



# The Strategist's Toolkit

*By Jared D. Harris, Michael J. Lenox*

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The companion book to COURSERA's popular massive open online course "Foundations of Business Strategy" and the recently launched five-course specialization, "Business Strategy."

The Strategist's Toolkit is a concise collection of the most commonly used tools in strategic analysis. Jared Harris and Michael Lenox have carefully selected 13 analytical techniques that every student and executive needs to master. Harris and Lenox begin with a brief overview of the process for integrative strategic analysis, followed by an easy-to-follow framework for understanding and using each of the 13 tools. The concluding chapter ties everything together with a four-step process for conducting an integrative strategic analysis.

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## **The Strategist's Toolkit By Jared D. Harris, Michael J. Lenox Bibliography**

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## Editorial Review

### Review

"As managers have realized the importance of strategic analyses, we have seen a proliferation of tools and frameworks. Although each has its insight, there is little appreciation for the motivation, uses, and limitations of these tools and frameworks. By providing this appreciation, the Strategist's Toolkit better aids students and managers at reaching informed strategic choices rather than blindly following a given tool." --Myles Shaver, Professor and Pond Family Chair, Carlson School of Management, University of Minnesota

"By illuminating the strengths and limitations of different strategy frameworks, the Strategist's Toolkit provides a roadmap for students seeking to understand which tools are appropriate for which tasks, and for managers seeking to translate textbook theory into real-world practice." --Bennet Zelner, Associate Professor, Smith School of Business, University of Maryland

### About the Author

**JARED D. HARRIS** is an Associate Professor of Business Administration at the University of Virginia's Darden School of Business and is a Senior Fellow at Darden's Olsson Center for Applied Ethics. He is a celebrated professor who teaches both the required MBA Strategy course and the required MBA Business Ethics course, in which he also serves as course head. Jared's research has been published in a number of refereed academic outlets and highlighted in the *New York Times*, the *Washington Post*, and the *New Yorker*, as well as other media outlets in the United States, Canada, Germany, India, Portugal, and the UK. His academic career follows a distinguished business career, first in consulting at several leading public accounting firms, followed by a stint as a CFO for a small technology startup.

**MICHAEL J. LENOX** is the Samuel L. Slover Professor at the University of Virginia's Darden School of Business. He is an award-winning professor who teaches and serves as the course head for the required first-year strategy course in the MBA program. His research has appeared in over 25 refereed academic publications and has been cited in a number of media outlets including the *New York Times*, the *Financial Times*, and the *Economist*. In 2009, he was recognized as a Faculty Pioneer by the Aspen Institute and as the top strategy professor under 40 by the Strategic Management Society. In 2011, he was named one of the top 40 business professors under 40 by Poets & Quants. Mike taught over 100,000 students through his massive open online course (MOOC), Foundations of Business Strategy.

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**Terry Tatum:**

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