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11023139 STRAMAN – K33

Sun Tzu's Art of War

1. Which of the eight (8) components of Strategy Execution outlined in Chapter 10 were demonstrated in the film? Kindly cite the specific incidents and relate it with the relevant components. (40 points)

There are eight components of strategy execution outlined in chapter 10 but there were only four of the eight that I was able to notice. Those for are instilling a culture that promotes good strategy execution and exerting strong leadership to drive execution forward and attain operating excellence, building an organization with the capabilities, people, and structure needed to execute the strategy successfully; allocating ample resources to strategy-critical activities.

Instilling a culture that promotes good strategy execution was seen when Sun Tzu was trying to make the concubines into soldiers by training them in swordsmanship. The concubine were not taking the conversation seriously and would not take his commands. To show that Sun Tzu was serious about the commands that he is giving, he beheaded the two of the most senior concubines and replaced them with another concubine that is fit for the position. The concubines were able to see that he really is serious and they took the command that was given to them. The concubines were trained in swordsmanship even though they are not going to face the battlefield. This shows a good culture where the people under the leader would be able to execute the strategy properly. This also shows that Sun Tzu was exerting strong leadership to drive execution forward and operating excellence.

Building an organization appears early that the soldiers should have the capability of deception and maneuvers. War revolves around the intellect of each person. It can also be seen in the World War II. The USA was able to build an organization that is very intellectual and trained in deception and maneuvers that is one of the key to their success in taking over Germany. The Americans were able to apply deception strategy during their invasion of Germany. They were able to create a scene with fake tanks and canyons to make it look like the soldiers are there when they are doing something else.

Allocating ample resources to strategy-critical activities was seen when the Vietnamese were being threatened and cornered by the US military troops. The Vietnamese was able to use their resources like people, environment or terrain, and equipments/firearms that helped them outwit and over the US military troops. The Vietnamese were familiar to the environment that they know what and where things are and they are able to utilize the people by having some them as spies.

2. What important learning can you get from the film in relation to the Strategy Management? Cite three (3) learnings, preferably one (1) each in relation to Strategy Analysis, another on Strategy Formulation, and another on Strategy Execution. Explain/elaborate each learning point. (30 points)

A. Strategy Analysis

We need to look at all of the stakeholders that would be affected and how each of them would be affected. There are many ways to approach the problem but we should look for the best alternative course of action that would benefit the all of the stakeholders.

B. Strategy Formulation

We should consider all of the stakeholders and at the same time we should look at the capabilities and limitation of the company. These would include the resources, people and the financial capability of the company if it is liquid enough to pull of the strategy.

C. Strategy Execution

There should be a leader that would stand his ground and beliefs and would be able to command his subordinates. He should also exude the confidence and strength that would tell his subordinates that he is the one in control and should be followed. Having the perception of the subordinates of you as a respectable leader, you would be able to command the subordinates to follow your commands as instructed thus leading to a effective and efficient strategy execution.