

**Course Number:** MAM 607  
**Course Title:** Strategic Management  
Winter I October 16 – December 16, 2017  
**Format:** On-Line  
**Credits:** 3  
**Instructor:** Don Fritz

**Contact Information: Personal Meetings by Appointment**

(C) 402-570-6800  
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**Communicating With the Instructor:** This course uses a “three before me” policy for student to faculty communications. When questions arise during the course of this class, please remember to check these three sources for an answer before asking me to reply to your individual questions:

1. Course syllabus and accompanying documents
2. Announcements in Blackboard
3. The Q & A discussion board

This policy will help you in potentially identifying answers before I can get back to you and it also helps your instructor avoid answering similar questions or concerns multiple times.

If you cannot find an answer to your question, please first post your question to the Q & A questions discussion board. Here your question can be answered for the benefit of all students by either your fellow students who know the answer to your question or the instructor. You are encouraged to answer questions from other students in the discussion forum when you know the answer to a question in order to help provide timely assistance.

If you have questions of a personal nature such as relating a personal emergency, questioning a grade on an assignment, or something else that needs to be communicated privately, you are welcome to contact me via email or phone. My preference is that you will try to email me first. I will usually respond to email and phone messages from 8am to 5pm on weekdays, please allow 24 hours for me to respond.

If you have a question about the technology being used in the course, please contact the Doane University Help Desk for assistance (contact information is listed below).

**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.

**Course Prerequisites:** Enrollment in the Management of Arts Program.

**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.

**Course Requirements:**

**Online Course** - This is an online course and therefore there will not be any face-to-face class sessions. All assignments and course interactions will utilize internet-based technologies.

**Attendance Policy** - You should plan to work on this course every day. This means that you must have a reliable and consistent internet connection throughout the duration of the course. It is strongly recommended that you remain focused and purposeful throughout the course and do not fall behind in the completion of the assigned activities. This is a condensed, fast-paced course and it would be extremely difficult to catch up after a prolonged absence.

**Course Preparation and Participation** - Preparation for class means reading the assigned readings & reviewing all information required for that week. Attendance in an online course means logging into the Blackboard and on a regular basis and participating in the all of activities that are posted in the course.

**Studying and Preparation Time** - The course requires you to spend time preparing and completing assignments. A three-credit course requires 144 hours of student work. Therefore expect to spend approximately 18 hours a week preparing for and actively participating in this 8-week course.

**Computer Requirements** - This course requires that you have access to a computer that can access the internet. You will need to have access to, and be able to use, the following software packages:

- A web browser (Chrome or Mozilla Firefox)
- Adobe Acrobat Reader (free)
- Adobe Flash Player (free)
- Word processing software—Microsoft Word or Google Docs

You are responsible for having a reliable computer and internet connection throughout the course.

**Email and Internet** - You must have an active Doane University e-mail account and access to the Internet. All instructor correspondence will be sent to your Doane University e-mail account. Please plan on checking your Doane Gmail account regularly for course related messages.

This course uses Blackboard for the facilitation of communications between faculty and students, submission of assignments, and posting of grades. The Blackboard Course Site can be accessed at <http://bb2.doane.edu>.

**Campus Network or Blackboard Outage** - When access to Blackboard is not available for an extended period of time (greater than one entire evening - 6pm till 11pm) you can reasonably expect that the due date for assignments will be changed to the next day (assignment still due by midnight).

**Late or Missed Assignments** - All assignments must be finished and turned in to complete the course. Unless the instructor is notified before the assignment is due and provides an opportunity for the student to submit an assignment late, points may be taken off for a late assignment.

**Submitting Assignments** - All assignments, unless otherwise announced by the instructor, must be submitted via Blackboard. Each assignment will have a designated place for submission.

**Drop and Add Dates** - If you feel it is necessary to withdraw from the course, please contact your advisor for full details on the types of withdrawals that are available and their procedures.

**Subject to Change Notice** - All material, assignments, and deadlines are subject to change with prior notice. It is your responsibility to stay in touch with your instructor, review the course site regularly, or communicate with other students, to adjust as needed if assignments or due dates change.

**Academic Integrity** - Doane University expects and requires all its students to act with honesty and integrity, and respect the rights of others in carrying out all academic assignments. Academic dishonesty, the act of knowingly and willingly

attempting or assisting others to gain academic success by dishonest means, is manifested in various measures. Gehring, et al, (1986) suggests that four categories of academic dishonesty exist<sup>1</sup>:

- a. Cheating
- b. Fabrication
- c. Facilitating academic dishonesty
- d. Plagiarism

For more information on academic integrity, please visit the website:

<http://catalog.doane.edu/content.php?catoid=4&navoid=191>

**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.

**Discussion forums** – Weekly entries and discussions in Discussion Forum.

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

**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. You do not need to have Instructor approval of the article.

**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. You do not need instructor approval of the book.

## **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 during the course 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, and point values. There will be a total of 840 points possible during the course. The following grading scale will be used if assignments are not revised. Assignment of letter grades is based on a percentage of points earned. The letter grade will correspond with the following percentages achieved. All course requirements must be completed before a grade is assigned.

A	100% – 90%
B	89 %– 80%
C	79% – 70%
D	69% – 60%
F	59% - 00%

**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.

**How to Succeed in this Course:**

- Check your Doane email regularly
- Log in to the course web site daily
- Communicate with your instructor
- Create a study schedule so that you don't fall behind on assignments

**Technical Support Contact Information:**

For technical assistance 24 hours a day, 7 days a week, please contact the Doane University Technology Office Help Desk:

Phone: 402-826-8411

Email: [helpdesk@doane.edu](mailto:helpdesk@doane.edu)

Web: <http://www.doane.edu/about-doane/offices/its/help-and-support>

**Accessibility Statement:**

In compliance with the Rehabilitation Act of 1973, Section 504, and the Americans with Disabilities Act of 1990, professional disability specialists and support staff at Doane University facilitate a comprehensive range of academic support services and accommodations for qualified students with disabilities. Doane University staff coordinate transition from high schools and community colleges, in-service training for faculty and staff, resolution of accessibility issues, community outreach, and collaboration between all Doane University regarding disability policies, procedures, and accommodations.

**Accessibility Services:**

Doane University Access/Services for Students with Disabilities

<http://www.doane.edu/disability-services>

Contact Person: Angie Klasek Phone: 402.466.4774 Email:

[angie.klasek@doane.edu](mailto:angie.klasek@doane.edu)

**Academic Support:**

Contact Person: Tere Francis Phone: 402.466.4774 Email:

[terese.francis@doane.edu](mailto:terese.francis@doane.edu)

**Student Services:**

<http://www.doane.edu/gps/student-services>

**Student Conduct Statement:**

Students are required to adhere to the behavior standards listed in **Doane**

**University Policy Manual**

Appropriate classroom behavior is defined by the instructor. This includes the number and length of individual messages online. Course discussion messages should remain focused on the assigned discussion topics. Students must maintain a cordial atmosphere and use tact in expressing differences of opinion.

Inappropriate discussion board messages may be deleted if an instructor feels it is necessary. Students will be notified privately that their posting was inappropriate.

Student access to the course Send Email feature may be limited or removed if an instructor feels that students are sending inappropriate electronic messages to other students in the course.

### **Instructional Technology Accessibility and Privacy Policies:**

<http://www.doane.edu/instructional-design-services/policies>

### **Syllabus Disclaimer:**

The instructor views the course syllabus as an educational contract between the instructor and students. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. The instructor reserves the right to make changes to the syllabus as deemed necessary. Students will be notified in a timely manner of any syllabus changes face-to-face, via email or in the course site Announcements. Please remember to check your Doane University email and the course site Announcements often.

### **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, Educational Administrator, and a National Trainer/Facilitator in the areas of organizational planning, effective educational practices, facilitation training, and program evaluation.