Organizational Behavior*:

- [Chapter 18 \("Managing Change and Stress"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 18 \("Managing Change and Stress"\) presentation](#)

Read: Strategic Change and Trust

Change is an act of moving from one state to a new state of operation. Change is a strategic move to meet the environment of the industry. To accomplish change, it is important to understand why it happens and how to build buy-in.

Read the following article:

- ["Overview of Strategic Change"](#)

Access the WGU eReserves and review the following material:

- ["Guidelines for Building Trust"](#)

Read: Organizational Design

As you read the material listed below, consider the following questions:

- What would an organization chart of your current (or last) place of employment look like? Consider the hierarchy (chain of command), division of labor, span of control, and line-staff distinctions. Does it reveal anything else? Explain.
- Why is it appropriate to view modern organizations as open systems?
- Which of the three new organizational configurations probably will be most prevalent 10 to 15 years from now? Why?
- Why is it important to focus on the role of complacency in organizational decline?
- What is wrong with an organization having too much differentiation and too little integration?
- If organic organizations are popular with most employees, why can't all organizations be



structured in an organic fashion?

Read the following chapter in *Organizational Behavior*:

- [Chapter 17 \("Organizational Design, Effectiveness, and Innovation"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 17 \("Organizational Design, Effectiveness, and Innovation"\) presentation](#)

Watch: Operations

Operations is how a business is run at the functional level. It examines how a company functions and how will it meet customer wants and needs.

Watch the following video:

"Operations"

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

Read: Innovation and Entrepreneurship

As you read the material listed below, consider the following questions:

- What is the difference between incremental and breakthrough innovation? What risks are associated with each approach?
- Why is continuous improvement, and programs such as CCC21 and Six Sigma, a good way to develop incremental innovation?
- What is an ideagora?
- How are big, global companies looking "outward" to accelerate their innovativeness and breakthrough innovations?
- Why do most breakthrough innovations occur in smaller firms?
- What are the three key elements in the entrepreneurship process in new ventures?
- What is intrapreneurship, and how is it best enabled?

Read the following chapter in *Strategic Management*:

- [Chapter 14 \("Innovation and Entrepreneurship"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 14 \("Innovation and Entrepreneurship"\) presentation](#)

Read: Innovation

Innovation is ongoing and requires open-minded, out-of-the-box thinking.



Access the WGU eReserves and review the following material on organizational changes that support innovation:

- ["Organizing for Innovation"](#)

In your journal, compare the different organizational approaches outlined in the article, and how they support innovation and change.

Watch: Managing Innovation

As you watch the video listed below, consider the following question:

- How do companies create opportunities for innovation through teaming, diversity, and removing barriers?

Watch the following video:

"Managing Innovation"

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

Individual Differences

This topic addresses the following competency:

- **Competency 304.6.1: Personal Attributes**

The graduate is knowledgeable about the influences personal attributes have on organizational behavior.

This topic highlights the following objectives:

- Identify the effects that individual preferences and characteristics have on an employee's performance and behavior.
- Identify the forces that influence attitude and recognize the effects that attitude has on an employee's performance and behavior.
- Recognize issues caused by differing perceptions among members of organizations.
- Recognize conditions that lead to ethical conflict.
- Identify factors that promote tolerance for diversity.

Read: Managing Diversity

As you read the material listed below, consider the following questions:

- Under what conditions are people likely to resist diversity?
- What role does communication play in effectively managing diversity?
- What can be done to break the glass ceiling for women and minorities?
- What are the biggest challenges associated with an aging workforce?



- How can interpersonal conflict be caused by diversity? Explain your rationale.
- Have you seen any examples that support the proposition that diversity is a competitive advantage?
- Why is it difficult to get organizations to endorse mutual adaptation? Explain.

Read the following chapter in *Organizational Behavior*:

- [Chapter 2 \("Managing Diversity: Releasing Every Employee's Potential"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 2 \("Managing Diversity: Releasing Every Employee's Potential"\) presentation](#)

Watch: Entrepreneurship, Leadership, Diversity

Diversity can lead to conflict. Conflict often results in lower group moral and group members dropping out. Leadership has the responsibility to manage conflict and help diverse teams grow into performing homogeneous teams.

Watch the following video:

"Entrepreneurship, Leadership, Diversity"

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

Read: Individual Differences

As you read the material listed below, consider the following questions:

- How should the reality of a more diverse workforce affect management's approach to dealing with individual differences?
- What is your personal experience with people with high- or low-self-esteem?
- How is someone you know with low self-efficacy, relative to a specified task, "programming themselves for failure"? What could be done to help that individual develop high self-efficacy?
- How would you rate yourself on the Big Five personality dimensions? Is your personality profile suitable for a management position?
- How would you respond to the following statement? "Whenever possible, managers should hire people with an external focus of control."
- How would you rate your emotional intelligence? What steps could you take to improve it?

Read the following chapter in *Organizational Behavior*:

- [Chapter 5 \("Key Individual Differences and the Road to Success"\)](#)



Read the following presentation that accompanies the chapter:

- [Chapter 5 \("Key Individual Differences and the Road to Success"\) presentation](#)

Watch: Leadership Decisions

Leadership is the ability to influence a group toward the achievement of a vision or set of goals. The influence of leadership may be formal or informal. Strong leaders are needed to challenge the status quo, to create visions of the future, and to inspire organizational members to want to achieve those visions.

Watch the following video:

"Leadership Decisions"

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

Read: Values, Attitudes, Job Satisfaction, and Work Behaviors

As you read the material listed below, consider the following questions:

- Which type of value (i.e., terminal or instrumental) is more powerful in influencing your behavior?
- Have you ever encountered a lack of value congruence or person-culture fit? What did you do about this situation?
- Is it easier to change an employee's attitudes or values? Explain.
- How could a specific intention you have at this time be explained with Ajzen's model of planned behavior?
- If you were a manager, which of the three key work attitudes (i.e., organizational commitment, job involvement, and job satisfaction) would be most important to cultivate in your employees? Explain your rationale.
- Do you think job satisfaction leads directly to better job performance? Provide your rationale.

Read the following chapter in *Organizational Behavior*:

- [Chapter 6 \("Values, Attitudes, Job Satisfaction, and Counterproductive Work Behaviors"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 6 \("Values, Attitudes, Job Satisfaction, and Counterproductive Work Behaviors"\) presentation](#)

Watch: Human Resources

Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. However, what someone perceives can be



substantially different from reality.

Watch the following video:

"Human Resources"

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

Read: Social Perception and Attributions

As you read the material listed below, consider the following questions:

- Why is it important for managers to have a working knowledge of perception and attribution?
- Have you ever been stereotyped by someone else?
- Which type of stereotype (gender role, age, race, or disability) do you believe is more pervasive in organizations? Why?
- Have you ever experienced the Galatea effect or the Golem effect? Describe what happened.
- How would you formulate an attribution, according to Kelley's model, for the behavior of a coworker who starts arguing with your manager?
- What evidence of the self-serving bias have you observed lately?

Read the following chapter in *Organizational Behavior*:

- [Chapter 7 \("Social Perception and Attributions"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 7 \("Social Perception and Attribution"\) presentation](#)

Organizational Design

This topic addresses the following competency:

- **Competency 304.5.3: Strategies**
The graduate is knowledgeable about types, characteristics, implementation, and evaluation of strategies.

This topic highlights the following objectives:

- Identify the influence that organization culture, ranging from entrepreneurial to bureaucratic, has on strategy implementation.
- Identify the influences organization design has on strategy implementation.
- Identify the procedures for designing a strategic control system.
- Recognize how strategic control applies to various levels of managers.



- Identify the appropriate uses for financial controls, output controls, and behavior controls.

Read: Organizational Culture

As you read the material listed below, consider the following questions:

- Based on Figure 3-2, what type of organizational culture exists within your current or most recent employer? Explain.
- Based on Table 3-1, what type of organizational culture exists within your current or most recent employer? Explain.
- Why is there a conflict between Clan and Market cultures?
- Why is it hard to change an organization's culture?
- Why is socialization essential to organizational success?
- Which of the socialization tactics shown in Table 3-2 have you experienced? Discuss whether or not they were effective in the context you experienced them.
- What might happen if a manager implements an organizational change that is inconsistent with the organization's culture? Explain.

Read the following chapter in *Organizational Behavior*:

- [Chapter 3 \("Organizational Culture, Socialization, and Mentoring"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 3 \("Organizational Culture, Socialization, and Mentoring"\) presentation](#)

Watch: Organizational Culture

Organizational culture is the shared meaning held by members of an organization that distinguishes their organization from others. The shared meaning is understood by all members, but that does not mean it is agreed upon by all members.

Watch the following video:

"Organizational Culture"

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

Read: Foundations of Motivation

As you read the material listed below, consider the following questions:

- From a practical standpoint, what are the major drawbacks of theories of motivation based on internal factors such as needs and satisfaction?
- Have you experienced positive or negative inequity at work? Describe and compare the circumstances in terms of the inputs and outcomes of yourself and another person.



- If someone who reported to you at work had a low expectancy for successful performance, what could you do to increase this person's expectancy?
- Goal setting research suggests that people should be given difficult goals. How does this prescription mesh with expectancy theory? Explain.
- Which of the four types of job design is most likely to be used in the future? Explain your rationale.

Read the following chapter in *Organizational Behavior*:

- [Chapter 8 \("Foundations of Motivation"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 8 \("Foundations of Motivation"\) presentation](#)

Read: Organizational Structure

As you read the material listed below, consider the following questions:

- Explain each traditional organizational structure.
- Select a company you have worked for or research one in the business press that uses one of these traditional structures. How well suited is the structure to the needs and strategy of the organization? What seems to work well, and what doesn't?
- What organizations do you think are most likely to use product-team structures? Why?
- Identify an organization that operated like a twentieth-century organization but has now adopted a structure that manifests twenty-first-century characteristics. Explain how you see or detect the differences.
- How would you use one or more of the ways to improve traditional structures to improve the company you last worked in? Explain what might result.
- What organization are you familiar with that you would consider the most agile, virtual organization? Why?
- What "boundary" would you first eliminate or change in an organization you are familiar with? Explain what you would do to eliminate it or change it and how that should make it more effective.

Read the following chapter in *Strategic Management*:

- [Chapter 11 \("Organizational Structure"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 11 \("Organizational Structure"\) presentation](#)

Read: Leadership and Culture

As you read the material listed below, consider the following questions:

- Read [Exhibit 12.3](#). What would you do if you were asked to serve as an Ethics Review



Arbitrator and render a decision on what should happen to the Duke MBA students?
Summarize the key reasons supporting your ruling.

- What three sources of power and influence are best suited to you as a manager?
- Consider two organizations you have been a part of. How are their organizational cultures different?

Read the following chapter in *Strategic Management*:

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

Read the following presentation that accompanies the chapter:

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

Think about two leaders you have known, one good and one weak. They can be businesspersons, coaches, coworkers, community members, etc. Make a list of five traits, practices, or characteristics that cause you to consider one a good leader and the other a weak leader. Compare the things you chose with the seven factors used to differentiate effective organizational leadership in this chapter.

Group and Individual Performance

This topic addresses the following competencies:

- **Competency 304.4.1: Change and Innovation Theories**
The graduate is knowledgeable about theories related to change and innovation.
- **Competency 304.4.2: Change Theory Application**
The graduate is knowledgeable about how to apply change theory to implement change and monitor the progress of a planned change.
- **Competency 304.4.3: Change vs. Transition**
The graduate understands the difference between change and transition.
- **Competency 304.6.2: Organizational Design and Behavior**
The graduate understands the relationship between organization design and organizational behavior.
- **Competency 304.6.3: Working With Individuals and Groups**
The graduate is knowledgeable about strategies for working with individuals and groups in an organization.

This topic highlights the following objectives:

- Identify each of the guidelines aimed at building trust in employees during a change.
- Define the concept of change vision.
- Identify the types of strategic change.
- Recognize the impact that organizational politics and power have on the implementation of strategic change.
- Identify the issues associated with and confronted by change leaders.
- Identify the behaviors and strategies used by effective change leaders to overcome



resistance to change and motivate employees to accept change.

- Identify key factors associated with communicating change vision to employees.
- Identify the skills required and the process for developing a change vision.
- Identify the characteristics of each phase of the transition process.
- Identify appropriate communication techniques to use with employees in each phase of the transition process.
- Identify management strategies to use with employees in each phase of the transition process.
- Recognize culture-based differences that exist among employees in transition.
- Identify the influences that organization culture, ranging from entrepreneurial to bureaucratic, has on organizational behavior.
- Identify the influences that organization structure has on organizational behavior.
- Recognize the impacts of the job characteristics model (JCM) on the workplace.
- Identify strategies for helping groups overcome barriers caused by organizational structure.
- Identify the guidelines for managing diversity.
- Apply appropriate theories of motivation to motivate employees.
- Identify the roles that group members take on.
- Identify the group dynamics that characterize each stage of group development.
- Use appropriate strategies to effectively manage groups and members in various roles and stages of development.
- Identify appropriate uses of power to produce desired outcomes.

Read: Change Vision

In order for change to be successful the vision must be clearly stated and conveyed to the members of the organization. An agent must champion the change and provide leadership to help others to accept change.

Read the following article:

- ["Identify Key Factors Associated with Communicating Change Vision"](#)

Read the following book excerpts about the difference between change and transition. To access these links, you may need to first sign in to your WGU student portal:

- ["Endings and New Beginnings"](#) (starting on page 145)
- ["Processes of Transition"](#) (starting on page 51; review exhibit 3-2 and 3-3)

Read: Improving Job Performance

As you read the material listed below, consider the following questions:

- How can the distinction between learning goals and performance outcome goals help you be more effective?
- Based on what you have read in Chapter 9, are you good at goal setting or do you need improvement?
- What is your opinion of 360-degree feedback? Explain.



- How important are intrinsic rewards to the typical employee today?
- What real-life examples of positive reinforcement, negative reinforcement, both forms of punishment, and extinction can you draw from your recent experience? Were these strategies appropriately or inappropriately used?
- From a schedule of reinforcement perspective, why do people find gambling so addictive?

Read the following chapter in *Organizational Behavior*:

- [Chapter 9 \("Improving Job Performance with Goals, Feedback, Rewards, and Positive Reinforcement "\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 9 \("Improving Job Performance with Goals, Feedback, Rewards, and Positive Reinforcement "\) presentation](#)

Read: Group Dynamics

As you read the material listed below, consider the following questions:

- What is your personal experience with groups that failed to achieve stage 4 of group development? At which stage did they stall? Why? Have you observed group decay?
- Considering your current lifestyle, how many different roles are you playing? What sorts of role conflict and role ambiguity are you experiencing?
- Have you ever been a victim of either the Asch effect or groupthink? Explain the circumstances.
- Have you observed any social loafing recently? What were the circumstances, and what could be done to correct the problem?

Read the following chapter in *Organizational Behavior*:

- [Chapter 10 \("Group Dynamics"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 10 \("Group Dynamics"\) presentation](#)

Read: Effective Teams

As you read the material listed below, consider the following questions:

- Which of the factors in table 11-1 is the most crucial to a successful team?
- Relative to effective teams, why is team viability important?
- Why is delegation so important to building organizational trust?
- Why should a group leader strive for both socio-emotional and instrumental cohesiveness?
- Would you like to work on a self-managed team?



- Have you ever been a member of a high-performing team? If so, explain the circumstances and success factors.

Read the following chapter in *Organizational Behavior*:

- [Chapter 11 \("Developing and Leading Effective Teams"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 11 \("Developing and Leading Effective Teams"\) presentation](#)

Conflict

This topic addresses the following competency:

- **Competency 304.6.4: Conflict Management**
The graduate is knowledgeable about conflict management.

This topic highlights the following objectives:

- Identify the characteristics associated with each stage of the conflict process.
- Identify conflict management techniques appropriate for given situations.
- Differentiate functional from dysfunctional conflict.
- Differentiate conflict resolution techniques from conflict stimulation techniques and recognize situations where each are appropriate.

Read: Managing Conflict and Negotiating

As you read the material listed below, consider the following questions:

- What is your experience with people viewing conflict as a war versus seeing it as an opportunity or a journey? How did things turn out?
- What examples of functional and dysfunctional conflict have you observed lately?
- How could in-group thinking affect the performance of a manager living and working in a foreign country?
- Which of the five conflict-handling styles is your strongest? Your weakest? How can you improve your ability to handle conflict?
- Which of the six ADR techniques appeals the most to you? Why?
- How could added-value negotiation make your life a bit easier? Explain in terms of a specific problem, conflict, or deadlock.

Read the following chapter in *Organizational Behavior*:

- [Chapter 13 \("Managing Conflict and Negotiating"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 13 \("Managing Conflict and Negotiating"\) presentation](#)



Watch: Co-Existence, Teaming, and Stress

Moving from an individual to a group environment can cause stress. Individuals may fear giving up part of their control over their own success to the group. In group environments, cultural differences that can result from diversity must be dealt with and overcome.

Watch the following video:

"Co-Existence, Teaming, and Stress"

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

Strategic Management

This topic addresses the following competencies:

- **Competency 304.5.1: Strategic Planning**
The graduate is knowledgeable about strategic planning as a part of the strategic management process.
- **Competency 304.5.3: Strategies**
The graduate is knowledgeable about types, characteristics, implementation, and evaluation of strategies.

This topic highlights the following objectives:

- Identify the characteristics of strategic goals.
- Recognize examples of strategic goals that demonstrate cross-cultural awareness.
- Identify the factors that influence strategic goals.
- Sequence the steps in the process for setting strategic goals.
- Classify strategic goals by time frame.
- Identify the components of an action plan.
- Identify the steps to develop and implement an action plan.
- Identify the characteristics and uses of each level of strategy.

Read: Strategic Management

As you read the material listed below, consider the following questions:

- What is strategic management?
- How do strategic decisions differ from other decisions that managers make?
- What are the benefits and risks of a participative approach to strategic decision making?
- What types of strategic decisions are managers at different levels of the company responsible for?

Read the following chapter in *Strategic Management*:



- [Chapter 1 \("Strategic Management"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 1 \("Strategic Management"\) presentation](#)

Watch: Relationship and Corporate Governance and Social Responsibility

Corporate governance is important in a global community. Poor social responsibility can have a negative effect on an organizations success.

Watch the following videos:

"Relationship and Corporate Governance"

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

"Social Responsibility"

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

Read: Action Plans

Goals set the tone for the company's direction. An action plan should be developed when starting an organization, task, or project. An action plan provides a blueprint of how to accomplish goals, and it helps keep the organization running smoothly.

Read the following article:

- ["Developing Strategic Action Plans"](#)

Access the WGU eReserves and review the following material:

- ["Steps in Planning"](#)

Read: Company Mission

As you read the material listed below, consider the following questions:

- Why is a company mission valuable?
- Why is it important for a mission statement to include the company's basic product or service, its primary markets, and its principal technology?
- Which goal of a company is most important: survival, profitability, or growth?
- What are company philosophy, public image, and company self-concept, and why are they important to stockholders?



- What is the role of a company's board of directors?
- How could a board of directors use agency theory to improve corporate governance?

Read the following chapter in *Strategic Management*:

- [Chapter 2 \("Company Mission"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 2 \("Company Mission"\) presentation](#)

Watch: Strategy, Mission, Vision

A company's vision is the future that an organization strives to become. Their mission is the identity of the organization. The mission is what members of the organization look to in order to understand if they are performing per the company's ideals.

Watch the following video:

"Strategy, Mission, Vision"

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

Read: Long-Term Objectives and Strategies

As you read the material listed below, consider the following questions:

- What are the five qualities of long-term corporate objectives that make them especially useful to strategic managers?
- What are the generic strategies of low-cost leadership, differentiation, and focus?
- Why are the value disciplines important?
- Can you provide examples of the 15 grand strategies that decision makers use as building blocks in forming their company's competitive plan?

Read the following chapter in *Strategic Management*:

- [Chapter 7 \("Long-Term Objectives and Strategies"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 7 \("Long-Term Objectives and Strategies"\) presentation](#)

Read: Strategic Goals

Long-term objectives are an organization's performance goals, intended to be achieved over a period of time. Long-term objectives usually include specific improvements in the organization's competitive position, technology, leadership, profitability, return on investment, employee



relations, productivity, and corporate image.

Access the WGU eReserves and review the following materials:

- ["Identify the Characteristics of Strategic Goals"](#)
- ["Factors that Influence Strategic Goals"](#)

Read: Business Strategy

As you read the material listed below, consider the following questions:

- What are the differences between a low-cost, differentiation, or speed-based strategy? Why would a business choose one over another?
- What is a market focus strategy, and why is it important?
- Can a firm pursue both low-cost and differentiation strategies? How?
- For business to be successful at different stages of industry evolution, what requirements must be met?
- When should a business diversify?

Read the following chapter in *Strategic Management*:

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

Read the following presentation that accompanies the chapter:

- [Chapter 8 \("Business Strategy"\) presentation](#)

Read: Multibusiness Strategy

As you read the material listed below, consider the following questions:

- What is the portfolio approach to strategic analysis and choice in multibusiness companies?
- How can you use three different portfolio approaches to conduct strategic analysis and choice in multibusiness companies?
- What are the limitations and weaknesses of the various portfolio approaches?
- What is the synergy approach to strategic analysis and choice in multibusiness companies?
- How could you evaluate the parent company role in strategic analysis and choice to determine whether and how it adds tangible value in a multibusiness company?

Read the following chapter in *Strategic Management*:

- [Chapter 9 \("Multibusiness Strategy"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 9 \("Multibusiness Strategy"\) presentation](#)



Read: Implementation

As you read the material listed below, consider the following questions:

- How are short-term objectives used in strategy implementation?
- Have you ever created short-term objectives? What qualities of your objectives made them good or poor?
- What is meant by functional tactics? How are they used in strategy implementation?
- How does outsourcing become a choice in functional tactics decisions for strategy implementation?
- How could you use policies to empower operating personnel in implementing business strategies and functional tactics?
- What are different types of executive compensation, and when should you use each in strategy implementation?

Read the following chapter in *Strategic Management*:

- [Chapter 10 \("Implementation"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 10 \(Implementation\) presentation](#)

Read: Strategic Control

As you read the material listed below, consider the following questions:

- What are the four types of strategic control?
- How does the balanced scorecard approach integrate strategic and operational control?
- How can controls guide and monitor strategy implementation?
- How are strategic control and operating control different? Give an example of each.
- How are implementation controls, strategic surveillance, and special alert controls different? Give an example of each.
- Why are budgets, schedules, and key success factors essential to operations control and evaluation?

Read the following chapter in *Strategic Management*:

- [Chapter 13 \("Strategic Control"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 13 \("Strategic Control"\)](#)

Competitive Advantage

This topic addresses the following competency:



- **Competency 304.5.2: Competitive Advantage**

The graduate is knowledgeable about establishing and maintaining a competitive advantage.

This topic highlights the following objectives:

- Identify the types of information needed to establish and maintain a competitive advantage.
- Identify counterintelligence techniques acceptable to the ethical and socially responsible organization.
- Identify steps to take to protect corporate information.

Watch: Louisville Slugger

Watch the following video to see how the makers of the Louisville Slugger have made organizational changes throughout its history to remain competitive:

"Hillerich and Bradsby: Makers of the Louisville Slugger"

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

Read: Competitive Intelligence

Competitive intelligence is a continuous process of monitoring an organization's industry or market to identify current or future competitors, their current and announced activities, how their actions will affect the organization, and how the organization should respond to competitors' activities.

Read the following article:

- "[What is Competitive Intelligence?](#)"

Read: The External Environment

As you read the material listed below, consider the following questions:

- What are the three tiers of environmental factors that affect the performance of a firm?
- Have you seen examples of the economic, social, political, technological, and ecological influences on a business?
- What is the five forces model of industry analysis? Give examples of each force.
- How do entry barriers, supplier power, buyer power, substitute availability, and competitive rivalry influence a business?
- How do competitors, creditors, customers, labor, and direct suppliers influence a business?
- Many firms neglect industry analysis. When does this hurt them? When does it not?

Read the following chapter in *Strategic Management*:



- [Chapter 4 \("The External Environment"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 4 \("The External Environment"\)](#)

Read: The Global Environment

As you read the material listed below, consider the following questions:

- How important is it for a company to globalize?
- What are the four main strategic orientations of global firms?
- What types of control problems may be faced by global firms?
- What types of major issues in global strategic planning may be faced by multinational and global firms?
- What are the market requirements and product characteristics in global competition?

Read the following chapter in *Strategic Management*:

- [Chapter 5 \("The Global Environment"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 5 \("The Global Environment"\)](#)

Watch: Global Markets

Understanding global environments helps organizations compete against global multinational corporations. As you watch the video listed below, consider the following questions:

- What are the impacts of globalization on small businesses, and how can they compete?
- When should a regional corporation go global?

Watch the following video:

"Global Markets"

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

Read: Internal Analysis

As you read the material listed below, consider the following questions:

- What are the limitations of a SWOT analysis?
- How can you use value chain analysis to disaggregate a firm's activities and determine which are most critical to generating competitive advantage?
- How can you use the resource-based view of a firm to disaggregate a firm's activities



and resources to determine which resources are best used to build competitive advantage?

Read the following chapter in *Strategic Management*:

- [Chapter 6 \("Internal Analysis"\)](#)

Read the following presentation that accompanies the chapter:

- [Chapter 6 \("Internal Analysis"\)](#)

Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete them, schedule and complete your assessments now.