

NORTH PARK UNIVERSITY - School of Business & Nonprofit Management

Course: SBNM 5790	Spring 2014; Quad B
Strategic Management of Nonprofit Organizations	Wednesday, 6:30–9:50pm

Instructor: Gianfranco Farruggia, Ph.D.; Professor of Nonprofit Management
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Textbook: Bryson, J. (2011). *Strategic Planning for Public and Nonprofit Organizations*. Jossey-Bass.

Additional Readings & Resources (all found on Moodle):

- 1) *KcKinsey 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) PowerPoint presentations by Farruggia

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.

Grading

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

Schedule of Readings and Assignments

Week	Subject	Readings	Assignments
1	<i>[] Strategic Management [] Mission [] Governance</i>	<input type="checkbox"/> Chs. 1, 2, 3 & 4	
2	<i>[] Environmental Scanning</i>	<input type="checkbox"/> Ch. 6	KcKinsey Grid
3	<i>[] Choosing Strategy</i>	<input type="checkbox"/> Ch. 7	Paper due: Mission Critique & Analysis
4	<i>[] Gaining Strategic "Advantage"</i>	<input type="checkbox"/> Ch. 5	Paper due: STEP Analysis & Mission Accomplishment
5	<i>[] Collaboration as a Strategy</i>	<input type="checkbox"/> Ch. 8	Paper due: SWOT Analysis & Competitive Advantage
6	<i><u>Implementing Strategy:</u> [] Building Resource Capabilities</i>	<input type="checkbox"/> Chs. 9, 10, 11, 12	

	<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>		
7	<u>Implementing Strategy</u>		Final Paper due: Grid, Mission, STEP, SWOT & Strategic Plan (in class presentation)

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.

Availability: During posted office hours and I also maintain virtual office hours on the internet.

Papers: A premium is placed on communication skills and **graduate level** work is expected. Papers should be typed and **double-spaced with default margins** 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). 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.

Grading: At the completion of this course, you will receive a letter grade reflecting your performance in this course. Letter grades will be awarded according to the existing policies of the School of Business and Nonprofit Management. The final course grade will be computed according to the total number of points earned for all assignments as shown below:

Total Percentage Earned: Final Grade:

100-95%	A
94-90%	A-
89-85%	B+
84-80%	B
79-75%	B-
74-70%	C+
69-65%	C
64-60%	C-
59% & below	F

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)

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)

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)

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)

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 short 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?)

Be aware that late submission of any assignment is accepted for good reason; a late submission will cost 10% of total assignment points for each day or portion thereof.

Use of APA Publication Manual: 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 Publication 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.*

Computer Requirements: <http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements>

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.