**Required/Case Assignment/SLP Readings**

Strategic Choices or Alternatives

Strategy formulation takes place at three different levels:

**►Corporate Level:** Concerned with the selection and management of a portfolio of businesses in which your company should compete.

**►Business Level:** Concerned with developing and sustaining a competitive advantage for the products/services the business produces.

**►Functional Level:** Concerned with the development and coordination of resources at the operating level.

Making the right choice strategically at each level of the company is what divides the successful company from the ones who are now in the pages of history. In this course, however, we have been focusing mainly on the business level of strategy and we will continue this focus in this module.

In formulating a strategy, which will then influence the day to day choices made by the firm in pursuit of its mission, the organization must:

* Take into account their resources and capabilities
* Accommodate the restrictions and opportunities imposed by the environment
* Integrate knowledge of strategy and organizational architecture

Although companies seem to follow an endless variety of different strategies, in truth, there are only a handful of generic strategies - though the choices of how to implement them may indeed be endless. To learn about the role of the basic four types of strategy in building a competitive advantage read:

Tutor2u.net (2011). Competitive advantage. Retrieved, from: <http://www.tutor2u.net/business/strategy/competitive_advantage.htm>

The key to organizational viability and growth -- is to stake out a position that is:

1. less vulnerable to attack from competitors, both established and new, and
2. less vulnerable to erosion from the direction of customers, suppliers, and substitute products/services.

**Required Readings**

Review the materials from HD's investor web page.

Harley Davidson. (2012). Quick Links (Investor relations page). Retrieved from: <http://investor.harley-davidson.com/phoenix.zhtml?c=87981&p=irol-govhighlights&locale=en_US&bmLocale=en_US>

Also review materials you have covered in previous modules that will provide you with insights for completing the assignments.

The following readings demonstrate the relationship between Porter's generic strategies and the threats from competitors. customers, suppliers, and substitute products.

Quickmba.com (2010). Porter's Generic Strategies. Quick MBA. Retrieved August, 2011, from <http://www.quickmba.com/strategy/generic.shtml>

Tutor2u.net (2011). Competitive advantage. Retrieved, from: <http://www.tutor2u.net/business/strategy/competitive_advantage.htm>

Also take review the following document that outlines Harley's alliance with Lehman Trikes:

Looney, D. C., & Ryerson, A. (2011). LEHMAN TRIKES: A STORY WITHIN A STORY. *Journal Of The International Academy For Case Studies*, *17*(7), 45-58. (Available via the Library by way of the EBSCO database).