

## NORTH PARK UNIVERSITY

### School of Business & Nonprofit Management

SBNM 5790	Summer 2009
Nonprofit Strategic Management	On-line

**Instructor:** Gianfranco Farruggia, Ph.D. (Assoc. Prof. of Nonprofit Mgmt.)  
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**Office Hours:** see Your Professor link on Blackboard

**Text:** Bryson, J. (2004). *Strategic Planning for Nonprofit Organizations*. John Wiley & Sons. ISBN#0-787-96755-6.

**Course Objectives:** The primary objective of this course is the development of the perspective of the executive leader's job and responsibilities from a conceptual as well as an operating standpoint. The student who completes this course will:

1. Be able to develop a mission statement for a nonprofit organization and institution of higher education functioning in an environment effected by contemporary globalization.
2. Be able to accomplish strategic analysis and develop specific strategies appropriate to the nonprofit and higher education environments.
3. Understand contemporary issues of nonprofit and higher education governance and their impact on implementation of strategy.
4. Be able to evaluate accomplishment and take appropriate strategic action.
5. Be able to accomplish a strategic plan for a nonprofit organization or institution of higher education.

**Course Methodology:** The course will be taught with a variety of PP lectures, discussions, and active exercises in which the student will be able to demonstrate accomplishment of the above objectives. Students will be required to complete a strategic plan for a nonprofit organization or institution of higher education of their choice.

### **Grading**

1. Class participation	15%
2. McKinsey Grid	5%
3. Paper, Mission Analysis/Critique	15%
4. Paper, "STEP" Analysis	15%
5. Paper, "SWOT" Analysis	15%
6. Paper, Strategic Plan for My Organization & Presentation	35% (5% PP presentation + 30% paper)
Total	100%

### Schedule of Readings and Assignments

<b>Week</b>	<b>Subject</b>	<b>Readings</b>	<b>Assignments</b>
1	<input type="checkbox"/> <i>Strategic Management</i> <input type="checkbox"/> <i>Mission</i> <input type="checkbox"/> <i>Governance</i>	<input type="checkbox"/> Chs. 1, 2, 3 & 4	
2	<input type="checkbox"/> <i>Environmental Scanning</i>	<input type="checkbox"/> Ch. 6	<b>KcKinsey Grid</b>
3	<input type="checkbox"/> <i>Choosing Strategy</i>	<input type="checkbox"/> Ch. 7	<b>Paper due: Mission Critique &amp; Analysis</b>
4	<input type="checkbox"/> <i>Gaining Strategic “Advantage”</i>	<input type="checkbox"/> Ch. 5	<b>Paper due: STEP Analysis &amp; Mission Accomplishment</b>
5	<input type="checkbox"/> <i>Collaboration as a Strategy</i>	<input type="checkbox"/> Ch. 8	<b>Paper due: SWOT Analysis &amp; Competitive Advantage</b>
6	<u><i>Implementing Strategy:</i></u> <input type="checkbox"/> <i>Building Resource Capabilities</i> <input type="checkbox"/> <i>Structuring the Organization</i> <input type="checkbox"/> <i>Budgets</i> <input type="checkbox"/> <i>Policies</i> <input type="checkbox"/> <i>Best Practices</i> <input type="checkbox"/> <i>Support Systems</i> <input type="checkbox"/> <i>Rewards</i> <input type="checkbox"/> <i>Culture and Leadership</i>	<input type="checkbox"/> Chs. 9, 10, 11, 12	
7	<u><i>Implementing Strategy</i></u>		<b>Final Paper due: Grid, Mission, STEP, SWOT &amp; Strategic Plan (on-line presentation)</b>

**Class Participation policy:** We have a lot of material to cover in a short time, so class participation is expected and strongly considered in assigning the class participation grade.

#### **Initial Posting Rubric**

<b>Full Points</b>	<b>1/2 Points</b>	<b>Minimum Point</b>
Discussion is substantive and relates to key principle(s), point(s) or issue(s) of the	Reference made to key issue(s) but point(s) is(are) not sufficiently integrated.	Inadequate or no reference to key principle(s); no evidence that

assignment.		student understood the principle(s).
Uses relevant example(s).	Example(s) is(are) not integrated effectively into response.	No example(s) provided.
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.
Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical.	Terms used inaccurately; organization present but could be improved, writing is generally adequate but exhibits some lack of clarity.	Writing is poor, terminology inaccurately used and lacks organization.

### Response Posting Rubric

Full Points	1/2 Points	Minimum Point
Relates to the original posting; reinforces course material or challenges interpretation of material.	Refers to lesson content but not integrated effectively.	Does not refer to key points with no evidence student understands the key points.
Responds to the ideas presented in the original post.	Response is loosely related to the ideas of the original post.	Response does not relate to the original post.
Response is characterized by 3 or 4 of the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	Response is characterized by 1 or 2 of the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	Response is not: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.
Organized, concise, clearly written in understandable language.	Writing is adequate but may include inconsistencies or inaccuracies.	Writing is poor, unclear and disorganized.

**Availability:** I maintain virtual office hours on the internet (see Your Professor).

**Papers:** A premium is placed on communication skills and **graduate level** work is expected. Papers should be **double-spaced with default margins** for better readability and to afford an opportunity to insert comments. **Proofread your papers carefully.** Misspellings, poor grammar, and bad syntax **do** lower your grade. All papers are to be submitted electronically (no hard copies are accepted). **Please be mindful that SBNM has adopted APA as its citation & reference style.**

In management communications, brevity is especially appreciated. Therefore, you are expected to be succinct and to avoid unnecessary repetition of obvious facts and elaborate introductions. For instance, when doing a STEP or SWOT analysis, you don't need to describe what they are or the efficacy of doing them, just do the analysis. Get to the point, support it, and summarize it.

### **McKinsey Grid: (Ch. 1)**

Complete the McKinsey Capacity Grid by rating your organization on the 7 factors (along with sub-factors) to provide you an initial sense of where your selected organization is at the current time.

### **First Paper: (Ch. 2) - see rubric**

If your organization has a Mission Statement you are to write a short critique of this statement. This may reflect satisfaction or dissatisfaction with the existing document but should include a rationale for your position. If you are critical of the present statement, a rewrite would be appropriate. If your organization does not have a Mission Statement, you are to write one and include the rationale for this statement. [incorporate the McKinsey Grid rating in your write up]

### **Second Paper: (Ch. 3) - see rubric**

A common perspective on Strategic Management is that of maintaining congruence between an organization and its environment. In order to maintain that congruence, a manager must first understand and analyze that environment. This paper is to be an "environmental scan" consisting of a "STEP" analysis. Out of this analysis, you should reach some conclusion with respect to what your findings mean for your organization's mission accomplishment. [incorporate the McKinsey Grid rating in your write up]

### **Third Paper: (Ch. 4) - see rubric**

The Internal Audit analysis is a realistic assessment of the organization's capabilities; a "SWOT" analysis should be accomplished identifying the strengths, weaknesses, opportunities and threats facing an organization as a result of both the environment and the condition of the organization. Out of this analysis, you should reach some conclusion with respect to what your findings

mean for your organization's competitive advantage. [incorporate the McKinsey Grid rating in your write up]

### **Final Paper: (Ch. 5) - see rubric**

This paper will build on the first three papers. Based on the analyses performed and the conclusions about opportunities and threats, this paper should identify strategies and actions necessary to take advantage of the opportunities and defend against the threats. There is no necessity to repeat the material in the first three papers but these should be referenced as necessary. The final paper should comprise a simple plan for implementation and a rough estimate of the resources required for implementation. At the last class session you will be asked to provide a PowerPoint presentation of your plan and the class will then discuss it with you. (Overall rubric for capstone analysis: 1. Did the student present a quality oral presentation of the paper? 2. Does the paper use analytical tools to help in the analysis? 3. Does the paper demonstrate an understanding of principles and concepts from management? 4. Did the paper apply these concepts to the particular organizational setting? 5. Was the paper well-written?)

### **Power Point Slides:**

Power Point slides are used in class. These will be available on Blackboard ahead of class should you wish to have copies on which to take notes. You can obtain them by going to Blackboard and clicking on your particular link for this course. You will require Power Point software on your computer to take advantage of these slides. Once you bring up the presentation on your computer, click on "file" and then on "print." When the window for printing comes up, it will indicate "Slides" on the lower left. Scroll down to "Handouts" and click on them. That will highlight another window and you can decide on the number of slides per page you wish to print (thus saving paper) over the slide format which only prints one slide to a page.

### **Students with Disabilities:**

Students with a disability who believe that they may need accommodations in this class are encouraged to contact the program's office (773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. Further information is on the following website: <http://www.northpark.edu/ada>

### **Academic Honesty:**

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the internet.
2. Copying another’s answers on an examination.
3. Deliberately allowing another to copy one’s answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear the expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.

For further information on this subject you may refer to the Academic Dishonesty section of the University’s online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.