

Course Number: Bus 607
Course Title: Strategic Management
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: *Leading in a Culture of Change*, Michael Fullan, Jossey-Bass, 2001

Course Outcomes:

- Demonstrate an understanding of the major components of the strategic management process.
- Demonstrate an understanding of the components of leading organizations 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 real-life situations.

Instructional Strategies: The following instructional strategies will be utilized to accomplish the course outcomes. Lecture (see course schedule for topics), small and large group discussion, case studies and simulations, readings (e.g. article review and book review), videos (“Start with Why”; Franklin Covey – “8th Habit”), weekly assignments that are components of final strategic management plan.

Assignments:

- 1) **Classroom Assignments/Activities** – Numerous classroom-based assignments/activities will be expected.
- 2) **Read Textbook** – *Leading in a Culture of Change* by Michael Fullan;
- 3) **One Book Review**
- 4) **One Article Review**
- 5) **Strategic Management Plan**

Class Schedule of Topics:

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

Session I – Overview of Course; Strategic Management; Purpose

Session II – Role of Mission, Core Values

Session III – Organizational Culture, Role of Leadership

Session IV – Environmental Scans

Session V – The Power of Relationships, Role of Leadership

Session VI – Leading Change; Organizational Coherence

Session VII – Monitoring Success, Action Plans

Session VIII – Implementing Strategic Management Processes

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) Attendance and participation in 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. There are three major graded projects; 1) Article Review; 2) Book Review; and, 3) Final Strategic Management Plan that integrates weekly assignments as part of the plan. The final Strategic Management Plan is the application of both strategic leadership skills and strategic planning skills to the student’s work.

Attendance Policy:

Class attendance is part of the instructional process. Students gain great value from participating in classroom discussions, sharing of information and insights from other students, and from the instructor’s classroom activities. While there is not a formal attendance policy, given that the course only meets eight times, students are expected to attend every class session. Missing one class – life happens; missing two classes – dicey; missing three classes – mostly impossible! Attendance issues will be handled on a case-by-case basis.

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.

Instructor Biography:

Don Fritz, Ph.D., co-founder of The FGR Group, is a change consultant with over twenty-two years experience working with public and private organizations that are dealing with 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, leading change, and program evaluation.