I. Strategy Overview

A. Assumptions—you can lay down your pencil or pen.

B. The Objective of Strategy

The real objective is to change the basic equilibrium between you and your competitors in a way that most of the benefits of the peace accrue to you and the costs are minimal. The purpose of war is to win the peace.

C. Sun-Tzu–Lessons for Strategy (from reading selection)

D. Gause's Principle

E. I/O Model of Profitability (Contestable Markets)

F. Resource Model of Profitability (Competitive Advantage)

G. Levels of Strategy

1. Functional-Level

2. Business-Level

3. Corporate-Level
II. Corporate Mission Statements

A. Vision

B. Definition of Business
   1. Single or Dominant Business
   2. MultibusinessCorporate

C. Goals

D. Philosophy/Stakeholders

III. General Management

A. The Nature of Managerial Work
   1. Heavy Workload
   2. Fragmented Work
   3. Action Oriented
   4. Verbal Rather than Written
   5. Information Contacts
   6. Conclusions
B. The General Manager's Job

1. Positive Work Environment

2. Competitive Edge in Strategy

3. Marshalling and Allocating Resources

4. Upgrading Top Management

5. Building a Dynamic Organization

6. Encouraging Excellence in Operations and Execution

7. Conclusions