

BUSINESS OPERATIONS AND STRATEGY

MODULE SYLLABUS

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Written & Delivered By:



PEREGRINE

GLOBAL SERVICES

ACADEMICS • LEADERSHIP • PUBLICATIONS

BUSINESS OPERATIONS AND STRATEGY

Overview

This module develops the professional knowledge and soft skills necessary for understanding and applying business strategy, marketing, communications, leadership, and teamwork into a workplace environment. Module instruction is done using a combination of online instruction and simulation. The purpose of this module is to learn, develop, and apply the professional knowledge and soft skills associated with leadership, business fundamentals, business integration, and strategy in the workplace.

The learning hub for this module is OneDay, a multi-episode Interactive Learning eXperience (I-L-X) business simulation, that teaches learners about the concept of business strategy, communications, time management, critical thinking, and business decision-making. OneDay introduces and reinforces how to make good business decisions and develop viable business strategies. The learner must know and understand the fundamentals associated with accounting, ethics, finance, leadership, economics, global dimensions of business, information management systems, business integration and statistics, the legal environment of business, human resource management, operations management, organizational behavior, marketing, and quantitative analysis to successfully complete the simulation.

The simulation takes into consideration skills and practical experiences to function as a good employee in today's workplace environment. The learner must know and apply the skills of communication, leadership, teamwork, conflict management, and change management. As such, OneDay is designed to engage learners in the completion of "real world" activities whereby the learner can apply and demonstrate mastery of the knowledge and skills needed for today's business environment.

Learners

This module is designed for learners who are relatively new to business operations to teach them the full depth and breadth of today's business environment so that they can be a more successful employee.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Module Authors

The author for this module is Peregrine Global Services headquartered in Gillette Wyoming. Peregrine Global Services through its Leadership Institute division has been conducting workshops, online training, and consulting focused on business operations, leadership, and strategy for organization since 2005.

Experiential Learning

OneDay is a business simulation experience that follows an employee of an airline company, Emma, who is a relatively new employee of a company called North South Airlines. Through Emma, the simulation addresses a strategic issue for North South Airlines. Emma assesses her environment, gathers information along the way from various characters and other information sources, makes decisions, and then presents recommendations.

Along the way, learners are quizzed in various forms about concepts related to strategy and asked to prioritize what they have learned, make decisions about what strategy to implement based on what is learned, and deliver a presentation to the CEO of North South Airlines. The purpose of OneDay is to choose a strategy for the airline, some supporting actions, additional supporting statements, and a variety of other types of information to build an argument to present to the CEO. Learners build the information they need in Episodes 1-5 and then organize that information in Episode 6. The simulation is completed as an individual student; however, collaboration between students is encouraged.

LEARNING OUTCOMES

At the conclusion of this module, learners will be able to:

1. Apply concepts associated with business leadership, marketing, and macroeconomics.
2. Model time management within a business setting.
3. Evaluate the business environment relative to the global dimensions of business, organizational behavior, and human resource management.
4. Recognize operational opportunities and constraints.
5. Conduct business analysis with emphasis on operations/production management, qualitative analysis using statistics, and microeconomics.
6. Formulate strategic options and quantitative support for strategic options.
7. Know how to lead teams, manage conflict, and lead change.

8. Conduct hypothesis testing and follow-up.
9. Apply accounting, business finance, and business ethics concepts and principles.
10. Conduct feasibility and implementation analysis.
11. Apply interpersonal communication skills within a legally compliant business operation.
12. Communicate strategy to key stakeholders.
13. Explain business information management systems.
14. Explain business integration and perform strategic management.

Readings

The module includes readings associated with each of the OneDay episodes. These readings help the learner understand the airline industry and developing their strategy. The readings are included as PDF files in the downloads section of the module. Videos are embedded within the module.

Section 2 Readings

Dahl, D. (n.d.). How to develop a business growth strategy. *Inc.*

<https://www.inc.com/guides/small-business-growth-strategies.html>

Clayton, J. (2019, January 29). The five stages of the strategic management process. *Houston Chronicle*. <https://smallbusiness.chron.com/five-stages-strategic-management-process-18785.html>

Rumelt, R. (1980). The evaluation of business strategy. In W. Glueck (Ed.) *Business Policy and Strategic Management* (3rd ed.). McGraw Hill Publishing.

Teece, D.J. (2010). Business models, business strategy and innovation. *Long Range Planning*, 43(2), 172-194.

Section 4 Readings

Bain & Company. (2018, April 2). Mission and vision statements.

<https://www.bain.com/insights/management-tools-mission-and-vision-statements/>

Evans, J. (2010, April 24). Vision and mission. *Psychology Today*.

<https://www.psychologytoday.com/us/blog/smartwork/201004/vision-and-mission>

Kleiner, A. (2013, November 11). The dynamic capabilities of David Teece. *Strategy + Business*.

<https://www.strategy-business.com/article/00225?gko=32b8d>

MaRS Discovery District. (n.d.). A strategy canvas: A tool for developing a differentiation

strategy for technology products. MaRS. <https://learn.marsdd.com/article/competitive-differentiation/>

Mind Tools (n.d.). Porter's generic strategies.

https://www.mindtools.com/pages/article/newSTR_82.htm

Section 6 Readings

Graham, J.R., Lemmon, M.L., & Wolf, J.G. (2002). Does corporate diversification destroy value? *The Journal of Finance*, 57(2), 695-720.

Jurevicius, O. (2013, February 13). SWOT analysis: Do it properly. *Strategic Management Insight*.
<https://strategicmanagementinsight.com/tools/swot-analysis-how-to-do-it.html>

Richards, N. (2016, February 10). Top four reasons businesses expand globally and what you need to know. *Vistra*. <https://ieglobal.vistra.com/blog/2016/2/top-four-reasons-businesses-expand-globally-and-what-you-need-know#>

Strategy-Train. (n.d.). Types of diversification. <http://st.merig.eu/?id=145>

Twarowska, K., & Kakol, M. (2013). International business strategy reasons and forms of expansion into foreign markets. *Management, Knowledge and Learning International Conference*, Zadar, Croatia.

Section 8 Readings

Carlson, R. (2019, January 30). A beginner's guide to mergers and acquisitions. *The Balance Small Business*. <https://www.thebalancesmb.com/why-do-companies-merge-mergers-and-acquisitions-explained-392847>

Chickha, Y. (2017, March 14). Managing stakeholders: It's that dreadful thing. [PowerPoint]. International Institute of Business Analysis, Charlotte, NC.

Mind Tools. (n.d.). Stakeholder analysis: winning support for your projects.
https://www.mindtools.com/pages/article/newPPM_07.htm

Mitchell, R.C. (n.d.). Strategy formulation. <http://www.csun.edu/~hfmgt001/formulation.doc>.

Price, J. (2012, October 26). Six reasons why so many acquisitions fail. *Business Insider*.
<https://www.businessinsider.com/why-acquisitions-fail-2012-10>

Quain, S. (2019, January 28). Advantages and disadvantages of a global strategy. Houston Chronicle. <https://smallbusiness.chron.com/advantages-disadvantages-global-strategy-11664.html>

Section 10 Readings

First River. (2010). Corporate vs business strategy. <https://first-river.com/strategy/2010/02/corporate-vs-business-strategy/>

Harro, T. (n.d.). How to make strategy live when you're not in the room. *Prudent Pedal*. <https://www.prudentpedal.com/make-strategy-live-youre-not-room/>

IMG. (2019, December 5). Our employees and customers don't understand our strategy. <https://imgcorp.co.uk/our-employees-and-customers-dont-understand-our-strategy/>

Kaplan Financial Knowledge Bank. (n.d.). Agency theory. <https://kfknowledgebank.kaplan.co.uk/risk-ethics-and-governance/governance/agency-theory>

Section 12 Readings

Belyh, A. (2017, February 24). Essential steps to a successful strategy implementation process. *Cleverism*. <https://www.cleverism.com/strategy-implementation-process/>

Brownbill, N. (2012, October 7). What drives your competitive landscape? Be the Best in Business. <http://bethebestinbusiness.blogspot.com/2012/10/oneof-key-questions-in-competitive.html>

Merrill, C. (2015, February 6). Skip the boring business plan. *Entrepreneur*. <https://www.entrepreneur.com/article/242452>

Murphy, C.B. (2019, November 22). Why do companies care about their stock prices? *Investopedia*. <https://www.investopedia.com/investing/why-do-companies-care-about-their-stock-prices/>

Delivery

The module is built and distributed through Peregrine's Content Management and Delivery (CMAD) Learning Management System (LMS). The link to the module is provided separately to learners or through the client's LMS. The instructional content is all contained within CMAD to include a link to the OneDay simulation.

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

OVERVIEW

The module is organized into 14 sections. Each section includes 2-4 topics. A topic includes 2-4 subjects.

<u>Section Number</u>	<u>Section Name</u>	<u>Topics</u>
1	Introduction to the Module and Business Fundamentals	1-1. Module Welcome and Overview 1-2. Business Leadership Essentials 1-3. Marketing 1-4. Macroeconomics
2	OneDay Episode 1: Assignment and External Context	2-1. Introduction to the OneDay Simulation. https://vimeo.com/414015288 2-2. Readings for Episode 1 2-3. OneDay Episode 1
3	The Business Environment	3-1. Global Dimensions of Business 3-2. Organizational Behavior 3-3. Human Resource Management
4	OneDay Episode 2: Operational Opportunities and Constraints	4-1. Readings for Episode 2 4-2. OneDay Episode 2
5	Business Analysis	5-1. Operations/Production Management 5-2. Quantitative Analysis & Statistics 5-3. Microeconomics
6	OneDay Episode 3: Strategic Options and Quantitative Support	6-1. Readings for Episode 3 6-2. OneDay Episode 3
7	Teams and Teamwork	7-1. Leading Teams 7-1. Managing Conflict 7-2. Leading Change
8	OneDay Episode 4: Hypothesis Testing and Follow-up	8-1. Readings for Episode 4 8-2. OneDay Episode 4
9	Business Accounting, Finance, and Ethics	9-1. Accounting 9-2. Business Finance 9-3. Business Ethics

10	OneDay Episode 5: Feasibility and Implementation	10-1. Episode 5 Readings 10-2. OneDay Episode 5
11	Business Communications	11-1. Business Writing Fundamentals 11-2. Leadership Communications 11-3. The Legal Environment of Business
12	OneDay Episode 6: Communicating Strategy	12-1. OneDay Episode 6 Readings 12-2. OneDay Episode 6
13	Business Systems	13-1. Information Management Systems 13-2. Business Integration & Strategic Management 13-3. Leading the Leaders
14	Module Assessment	14-1. Assessment

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section #</u>	<u>Section Name</u>	<u>Topics</u>	<u>Hours</u>
1	Introduction to the Module and Business Fundamentals	1-1. Welcome and Overview	1
		1-2. Business Leadership Essentials	3
		1-3. Marketing	4
		1-4. Macroeconomics	4
2	OneDay Episode 1: Assignment and External Context	2-1. Introduction to the OneDay Simulation	1
		2-2. Readings for Episode 1	2
		2-3. OneDay Episode 1	3
3	The Business Environment	3-1. Global Dimensions of Business	4
		3-2. Organizational Behavior	4
		3-3. Human Resource Management	4
4	OneDay Episode 2: Operational Opportunities and Constraints	4-1. Readings for Episode 2	2
		4-2. OneDay Episode 2	7
5	Business Analysis	5-1. Operations/Production Management	4
		5-2. Quantitative Analysis & Statistics	5
		5-3. Microeconomics	4
6	OneDay Episode 3: Strategic Options and Quantitative Support	6-1. Readings for Episode 3	2
		6-2. OneDay Episode 3	7
7	Teams and Teamwork	7-1. Leading Teams	3
		7-1. Managing Conflict	3
		7-2. Leading Change	3
8	OneDay Episode 4: Hypothesis Testing and Follow-up	8-1. Readings for Episode 4	2
		8-2. OneDay Episode 4	7
9	Business Accounting, Finance, and Ethics	9-1. Accounting	4
		9-2. Business Finance	4
		9-3. Business Ethics	4
10	OneDay Episode 5: Feasibility and Implementation	10-1. Episode 5 Readings	2
		10-2. OneDay Episode 5	7
11	Business Communications	11-1. Business Writing Fundamentals	3
		11-2. Leadership Communications	3

		11-3. The Legal Environment of Business	4
12	OneDay Episode 6: Communicating Strategy	12-1. OneDay Episode 6 Readings	2
		12-2. OneDay Episode 6	7
13	Business Systems	13-1. Information Management Systems	4
		13-2. Business Integration & Strategic Management	4
		13-3. Leading the Leaders	3
14	Assessment	14-1. Assessment	2
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MODULE SECTIONS**Section 1. Introduction to the Module and Business Fundamentals**

Topic	Subjects and Activities
1-1. Module Welcome and Module Overview	<ul style="list-style-type: none"> • Module Welcome • Module Overview • Module Navigation • Module Assessment • OneDay Simulation Introduction • Technical Support
1-2. Business Leadership Essentials	<ul style="list-style-type: none"> • Leadership Defined • Values-based Leadership • Positive Expectations • Delegation • Ethical Leadership • Demonstrating Leadership
1-3. Marketing.	<ul style="list-style-type: none"> • Marketing Defined • Marketing Segmentation • Channels of Distribution and Business Marketing Networks and Logistics • Marketing Research Tools • Marketing Strategy
1-4. Macroeconomics	<ul style="list-style-type: none"> • Introduction to Macroeconomics • Prices and Unemployment • GDP and Real GDP • Aggregate Demand and Aggregate Supply

Section 2. OneDay Episode 1: Assignment and External Context

Topic	Subjects and Activities
2-1. Introduction to the OneDay Simulation	<ul style="list-style-type: none"> • OneDay Introduction Video • OneDay Simulation Description • OneDay Registration Instructions • OneDay Registration Link
2-2. Readings for Episode 1	<p>The readings are in the course library/downloads section.</p> <p>Dahl, D. (n.d.). How to develop a business growth strategy. <i>Inc.</i> https://www.inc.com/guides/small-business-growth-strategies.html</p> <p>Clayton, J. (2019, January 29). The five stages of the strategic management process. <i>Houston Chronicle</i>. https://smallbusiness.chron.com/five-stages-strategic-management-process-18785.html</p> <p>Rumelt, R. (1980). The evaluation of business strategy. In W. Glueck (Ed.) <i>Business Policy and Strategic Management</i> (3rd ed.). McGraw Hill Publishing.</p> <p>Teece, D.J. (2010). Business models, business strategy and innovation. <i>Long Range Planning</i>, 43(2), 172-194.</p>
2-3. OneDay Episode 1	<ul style="list-style-type: none"> • Episode 1 Instructions • Register and play through Episode 1.

Section 3. The Business Environment

Topic	Subjects and Activities
3-1. Global Dimensions of Business	<ul style="list-style-type: none"> • Strategizing Around the Globe • Managing Global Competitive Dynamics • Strategizing, Structuring, and Learning Around the World • Entering Foreign Markets • Diversifying, Acquiring, and Restructuring
3-2. Organizational Behavior	<ul style="list-style-type: none"> • Foundational Concepts • Understanding Behavior • Communications and Leadership • Organizational Structure and Development
3-3. Human Resource Management	<ul style="list-style-type: none"> • Introduction to Human Resource Management • Recruiting and Talent Management • Performance Management • Compensation • Employee Relations • Legal Compliance

Section 4. OneDay Episode 2: Operational Opportunities and Quantitative Support

Topic	Subjects and Activities
4-1. Readings for Episode 2	<p>The readings are in the course library/downloads section.</p> <p>Bain & Company. (2018, April 2). Mission and vision statements. https://www.bain.com/insights/management-tools-mission-and-vision-statements/</p> <p>Evans, J. (2010, April 24). Vision and mission. <i>Psychology Today</i>. https://www.psychologytoday.com/us/blog/smart-work/201004/vision-and-mission</p> <p>Kleiner, A. (2013, November 11). The dynamic capabilities of David Teece. <i>Strategy + Business</i>. https://www.strategy-business.com/article/00225?gko=32b8d</p> <p>MaRS Discovery District. (n.d.). A strategy canvas: A tool for developing a differentiation strategy for technology products. <i>MaRS</i>. https://learn.marsdd.com/article/competitive-differentiation/</p> <p>Mind Tools (n.d.). Porter's generic strategies. https://www.mindtools.com/pages/article/newSTR_82.htm</p>
4-2. OneDay Episode 2	<ul style="list-style-type: none"> • Episode 2 Instructions • Resume Play through Episode 2. Replay the episode to improve your score.

Section 5. Business Analysis

Topic	Subjects and Activities
5-1. Operations/Production Management	<ul style="list-style-type: none"> • Operations and Supply Chain Strategy • Quality Management • Quality Improvement Methods • Project Management
5-2. Quantitative Analysis & Statistics	<ul style="list-style-type: none"> • Understanding Statistics and Quantitative Analysis • Data Collection and Sampling • Probability • Sample Distributions • Introduction to Hypothesis Testing • Inference About a Population • Analysis of Variance • Decision Analysis
5-3. Microeconomics	<ul style="list-style-type: none"> • Scarcity, Choice, and Opportunity Cost • Supply and Demand • Elasticity • Production and Costs

Section 6. OneDay Episode 3: Strategic Options and Quantitative Support

Topic	Subjects and Activities
6-1. Readings for Episode 3	<p>The readings are in the course library/downloads section.</p> <p>Graham, J.R., Lemmon, M.L., & Wolf, J.G. (2002). Does corporate diversification destroy value? <i>The Journal of Finance</i>, 57(2), 695-720.</p> <p>Jurevicius, O. (2013, February 13). SWOT analysis: Do it properly. <i>Strategic Management Insight</i>. https://strategicmanagementinsight.com/tools/s-wot-analysis-how-to-do-it.html</p> <p>Richards, N. (2016, February 10). Top four reasons businesses expand globally and what you need to know. <i>Vistra</i>. https://ieglobal.vistra.com/blog/2016/2/top-four-reasons-businesses-expand-globally-and-what-you-need-know#</p> <p>Strategy-Train. (n.d.). Types of diversification. http://st.merig.eu/?id=145</p> <p>Twarowska, K., & Kakol, M. (2013). International business strategy reasons and forms of expansion into foreign markets. <i>Management, Knowledge and Learning International Conference, Zadar, Croatia</i>.</p>
6-2. OneDay Episode 3	<ul style="list-style-type: none"> • Episode 3 Instructions • Resume Play through Episode 3. Replay the episode to improve your score.

Section 7. Teams and Teamwork

Topic	Subjects and Activities
7-1. Leading Teams	<ul style="list-style-type: none"> • Planning for Your Team • Building the Team • Leading the Team • Team Meetings • Team Problem-solving • Teams of Trust
7-2. Managing Conflict	<ul style="list-style-type: none"> • Defining Conflict • Principles of Conflict • What to do with Conflict • Barriers to Conflict Resolution • High Maintenance Relationships • Rules for Conflict Resolution
7-3. Leading Change	<ul style="list-style-type: none"> • Defining Change • Barriers to Change • Leading the Charge • Change Survival • Inspiring the Team • Leading Change

Section 8. OneDay Episode 4: Hypothesis Testing and Follow-up

Topic	Subjects and Activities
8-1. Readings for Episode 4	<p>The readings are in the course library/downloads section.</p> <p>Carlson, R. (2019, January 30). A beginner's guide to mergers and acquisitions. <i>The Balance Small Business</i>. https://www.thebalancesmb.com/why-do-companies-merge-mergers-and-acquisitions-explained-392847</p> <p>Chickha, Y. (2017, March 14). Managing stakeholders: It's that dreadful thing. [PowerPoint]. <i>International Institute of Business Analysis, Charlotte, NC</i>.</p> <p>Mind Tools. (n.d.). Stakeholder analysis: winning support for your projects. https://www.mindtools.com/pages/article/newPPM_07.htm</p> <p>Mitchell, R.C. (n.d.). <i>Strategy formulation</i>. http://www.csun.edu/~hfmgt001/formulation.doc</p> <p>Price, J. (2012, October 26). Six reasons why so many acquisitions fail. <i>Business Insider</i>. https://www.businessinsider.com/why-acquisitions-fail-2012-10</p> <p>Quain, S. (2019, January 28). Advantages and disadvantages of a global strategy. <i>Houston Chronicle</i>. https://smallbusiness.chron.com/advantages-disadvantages-global-strategy-11664.html</p>
8-2. OneDay Episode 4	<ul style="list-style-type: none"> • Episode 4 Instructions • Resume Play through Episode 4. Replay the episode to improve your score.

Section 9. Business Accounting, Finance, and Ethics

Topic	Subjects and Activities
9-1. Accounting	<ul style="list-style-type: none"> • Financial Statement Analysis • Capital Investment Analysis • Basic Accounting Concepts • Sarbanes-Oxley, Internal Control, and Cash • Budgeting and Standard Cost Systems
9-2. Business Finance	<ul style="list-style-type: none"> • Financial Statement and Cash Flow Analysis • Strategic and Operational Financial Planning • Financial Assets • The Cost of Money • Capital Budgeting
9-3. Business Ethics	<ul style="list-style-type: none"> • The Importance of Business Ethics • Ethical Decision-making and Ethical Leadership • Business Ethics in the Global Economy • Stakeholder Relationships, Social Responsibility, and Corporate Governance • Developing an Effective Ethics Program

Section 10. OneDay Episode 5: Feasibility and Implementation

Topic	Subjects and Activities
10-1. Readings for Episode 5	<p>The readings are in the course library/downloads section.</p> <p>First River. (2010). Corporate vs business strategy. https://first-river.com/strategy/2010/02/corporate-vs-business-strategy/</p> <p>Harro, T. (n.d.). How to make strategy live when you're not in the room. <i>Prudent Pedal</i>. https://www.prudentpedal.com/make-strategy-live-youre-not-room/</p> <p>IMG. (2019, December 5). Our employees and customers don't understand our strategy. https://imgcorp.co.uk/our-employees-and-customers-dont-understand-our-strategy/</p> <p>Kaplan Financial Knowledge Bank. (n.d.). Agency theory. https://kfknowledgebank.kaplan.co.uk/risk-ethics-and-governance/governance/agency-theory</p>
10-2. OneDay Episode 5	<ul style="list-style-type: none"> • Episode 5 Instructions • Resume Play through Episode 5. Replay the episode to improve your score.

Section 11. Business Communications

Topic	Subjects and Activities
11-1. Business Writing Fundamentals	<ul style="list-style-type: none"> • Business Writing Principles • Punctuation and Grammar • Email • Business Letters • Technical Writing • Writing for Publication
11-2. Leadership Communications	<ul style="list-style-type: none"> • Understanding Communications • Effective Communications • Feedback • Modes of Communication • Presentation Skills • Active Listening
11-3. The Legal Environment of Business.	<ul style="list-style-type: none"> • Foundational Principles • Law of Contracts • Business and Ethics • Forms of Business Organizations • Global Legal Environment

Section 12. OneDay Episode 6: Communicating Strategy

Topic	Subjects and Activities
12-1. Readings for Episode 6	<p>The readings are in the course library/downloads section.</p> <p>Belyh, A. (2017, February 24). Essential steps to a successful strategy implementation process. <i>Cleverism</i>. https://www.cleverism.com/strategy-implementation-process/</p> <p>Brownbill, N. (2012, October 7). What drives your competitive landscape? <i>Be the Best in Business</i>. http://bethebestinbusiness.blogspot.com/2012/10/oneof-key-questions-in-competitive.html</p> <p>Merrill, C. (2015, February 6). Skip the boring business plan. <i>Entrepreneur</i>. https://www.entrepreneur.com/article/242452</p> <p>Murphy, C.B. (2019, November 22). Why do companies care about their stock prices? <i>Investopedia</i>. https://www.investopedia.com/investing/why-do-companies-care-about-their-stock-prices/</p>
12-2. OneDay Episode 6	<ul style="list-style-type: none"> • Episode 6 Instructions • Resume Play through Episode 6. Replay the episode to improve your score. • Episode 7, Epilogue, is unlocked if your strategy is accepted by the CEO of North-South Airlines.

Section 13. Business Systems

Topic	Subjects and Activities
13-1. Information Management Systems	<ul style="list-style-type: none"> • Organizations, Technology, and the Globalization of Business • Business Information Technology Infrastructure • Key Technologies for the Knowledge Worker • Securing Information Management Systems • Building and Managing Information Management Systems
13-2. Business Integration and Strategic Management	<ul style="list-style-type: none"> • Strategy Concepts • Strategic Leadership • Customer Focus • Performance Management • Continuous Improvement • Business Integration
13.3. Leading the Leaders	<ul style="list-style-type: none"> • Leadership Principles • Applied Leadership • Working with People • Inspiring Others • Mentoring • The Leader's Path

Section 14. Module Assessment

Topic	Subjects and Activities
14-1. Assessment	<ul style="list-style-type: none"> • 20 question Exam