

North Park University
School of Business & Nonprofit Management
Nonprofit Strategic Management - SBNM 5790
Fall 2013, Quad B (on-line)

Syllabus

Course Instructor: Pier C. Rogers, Ph.D., Director, The Axelson Center for Nonprofit Management

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Office hours: I am generally in my office at the Axelson Center M-F from 9am-5pm. However, I often have meetings both on and off campus, which are not regularly scheduled. As a result, it is best to make an appointment for a face-to-face meeting. When I am in my office, I am available through email.

On-line hours: I will generally be available online on Monday afternoon (1-3pm) and Thursday morning (9:30am- noon) [all Chicago times]. However, it is best to call or send an email if you wish to connect, and we can set a specific time.

Assignment feedback/Posting grades: 1) posting of participation grades will be completed no later than the Monday (by 5pm) following the previous week's discussion, 2) posting of grades for various assignments will be completed within one week following the submission date/time of a particular assignment [all Chicago times]. Should you need to converse/discuss issues with me at other times, please call my school office (773-244-5748) or e-mail me and we'll schedule a mutually agreed-upon appointment. If you experience some sort of **emergency**, call my school office, leave a message (it will also be sent as an e-mail message). I will answer within 24 hours. If I will be less accessible (due to work travel in November), I will notify you, so that you can plan accordingly in terms of reaching me.

Introductory Comments/Course Description:

It cannot be emphasized strongly enough the importance of strategic management in good corporate governance. In fact, it's believed that corporate governance should be an integral part of the strategy process. The Golden Rule of good corporate governance is that it requires an effective strategic management process to be in place.

By this it's meant that an organization is organized and run according to rules which:

- set a goal which matches the duly considered expectations of the stakeholders*
- work out a feasible strategy to achieve that goal*
- put in place an organization which can carry out the strategy and attain the goal*
- set up a control and reporting function to permit management to drive the organization effectively and make necessary adjustments to the strategy or even the goal*

Anything less rigorous than the above strategic management definition will only achieve success by accident and will be vulnerable to all kinds of unexpected events. Good corporate governance is, or should not just be about compliance and risk management, but - more positively - good management. As Harvey MacKay said, "Failures don't plan to fail; they fail to plan" (based on an old military proverb) and Thomas Edison famously said "Good fortune is what happens when opportunity meets with planning." Examine any successful organization and you will observe the high and disciplined level of planning which incontrovertibly led to that success - and the world is full of failures who failed to plan. Even many that have subsequently failed often did so because the importance of strategic management within the organization diminished and with it the essential structure and visibility required to achieve goals and avoid pitfalls.

Course Description: This course deals with the overall general management of nonprofit organizations or institutions of higher education. The primary objective of the course is the development of a perspective of the executive leader's job and responsibilities from a conceptual as well as operating standpoint. Within this context, elements to be studied include: governance structure and issues, establishing and reinforcing the organization's mission and values, delineating an effective strategy, developing and using information flows to provide management control and performance and effectiveness evaluation, structuring the organization, and allocating human and financial resources. Ethical issues will be discussed throughout the course as pertaining to the nonprofit and higher education environments.

General Prerequisites: SBNM 5010, 5011, 5350, 5351, 5680, 5770, 5780

MNA Prerequisites: SBNM 5030, 5710, 5720, 5730, 5771

MHEA Prerequisites: SBNM 5740, 5741, 5742, 5745, 5746

Participant Learning Objectives: (Overarching IDEA Course Objectives)

1. *Apply* course material (to improve thinking, problem solving, and decisions).
2. *Find* and *use* resources for answering questions or solving problems.
3. *Analyze* and *critically evaluate* ideas, arguments, and points of view.

Specific Course Objectives:

1. Develop and construct a mission statement for a nonprofit organization or institution of higher education effected by contemporary social, economic and environmental issues.
2. Conduct analyses (applying prescribed strategic planning tools) and construct specific strategies appropriate to the environment of a nonprofit organization or institution of higher education.
3. Develop and construct a strategic plan for a nonprofit organization or institution of higher education that incorporates the McKinsey Capacity Grid, STEP analysis, SWOT analysis, Goals and Objectives, Strategies, Policies and Procedures, Rules and Regulations, Operation Plan, Budget, (based on Financial analysis) and Schedules.

4. Demonstrate through application (use of designated tools) gained knowledge of contemporary issues of organizational governance and management and their impact on strategic planning, formation and implementation.
5. Evaluate student-developed strategic plans by reviewing each plan and providing significant commentary (what appears to work, what challenges may need to be overcome and what may need improvement) on classmates' plans.

Schedule of Course Activities:

Course week: Starts on Monday, ends on Sunday at midnight

Assignment due dates/times: See Assignment Link for specific due dates & times for each assignment

Content release dates/times: Course materials are always available upon the opening of the course to all registered students

Required Textbook (via the NPU bookstore): John M. Bryson, *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. San Francisco, CA: Jossey-Bass. 2011, 4th ed. [ISBN: 978-0-470-39251-5] [e-book edition is available through external sources]

Additional Readings & Resources (all found on Moodle):

- 1) *McKinsey Capacity Grid*
- 2) *Strategic Planning* by Pathfinder Intl.
- 3) *Best Practices for Strategic Planning* by Whatcom Council on Nonprofits
- 4) *Using Customer-Service Matrices in Strategic Analysis of Nonprofits* by Boardman & Vining
- 5) *Strategic Planning Handbook*
- 6) *Sample Strategic Plan*
- 7) *SMART Goals* by Meyer
- 8) *10 Keys to Successful Strategic Planning* by Mittenthal
- 9) *How to Assess Nonprofit Financial Performance* by Keating & Frumkin
- 10) Course PowerPoint presentations by faculty

Course Teaching and Learning Methods: Because this course is being taught in intensive format, it is very important for students to keep up with readings, assignments and online discussions. Questions will be posted by the course instructor on the course site on a weekly basis to stimulate discussion. Responses need not only be directed to the course instructor but can and should be in response to the thoughts and ideas of other students as well. [Two or three students may be assigned each week to serve as discussion leaders. It will be the responsibility of these students to provide the opening "posting" to that week's discussion question, to "manage" the discussion during the week, and to summarize key points at the end of that week.] Some assignments will be posted online for class member review and comments. The course instructor expects that each student will provide constructive and timely feedback to other class members

on assignments as required. While the course instructor may also provide online feedback on assignments, grades for each course assignment are given privately.

Course Schedule: At the very latest, course materials will be made available by no later than Monday mornings at 8am (Chicago time). Expectations of students include:

- 1) All readings for the week should be complete by no later than Wednesdays at 9pm (Chicago time) to initiate our initial discussions (original postings) by no later than 10pm (Chicago time) on Wednesdays.
- 2) All response postings are due by no later than 36 hours after original postings.
- 3) All discussions will terminate on Sundays at midnight (Chicago time).

Graduate Attendance Policy: The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University refund policy outlined in the University Catalog.

Computer Requirements: In order to effectively participate in and successfully complete this course, each course participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements> for information on computer requirements.

Technical Skills required: All students in an online course are required to take the online orientation to practice using on-line tools.

Student's Responsibilities:

1. Attendance, presence, and full participation are required for this class. You cannot successfully complete this course without completing the weekly readings and assignments. With respect to your identified organization, you are expected to: a) complete the McKinsey Capacity grid, b) conduct a Mission Critique, c) conduct a STEP analysis, d) conduct a SWOT analysis, e) construct a Strategic Plan.
2. Some assignments will be posted on-line for others to see. You will be asked to comment and provide feedback to one another on your work.
3. Although I strongly suggest that all issues, questions, and problems be dealt with online, you are free to call or e-mail me regarding issues & concerns at any time, noting the office hours I am available.
4. Use proper "netiquette" (see *A Guide to Netiquette* in Course Information resource).

5. I normally advise participants to plan on spending 10 to 12 hours per week on course responsibilities (i.e. reading, online discussion, assignments & analyses).

Instructor's Responsibilities:

1. Design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
2. Provide reactions to students' discussions and responses as appropriate and needed in order to clarify important ideas and concepts.
3. Provide opportunities for any needed and appropriate group work that will include discussion as well as hands-on exercises.
4. Provide updated information on relevant resources for the various topics of interest.
5. Read and critically assess students' assignments and provide feedback within 5-7 days of receipt.
6. Respond to all student e-mails and phone messages within 48 hours of receipt.

Course Outline

Week 1 (Strategic Management, Mission & Governance)

By completion of week 1, each student will have: 1) introduced oneself to professor and each student in class through the Introductions Forum; 2) engaged in weekly course flow through involvement in discussion forums; 3) described and defended how managers behave to maintain congruency between their organization and internal and external environments; 4) explored how managers go about making efforts to change and/or adapt to environments; 5) applied how the McKinsey Capacity Grid has made them aware of environmental components 5(within one's chosen organization) that might need adjustment, adaptation, tweaking, or changing

Required Readings: Course PowerPoint presentations by faculty; Bryson, chs. 1-3; *Strategic Planning* by Pathfinder Intl.; *Best Practices for Strategic Planning* by Whatcom Council on Nonprofits

Assignments Due: Introductions (see on-line for deadline) & Forum Discussions

Week 2 (Environmental Scanning)

By completion of week 2, each student will have: 1) explored the various external environmental factors (socio-cultural, technological, economic, politico-legal) to which organizations that comprise the nonprofit and higher education sectors need to attend; 2) described, synthesized, analyzed, and defended what impact these various external factors are having currently and what impact might they have in the foreseeable future; 3) completed a McKinsey Capacity Grid for their respective nonprofit organization or institution of higher education

Required Readings: Course PowerPoint presentations by faculty; Bryson, chs. 4+8; *McKinsey Capacity Grid*

Assignments Due: Forum Discussion & McKinsey Capacity Grid (see on-line for deadline)

Week 3 (Choosing Strategy)

By completion of week 3, each student will have: 1) explored the various internal factors (organizational strengths/weaknesses, opportunities and environmental threats/challenges affecting internal operations) to which organizations that comprise the nonprofit and higher education sectors need to attend; 2) described, synthesized, analyzed, and defended what impact these identified factors might have in the foreseeable future; 3) completed a mission critique for their respective nonprofit organization or institution of higher education

Required Readings: Course PowerPoint presentations by faculty; Bryson, ch. 7

Assignments Due: Forum Discussions & Mission Critique (see on-line for deadline)

Week 4 (Gaining Strategic "Advantage")

By completion of week 4, each student will have: 1) explored "strategic advantage" for a nonprofit organization, institution of higher education, and the sector in general; 2) described and defended their definitions of success in the arenas of nonprofit organizations and institutions of higher education; 3) described and defended the role of competition in the measurement of success; 4) described, synthesized, analyzed, and defended how one deals with differing (service recipients, board members, administration, line staff, funders, donors, general public) expectations of performance and how one attempts to resolve the potential conflicts that arise from these differing expectations; 5) completed a STEP analysis for their respective nonprofit organization or institution of higher education

Required Readings: Course PowerPoint presentations by faculty; Bryson, ch. 5; *Using Customer-Service Matrices in Strategic Analysis of Nonprofits* by Boardman & Vining

Assignments Due: Forum Discussions & STEP analysis (see on-line for deadline)

Week 5 (Collaboration as Strategy)

By completion of week 5, each student will have: 1) explored the pros and cons of growth in the nonprofit and higher education sectors; 2) described and defended the value of partnerships within the sectors; 3) described and defended their argument for a differentiation strategy in the sectors; 4) described, synthesized, analyzed, and defended the pitfalls and benefits of nonprofit organizations or institutions of higher education emulating the business sector; 5) completed a SWOT analysis for their respective nonprofit organization or institution of higher education

Required Readings: Course PowerPoint presentations by faculty; Bryson, ch. 6

Assignments Due: Forum Discussions & SWOT analysis (see on-line for deadline)

Week 4: Wednesday starting at 10pm, ending Sunday at midnight; response postings within 36 hours [all Chicago times].

Week 5: Wednesday starting at 10pm, ending Sunday at midnight; response postings within 36 hours [all Chicago times].

Week 6: Wednesday starting at 10pm, ending Sunday at midnight; response postings within 36 hours [all Chicago times].

Week 7: Student upload of presentation by no later than last Wednesday at midnight; Student commentaries on presentations ending last Sunday at midnight [all Chicago times].

Skill Building Assignments = 90 maximum points

McKinsey Capacity Grid - 5 points possible (due by Sunday no later than midnight)

Instructions for completing this assignment can be found in week #1

Mission Critique - 15 points possible (due by Sunday no later than midnight) Instructions for completing this assignment can be found in week #2

STEP Analysis - 15 points possible (due by Sunday no later than midnight) Instructions for completing this assignment can be found in week #3

SWOT Analysis - 15 points possible (due by Sunday no later than midnight) Instructions for completing this assignment can be found in week #4

Final Strategic Plan – 40 points possible (due by Monday no later than midnight)

Instructions for completing this assignment can be found in week #7

Be aware that late submission of any assignment may be accepted provided the instructor has been given and accepted the reason; however, a late submission will cost 10% of total assignment points for each day or portion thereof.

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 his/her 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.

APA Requirement

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

- 1) Improving student's writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website:

<http://www.northpark.edu/ada>