

NORTH PARK UNIVERSITY
School of Business & Nonprofit Management

SBNM 5790	Spring 2014; Quad B
Nonprofit Strategic Management	On-line

Instructor: Gianfranco Farruggia, Ph.D. (Prof. of Nonprofit Mgmt.)
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Availability: I maintain virtual office hours (see Your Professor section on-line).

Textbook: Bryson, J.M. (2011, 4th ed.). *Strategic Planning for Public and Nonprofit Organizations - A Guide to Strengthening and Sustaining Organizational Achievement*. Jossey-Bass. ISBN: 978-0-470-39251-5.

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, 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.

Course Methodology: This course is taught with a variety of lectures, discussions, and active exercises in which students will be able to demonstrate accomplishment of the above objectives. Students are 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 & Presentation	35% (5% presentation + 30% paper)
Total	100%

Schedule of Readings and Assignments

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

Criteria for Grading Discussion Forum Participation: Student postings are graded on a weekly basis according to the following criteria (any point differences will be displayed on the Discussion Forum):

Initial Posting Rubric

Full Points	Half Points	Minimal Points	-0- Points
Discussion is substantive and relates to key principle(s), point(s) or issue(s) of the assignment.	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 student understood the principle(s).	No participation during the scheduled week
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.	No posting during the scheduled week

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.	
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Response Posting Rubric

Full Points	Half Points	Minimal Points	-0- Points
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.	No responses during the scheduled week
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.	No response posting during the scheduled week
Organized, concise, clearly written in understandable language.	Writing is adequate but may include inconsistencies or inaccuracies.	Writing is poor, unclear and disorganized.	

Papers: A premium is placed on communication skills and expect **graduate level** work. Papers are to 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 (via Assignment Link). 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. 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 an initial sense of where your selected organization is at the current time.

First assignment: (Ch. 2) - If organization has a Mission Statement you are to write a short critique; this may reflect satisfaction or dissatisfaction with the existing document and should include a rationale for your position. If critical of the present statement, a rewrite would be appropriate. If organization does not have a Mission Statement, write one and include rationale for statement. [incorporate McKinsey Grid rating in write up]

Second assignment: (Ch. 3) - A common perspective on Strategic Management is that of maintaining congruence between an organization and its environment. To maintain that congruence, a manager must understand and analyze the environment. This assignment is 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 mission accomplishment. [incorporate the McKinsey Grid rating in write up]

Third assignment: (Ch. 4) - The Internal Audit analysis is a realistic assessment of organization’s capabilities; a “SWOT” analysis should be accomplished identifying strengths, weaknesses, opportunities and threats facing the organization as a result of both the environment and the organization's condition. Out of this analysis, you should reach some conclusion with respect to what your findings mean for organization’s competitive advantage. [incorporate the McKinsey Grid rating in write up]

Final Paper: (Ch. 5) - This paper builds on the first 4 assignments. Based on performed analyses and conclusions about opportunities and threats, this paper should identify strategies and actions necessary to take advantage of opportunities and defend against threats. The final chapter should comprise a plan for implementation and estimates of the resources required for implementation. During 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 presentation of the plan? 2. Does the paper use analytical tools to help in the analysis? 3. Does the paper demonstrate an understanding of management principles and concepts? 4. Did the paper apply these concepts to the particular organizational setting? 5. Was the paper well-written?]

Please note I will accept late submissions of any assignments for good reason, but late submissions will cost 10% of the total points for each day or portion of a day late.

Academic Honesty: In keeping with our Christian heritage and commitment, North Park University (NPU) and the SBNM 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:

- Plagiarism – the use of another’s work (even your own past work) as one’s own without giving credit to the individual. This includes using materials from the Internet.
- Copying another’s answers on an examination.
- Deliberately allowing another to copy one’s answers or work.
- 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 Catalog (available at www.northpark.edu). In conclusion, it is North Park’s mission to prepare you 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.

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 25% of the engagement time for the course, the student runs the risk of receiving a significantly lower 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 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 policy outlined in the University Catalog (www.northpark.edu).

Disabilities: Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the SBNM office (773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For more information review this website: <http://www.northpark.edu/ada>.

Use of APA Publication Manual: 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 *APA* 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're unfamiliar with *APA* requirements, 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's your responsibility to learn and ensure that all written work is formatted according to the standards of APA.***