

Course Number: MAM 607
Course Title: Strategic Management
Summer 2017
Format: On-Line
Credits: 3
Instructor: Don Fritz
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Course Description: An exploration of the concepts of strategic management. This course focuses on the impact of organizational design, internal and external environments, organizational policy, strategic leadership, and strategic planning on the overall functioning of the organization. Participants will apply components of a strategic management process to lead change in organizations.

Intended Audience: This course fulfills a major requirement for a Masters of Arts in Management

Text: *The Strategist: Be the Leader Your Business Needs*, Cynthia Montgomery, Harvard School of Business, 2012. ISBN: 978-0-06-207101-9

Guiding Question: How do effective leaders develop and successfully implement a strategic management plan?

Course Outcomes:

- Describe the major components of the strategic management process.
- Describe components of effective leadership in times of change.
- Analyze the integration of leadership and planning in the strategic management process
- Analyze personal strategic management leadership skills.
- Apply strategic management leadership skills to a specific target organization.
- Create a strategic management for a specific target organization.

Instructional Strategies: The following instructional strategies will be utilized to accomplish the course outcomes: mini-lectures; small and large group discussion via forums, case studies, readings (e.g. article review and book review), video (“Start with Why”), weekly assignments that are components of final strategic management plan.

Assignments:

Assignments/Activities/Mini-Lectures – Numerous weekly activities submitted on-line.

Read Textbook – *The Strategist: Be the Leader Your Business Needs*, Cynthia

One Article Review –

Review a current article on leadership/planning from a major publication/journal. Format – **Two Page Maximum**, double-spaced, typed. **Part I** is a brief summary of the major concepts in the article; **Part II** is a discussion of the implications of at least one of the concepts in the article on an organization in which you are currently working or an organization that you are familiar with. The review can be submitted in either hard copy or electronically.

One Book Review -

Review a current book of your choice on organizational leadership/planning. Format – **Two Page Maximum**, double-spaced, typed. **Part I** is a brief summary of the major concepts in the book; **Part II** is a discussion of the implications of at least one of the concepts in the book on an organization in which you are currently working or an organization that you are familiar with. The review can be submitted in either hard copy or electronically.

Strategic Management Plan

Using an organization in which you are currently working or an organization that you are familiar with, develop a strategic management plan with the following components (these components will be explained in greater detail throughout the course):

I. Who Are We? Purpose, Mission, Values – An analysis of the organization's purpose, mission, and/or core values (if they do not exist, please write what you think should be the purpose, mission, and/or core values – you may want to include others in the organization in the development of these). Address the following in the analysis: Identify a key concept? What are the implications of this concept in the day-to-day operation of the organization? What is the level of implementation of these concepts in the organization? As a leader in the organization, what practices might you keep and what practices might you implement?

II. Where Are We Now? Environmental Scan – Conduct a brief environmental scan of the organization with the following components: Internal Scan – An analysis of the organization's culture; an analysis of at least two other internal descriptive data points; External Scan – An analysis of current external trends that will impact the organization; an analysis of challenges that will impact the organization; an analysis of opportunities that could impact the organization.

III. How Will We Get There? Strategic Goal – Using the information from the purpose, mission, and values analysis, and the environmental scan, identify themes of areas of focus for the organization. These may be areas of strength or challenges that the organization needs to address. Identify and write a goal and briefly describe why the goal was selected.

IV. How Will We Know When We Are There? Key Performance Indicators - Identify Key Performance Indicators (KPIs) for the goal and how the

KPIs might be monitored.

V. How Will We Get There? Leadership Worksheet/Template –

Complete the Effective Leadership Worksheet/Template that outlines leadership considerations for the development of the Action Plan. **Action Plan** – Develop an Action Plan for one of the KPIs using the Action Plan Template. Be sure to integrate components from the Leadership Worksheet/Template and also address how the Plan will be monitored and adjusted as needed.

Format – Much of this Plan will be developed in class via a variety of classroom activities. The plan is to be presented in two ways: 1) various components of the Final Plan will be submitted throughout the course; I will review and comment as assigned. The Final Project should be compiled into a single document, using the Final Project Rubric as a guide. The Final Project can then be submitted in your Final Project Folder; 2) An Executive Summary (as outlined in Module Eight) of your Final Plan needs to be submitted in the Discussion Forum for others in the class to see.

Note: Students may make modifications to the final project to make the assignment more relevant and to fit professional needs. Any modifications to the final project must be approved by the instructor.

Assessment of Student Performance: Student performance will be tied to the course outcomes and determined by the following criteria: 1) Successful completion of assignments and projects; and 2) Completion of all classroom activities. Grades of “A” or “B” will be determined by the quality and detail of the components of each assignment; any grade below a “B” will be considered an “incomplete” and the student will be given the opportunity to revise the assignment to meet the stated standards. Please note the Course Calendar for specific assignments, due dates, point values, and grading scale. The final Strategic Management Plan is the application of both strategic leadership skills and strategic planning skills to the student’s work.

Policy on Late Assignments: Students are expected to complete all assignments on time unless given special permission by the instructor.

Academic Integrity Policy: The Doane College Academic Integrity Policy will be adhered to in this class. All projects and assessments will represent the individual student’s work. Any use of other’s ideas, words, or concepts without proper citation of sources is plagiarism and will result in penalties to be determined by the instructor and/or dean of graduate studies.

Class Schedule of Topics:

This schedule may vary based on the needs and interests of the students.

Module I – Week One

– Overview of Course; Strategic Management; the Role of Purpose

Module Two – Week Two	– Artifacts of Purpose; Role of Mission, Vision, & Beliefs;
Module Three – Week Three	– Turning Purpose into Reality; Organizational Culture; Role of Leadership;
Module Four – Week Four	– Environmental Scans; Information Analysis;
Module Five – Week Five	– Power of Relationships; Role of Knowledge;
Module Six – Week Six	– Goals, KPIs and Strategies;
Module Seven – Week Seven	– Action Strategies and Plans;
Module Eight – Week Eight	– Strategic Management Plans, Leadership and Planning.

Instructor Biography:

Don Fritz, Ph.D., co-founder of The FGR Group, is a change consultant with over twenty-six years of experience working with public and private organizations that are leading change. Additionally, Don has worked as a Classroom Teacher, Director of Professional Development, Administrator, and a National Trainer/Facilitator in the areas of organizational planning, effective educational practices, facilitation training, and program evaluation.