

# Business Strategy

Assess the robustness of a strategy and apply McKinsey’s Strategy Method to develop strategies that can help businesses gain a sustainable advantage in the market

**Overview of course structure:**

Intro- duction	Ten Time- less Tests		Strategy Method							Wrap-up
<b>Lesson 1</b> Introduction to strategy	<b>Lesson 2</b> The Ten Timeless Tests	<b>Lesson 3</b> The Strategy Method	<b>Lesson 4</b> Building block: Frame	<b>Lesson 5</b> Building block: Diagnose	<b>Lesson 6</b> Building block: Forecast	<b>Lesson 7</b> Building block: Search	<b>Lesson 8</b> Building block: Choose	<b>Lesson 9</b> Building block: Commit & Evolve	<b>Lesson 10</b> Wrap up & Final assessment	

**Introduction (1 week)**

*Introduces the McKinsey approach to strategy, including how we define strategy and how strategy works in practice at the corporate and business unit level*

- Define strategy as a set of hard-to-reverse choices in the face of uncertainty to produce economic value, and identify what these look like in practice at different levels of an organization

**Ten Timeless Tests (2 weeks)**

*Presents the ten questions McKinsey has developed that test whether strategies are strong enough to beat the market*

- Assess the robustness of a longer-term strategy ahead of time by applying McKinsey’s Ten Timeless Tests (e.g., ensuring your strategy taps the true source of advantage, is granular about where to compete, builds the conviction to act)
- Explain which parts of a strategy need to be further developed by evaluating the strategy against each of the ten tests

**Strategy Method (4 weeks)**

*Provides a clearly-articulated framework to help you develop and execute your strategy – this methodology can be applied for strategic decisions at all levels; for higher-level and longer-term strategies, it will help you craft a strategy fit to pass the Ten Timeless Tests*

- Apply the seven building blocks of McKinsey’s Strategy Method to develop a robust strategy, including framing the business challenge, diagnosing a business’ source of advantage, forecasting potential futures in which the strategy may play out, searching for options without bias, choosing a strategy, ensuring commitment, and evolving the strategy as you learn more
- Understand the four guiding principles upon which the Strategy Method is built: 1) Go through the seven building blocks; 2) Question your success story; 3) Grapple with the new ideas on the strategy journey; 4) Finish the strategy

**Wrap-up (1 week)**

*Assess how well you’ve achieved the objectives of this Business Strategy course*

- Take a test to demonstrate your proficiency of the key concepts in this course

**Selected course highlights:**



**AltraGen case study**

- Apply the Ten Timeless Tests to advise a team at a fictional pharmaceutical company on the rigor of their proposed strategy to enter a new market.



**Bank of Brussels case study**

- Develop a scenario analysis to map the potential futures in which Bank of Brussels’ strategy may take place and identify the impact on your strategic choices.