



## Stanford Advanced Project Management Certificate

### Converting Strategy Into Action (XAPM110)

#### Sample Syllabus

#### Primary Instructors

Mark Morgan, Raymond Levitt, John Warren

#### Introduction and The Strategic Execution Framework

The course opens with an interactive simulation that places you in a situation where you will identify and work through the challenges of aligning the activities of the organization with the strategies that should be guiding the company's overall direction.

How are strategies actually converted into the right results? You'll be introduced to a framework that points to the two cornerstones of strategic execution

- Do the right projects
- Do the right projects right

We will explore the organizing framework from the book *Executing Your Strategy* and the Stanford Advanced Project Management program. You will explore the issues that many organizations face in attempting to implement strategy. Based on this leading-practice model, you can assess your own organization's strategic execution capability, identify opportunities, and determine key areas for improvement.

#### What is Strategy?

Why do organizations—even not-forprofits—need to have a clearly articulated strategy? This module explains how a clearly articulated strategy can help an organization achieve above-average financial, ecological, and/or social returns in its industry by guiding choices about the allocation of limited resources at every level. Michael Porter's classic framework for choosing a corporate strategy is presented. Next, he shows how Porter's "either-or" framework has been extended by Geoffrey Moore's recent thinking about choosing the appropriate marketing strategy at each phase of a technology or category's life cycle. This session will help you better understand and critique your organization's current strategy and provide informed opinions about future strategic options.

#### Strategy and Culture

When faced with creating an environment that enables the conversion of strategy into action, a key issue is the effectiveness of the organizational culture. In this module, we will explore the different types of organizational cultures and provide a tool to help participants identify their dominant cultures and then determine possible next steps for aligning that culture to the organization's strategy and structure.

#### Aligning Strategy and Structure

To accomplish the work of multiple concurrent projects, many companies have moved to a matrix, cross-functional organization structure. During this session, compare and contrast the pros and cons of weak versus strong matrix structures when it comes to managing the complex, dynamic trade-offs among speed of project execution, efficiency of human resource development, and ability to grow and share specialized knowledge. You'll have the opportunity to examine your own organization's structure, and consider how the alignment between your organization's structure and its culture and strategy affects the organization's operational efficiency and long-term effectiveness.

#### Culture and Culture Change



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In this session, a comprehensive and nuanced understanding of organizational culture and its relationship to strategy execution and organizational structure is presented. Participants will develop their ability to identify and diagnose cultural phenomena in organizations, and gain the knowledge necessary for managing the alignment of culture with strategy execution and structure. Using a wide variety of industry examples, you will learn a useful conceptual framework for understanding and analyzing culture, and will then explore the strategic and structural conditions that require cultural change, its inherent difficulties, and the practical measures required to accomplish it.

#### **Power and Culture**

How can you employ critical thinking about power and politics to your advantage? Learn the subtleties of how people and departments obtain and retain power, and applying these insights to your program management efforts. This session explores the concept of power from multiple angles, and gives you the opportunity to learn how to identify sources of power, as well as how to think strategically about power to support your organizational and project efforts.

#### **PM 1.0 vs. PM 2.0: Adaptive vs. Predictive Project Management**

The project management philosophy, methods and tools that comprise PMI's Project Management Body of

Knowledge were developed and formalized in the 1960s based on the requirements of, and experience in, the aerospace/defense, construction and pharmaceutical industries. For these industries at this time, the challenge was to plan and manage a relatively small number of very large, complex programs and projects in a business environment where technologies, markets and supply chains were all relatively mature and stable. In today's world of rapidly changing hardware and software technologies, dynamically evolving markets and supply chains and global political turbulence, a new, much more agile approach to project management has evolved. We call this new decentralized and adaptive approach to project management "PM 2.0". This session will explore the strengths and weaknesses of these two approaches and use case studies to explore the circumstances for which each PM approach is most applicable.

#### **Mastering the Project Organization**

"The trip of a thousand miles begins with a single step." This final session is about the next steps you can take in the quest for organizational mastery of an enterprise project management program. Learn to integrate the concepts of the entire course with a final action learning session.