

# Strategic Management of Resources (SMR) Curriculum

Version 2.1

## Session 1 – Developing the Business Strategy

### Strategic Planning: The External Environment

- Significance of the Business Strategy
- External Environment: Seven Key Issues
- The Industries Dominant Economic Features
- Competitive Forces Analysis
- Forces Driving Change
- Market Positioning
- Market Competitors
- Determine the Enterprise's Key Success Factors
- Assess Industry Attractiveness and Profitability

### Strategic Planning: The Internal Environment

- Assess the Current Strategy
- Assess Strengths, Weaknesses, Opportunities, and Threats
- Determine Price Competitiveness
- Assess Strength Relative to Competitors
- Manage Strategic Issues

### Development of a Competitive Strategy

- Types of Competitive Strategies

## Session 2 – The Global Environment and Sustainability

### The Global Environment

- The Market Lifecycle and Strategy Evolution
- Formative Strategy Issues
- Strategic Options for Market Entry
- Techniques for Gaining Competitive Advantage

### Sustainability

- Principles of Sustainability
- Corporate Social Responsibility
- Sustainable Management System Model

## Session 3 – Operations Strategy

### Developing the Operations Strategy

- Operations Strategy and Objectives
- Product and Service Process Design
- Design Process Objectives

### Structure Choices

- Design Logic Model
- Volume-Variety Requirements



- Process Types
- Process Layouts
- Process Technology
- Job Design

#### Infrastructure Choices

- Organizational Design

#### Performance Measurement Systems

- Integrated Performance Measurement
- The Balance Scorecard Concept

## Session 4 – Operations Strategy Choices and Financial Measurement

### Business and Operations Strategy

- Business Strategy
- Role of Performance Objectives in Operations Strategy Choices

### Other Operations Strategy Issues and Choices

- Process Layout Choices and Competitive Strategy
- Materials Planning and Scheduling
- Capacity and Organizational Structure Issues
- Performance Measurements
- Case Study

### Financial Measurement

- Cash Flow Statements
- Financial Statement Analysis
- Capital Investment
- Absorption and Variable Costing

## Session 5 – Aligning Operations with Supply Chain Partners

### Supply Chain Management

- Supply Networks
- Supply Chains
- Supply Chain Management

### Capacity Planning

- Large Versus Small Scale Operations and Facilities

### Managing Supply Chain Relationships

- Purpose of Supply Chain Relationships
- Arm's-Length Transaction
- Long-Term Partnerships
- Disintermediation
- Outsourcing
- Vertical Integration
- Supplier Reduction
- The Bullwhip Effect



## Session 6 – Infrastructure Systems

### Management

- Measurement Processes
- Human Resource Policies and Practices

### Quality—A Competitive Marketplace Requirement

- Total Approach to Quality
- Creating Value for the Customer
- Quality Measures
- Statistical Process Control
- Quality Management Systems and Awards

### Information Infrastructure

- ERP Systems
- Visual Management and Reporting

### Deployment of Facilities and Equipment

- Facilities
- Positioning of Equipment

## Session 7 – Change Management

### Implementing Strategy Through Change

- Reasons For Implementing Change
- Strategies For Change
- The Change Process

### Role of Leadership and Management

- How to Lead Change
- Preparing for Change

### Risk Assessment and Mitigation

- Assess Potential Failures
- Preventing Failures
- Recovering From Failures

### Project Management For Change

- What Is A Project?
- Project Phases

## Session 8 – Case Studies

- Case Studies