

## Strategy Management Course

Learn where projects and programs come from. See how to relate everything your organization does to your overall strategy. Create useful measures using the Balanced Scorecard technique to determine if your project and operational work is meeting your strategic objectives.

**Duration: 1 day**

**PDU's: 7.5**

## Course Overview

This one-day course will introduce the concept of corporate strategy and guide the student through the creation of vision and mission statements. These will then be expanded into a set of corporate goals and objectives which are realized through the work the company does. By the end of the course, you will see where individual projects and operations fit into the overall scheme of things and be able to relate the achievements of these pieces of work back to the targets that were originally set for them.

## For whom is this course suitable?

This will be of interest to anyone who wants to know how organizations work. From board members who are unsure of why their organizations are doing certain things, to project managers who want to see where their particular project fits into the bigger picture. For those tasked with defining the organization's strategy, this very hands-on course will provide practical tools to develop comprehensive strategies that can be tracked to the work needed to realize them. For project managers, or operations managers, this course will offer insights into the thinking of senior management. It will highlight the measures and targets that they have set for themselves. Armed with this knowledge, front-line managers can make sure that they report in terms that their superiors understand.

No pre-requisite knowledge is assumed.

## Learning Outcomes

- Develop vision / mission statements and expand them into a cogent strategy
- Associate organizational change with organizational initiatives
- Determine your organization's status quo
- Decide on your overriding objectives and their Critical Success Factors
- Differentiate between project planning and strategic planning

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- Perform Strategy Mapping
- Create Key Performance Indicators to track progress towards objectives
- Use a Balanced Scorecard to report progress
- Create Value Curves and use Value Innovation to identify opportunities in the marketplace.

### Course Content

- The strategy pyramid
- Vision Statements
  - Exercise
- Mission Statements
  - What can go wrong
  - Exercise
- Case study exercise # 1
- Strategy definition – what and how
- Definition of Organizational Initiatives
- Corporate appraisals
  - SWOT analysis
  - Nine “M”s
  - Position audits
  - PESTEL
  - Porter’s Five Forces
  - Case study exercise #2
- Critical success factors
- The overriding objective – SMART goals
  - Case study exercise # 3
- Underlying value proposition
  - Treacy & Wiersema
  - Porter’s Three Generic Strategies
- Growth strategies
  - Ansoff matrix
  - Expansion method (a.k.a. Lynch matrix)
- Strategy mapping
  - Hotel example
  - Airline example
  - Exercise
- Balanced scorecard
  - Types of measures
  - Examples under each heading

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- Value Innovation and Value Curves
  - Case study exercise #4
- Choosing from the options
- Portfolio Management
- Case study exercise # 5
- Recap and Discussion