STUDENT WARNING:  This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal.  This syllabus is proprietary material of APUS.

# American Public University System

*The Ultimate Advantage is an Educated Mind*

School: Business
Course Number: MGMT615
Course Name: Strategic Planning
Credit Hours: 3
Length of Course: 8 weeks
Prerequisite: None

**Please see** the **Lessons area in** the classroom for additional course specific information

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|---|---|---|
| Course Description | Course Scope | Course Materials |
| Course Objectives | Course Outline | Course Delivery Method |
| Academic Services | Policies | Turnitin.com |

## Course Description (Catalog)

Being a strategic or visionary leader has been identified as one of the top five skills needed to be successful in the global economy. This course outlines successful Strategic Management and Planning techniques, and it addresses the fundamentals of the strategic alignment of people, resources and processes to the business vision, mission, and purpose of the organization.

## Course Scope

Strategic Planning continues to be a fundamental contributor to the effectiveness of organizations. This course will engage students in the crafting and executing strategies, core concepts, and analytical tools associated with single and multi-business markets (both domestic and global), and includes an examination of ethical and corporate responsibility (and sustainability). Topics will be presented by the use of textbook and scholarly journal reading s, video presentations, practical exercises, online discussion forum participation, and assignments geared to support the learning engagement.

## Course Material

This is an open access course. There are no required textbooks.

**Optional Textbook for APA:**
American Psychological Association. (2010). Publication manual of the American Psychological Association (6th ed.). Washington, DC: American Psychological Association. ISBN ---10: 1---4338---0561---8

**Required Readings**:
See Course Outline schedule.

**Additional Resources**:

See the Course Materials folder additional course articles and resources may be added along with APA handouts.

**Websites**

In addition to the resources in the Library Guides the following public domain Websites are useful. Please abide by the university's academic honesty policy when using Internet sources as well (web site addresses may change).

| Site Name | Website URL/Address |
|---|---|
| The OWL at Purdue | http://owl.english.purdue.edu/ |
| American Management Association | http://www.amanet.org/ |
| Society for Human Resource Management | http://www.shrm.org/Pages/Default.aspx |
| APA Style Homepage | http://www.apastyle.org/index.aspx |
| Academy of Management | http://www.aom.org/ |
| Business Net | http://www.bnet.com |

## Course Objectives

After successfully completing this course, students will be able to:

- LO1: Differentiate the essential strategic elements that contribute to achieving and sustaining a competitive advantage in both a domestic setting, as well as globally.
- LO2: Design a strategic plan in the context of organizational management.
- LO3: Evaluate key ethical concerns and responsibilities inherent in strategic planning
- LO4: Construct appropriate elements of the theoretical/conceptual framework, crafting processes, and execution procedures of a strategy implementation.

## Course Outline

| Week | Topic(s) | Learning Objectives | Reading(s) | Assignment(s) |
|------|----------|---------------------|------------|---------------|
| 1 | **Introduction to Strategic Planning – Part 1 What is Strategy and Why is it important?** | **Differentiate the essential strategic elements that contribute to achieving and sustaining a competitive advantage in both a domestic setting, as well as globally.** | Readings:<br><br>Choonhaklai, S., & Wangkanond, R. (2014). The linkage between elements in the strategic planning process: A qualitative study. *International Employment Relations Review, 20*(1), 27-43.<br><br>Martin, R.L. (2014). The big lie of strategic planning. | **Introduction Forum**<br><br>**Discussion Forum** |

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| | | | *Harvard Business Review, 92*(1/2), 78-84. | |
| | | | Sa, Y. (2013). Elements of strategic management process and Performance Management systems in U.S. federal agencies: Do employee managerial levels matter? *International Journal of Business and Management, 8*(9) doi:10.5539/ijbm.v8n9p1 | |
| | | | Sezerel, H., & Tonus, H. Z. (2014). The soft element of strategic human resource management: The employee's perception of diversity climate. *Procedia - Social and* | |

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| | | | *Behavioral Sciences, 15 0*, 354-359. doi:10.1016/j. sbspro.2014. 09.026 <br><br> Shivakumar, R. (2014). How to tell which decisions are strategic. *California Managemen t Review, 56*(3), 78-97. <br> Weber, Y., & Tarba, S. Y. (2014). Strategic agility: A state of the art. *California Managemen t Review, 56*(3), 5-12. . | |
| 2 | Introduction to Strategic Planning— Part 2: Fundamentals of Strategy--- Making and Strategy Executing | Differentiate the essential strategic elements that contribute to achieving and sustaining a competitive advantage in both a domestic setting, as | Readings: <br><br> Adamides, E. D. (2015). Linking operations strategy to the corporate | **Discussion** <br><br> **Forum** <br><br> **Assignment:** <br><br> **Mission, Vision, and Values Compare and Contrast** |

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| | | well as globally.<br><br>Design a strategic plan in the context of organizational management | strategy process: A practice perspective. *Business Process Management Journal, 21*(2), 267-287. doi:10.1108/BPMJ-07-2013-0107<br><br>Anderson, S. E., & Jamison, B. (2015). Do the top U.S. corporations often use the same words in their vision, mission and value statements? *Journal of Marketing and Management, 6*(1), 1.<br><br>Baker, B. (2014). Use storytelling to engage and align employees around your strategic plans. *Industr* | |

*ial and Commercial Training, 46*(1), 25-28. doi:10.1108/ICT-10-2013-0065

Hu, Q., Kapucu, N., & O'Byrne, L. (2014). Strategic planning for community-based small nonprofit organizations: Implementation, benefits, and challenges. *The Journal of Applied Management and Entrepreneurship, 19*(1), 83-101. doi:10.9774/GLEAF.3709.2014.ja.00007

Kotalik, J., Covino, C., Doucette, N., Henderson,

S., Langlois, M., McDaid, K., & Pedri, L. M. (2014). Framework for ethical decision-making based on mission, vision and values of the institution. *HEC Forum, 26*(2), 125-133. doi:10.1007/s10730-014-9235-7

Nierman, G. E. (2016). From the president's keyboard: Looking forward--the role of research in the new strategic plan. *Music Educators Journal, 102*(4), 5-6.

Paschall, L. (2013). Implementing

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| | | | a strategic plan: Successful strategies require flexibility and consideration of the nature of an organization's leadership, culture, complexity and environment. *The Dental Assistant, 82*(1), 14.<br><br>Werner, M. L., & Xu, F. (2012). Executing strategy with the balanced scorecard. International Journal of Financial Research, 3(1), 88- --94. | |

| 3 | Core Concepts and Analytical Tools: Evaluating a Company's External Environment; Evaluating a Company's Resources, Capabilities, and Competitiveness | Construct appropriate elements of the theoretical/concep-tual framework, crafting processes, and execution procedures of a strategy implementation. | Readings:<br><br>Lee, C., Tseng, C., & Chu, K. (2016). Exploring strategy fit of competition on foreign enterprise and brand strategy. *International Journal of Organizational Innovation (Online),8*(3), 99.<br><br>Hopkins, W. E., Mallette, P., & Hopkins, S. A. (2013). Proposed factors influencing strategic inertia/strategic renewal in organizations. *Academy of Strategic Management Journal, 12*(2), 77-- -94. | **Discussion**<br><br>**Forum** |

|  |  |  | Hoyes, M. (2014). Strategic thinking: Lessons from Dr. King's "I have a dream" speech *Leadership Advance Online, 26,* 1---7. |  |
|  |  |  | Hyväri, I. (2014). Project portfolio management in a company strategy implementation, a case study. *Procedia - Social and Behavioral Sciences, 119,* 229-236. doi:10.1016/j.sbspro.2014.03.027 |  |
|  |  |  | Laseter, T., & Sarasvathy, S. (2012). Three games of strategic thinking. *Strategy +* |  |

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|---|---|---|---|---|
| | | | *Business, 67*, 1--- 6. Okantey, P. C. (2012). Leading change: When everything else is falling apart. *Strategic Leadership Review, 2*(3), 42--- 46. Discussion Forum Velez--- Castrillon, S. (2012). The strategic fit between board of director's characteristics and the external environment, and its effect on firm reputation (Doctoral dissertation, University of Houston). Available from ProQuest Dissertation | |

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| | | | s and Theses database. (UMI No. 3506846) | |
| **4** | Crafting Strategies for Single--- Business Companies | Design a strategic plan in the context of organizational management.<br><br>Construct appropriate elements of the theoretical/conceptual framework, crafting processes, and execution procedures of a strategy implementation. | Readings:<br><br>Anonymous. (2012, February 29). What's the big idea? The Economist. Retrieved from http://search.proquest.com/docview/925625607?accountid=8289<br>Anonymous. (2013, March 22). SXSW gets real. Campaign. Retrieved from http://search.proquest.com/docview/1434711732?accountid=8289 | **Discussion:**<br><br>**Forum**<br><br>**Assignment:**<br><br>**Conceptual Learning Summary** |

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|  |  |  | Hacker, S. K. (2015). The power of a reference marker as a leadership strategy. *The Journal for Quality and Participation, 38*(3), 4.<br><br>Jones, M., & Harris, A. (2014). Principals leading successful organisational change: Building social capital through disciplined professional collaboration. *Journal of Organizational Change Management, 27*(3), 473-485. doi:10.1108/JOCM-07-2013-0116<br><br>Lanier, J. (2014). Innovative simplicity in |  |
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| | | | strategic planning for lower middle market private equity portfolio companies. *Leadership Advance Online, 26,* 1---17. Lidow, D. (2015). Creating a personal leadership strategy.*Leader to Leader, 2015*(75), 37-42. doi:10.1002/ltl.20164 Transformational leadership: The impact of its behaviors on manufacturing strategy. (2015). *Strategic Direction, 31*(2), 25. | |
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| 5 | Crafting Strategies for International Markets, Multi-‑‑business, or Diversified Companies | Differentiate the essential strategic elements that contribute to achieving and sustaining a competitive advantage in both a domestic setting, as well as globally.<br><br>Construct appropriate elements of the theoretical/conc eptual framework, crafting processes, and execution procedures of a strategy implementation | **Readings:**<br><br>Babnik, K., Breznik, K., Dermol, V., & Trunk Širca, N. (2014). The mission statement: Organisation al culture perspective. *I ndustrial Management & Data Systems,114(* 4), 612-627. doi:10.1108/I MDS-10- 2013-0455<br><br>Chiarini, A., & Vagnoni, E. (2015). World-class manufacturin g by fiat. Comparison with Toyota production system from a strategic management, management accounting, operations management | **Discussion:**<br><br>**Forum**<br><br>**Assignment:**<br><br>**Websites Review** |

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| | | | and performance measurement dimension. *International Journal of Production Research, 53*(2), 590-606. doi:10.1080/00207543.2014.958596 | |
| | | | Fournier, L. (2013). Lessons from culture: Strengthening intercultural networks for cooperative innovation. *Strategic Leadership Review, 3*(4), 56---70. | |
| | | | Thomas, B. P., & Gostin, L. O. (2013). Tobacco endgame strategies: Challenges in ethics and law. *Tobacco* | |

| | | | *Control,22 Suppl 1*(suppl 1), i55-i57. doi:10.1136/tobaccocontrol-2012-050839<br><br>Rouleau, L. (2013). Strategy-as-practice research at a crossroads. *M@n@gement, 16*(5), 547. | |
|---|---|---|---|---|
| **6** | Strategic Planning and Ethics, Corporate Social Responsibility, and Sustainability | Evaluate key ethical concerns and responsibilities inherent in strategic planning | **Readings:**<br><br>Bove, A., & Empson, E. M. (2013). An irreconcilable crisis? The paradoxes of strategic operational optimisation and the antinomies of counter-crisis ethics. *Business Ethics: A European Review, 22*(1), 68-85. doi:10.1111/beer.12009 | **Discussion Forum**<br><br>**Assignment:**<br><br>**Create a four—six minute video news story presentation, accompanied by a 500-600 word written script/text (with minimum three citations/references) that gives an analysis of a recent ethics scandal, corporate social responsibility scandal, or environment sustainability scandal.** |

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| | | | Fyke, J. P., & Buzzanell, P. M. (2013). The ethics of conscious capitalism: Wicked problems in leading change and changing leaders. *Human Relations, 66*(12), 1619-1643.<br><br>Hahn, R. (2013). ISO 26000 and the standardization of strategic management processes for sustainability and corporate social responsibility. *Business Strategy and the Environment, 22*(7), 442-455. doi:10.1002/bse.1751 | |

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| | | | Long, S. D., Doerer, S., & Stewart, O. J. (2015). Virtual ethnography: Corporate virtual diversity communication. *Qualitative Research in Organizations and Management: An International Journal, 10*(2), 175-200. doi:10.1108/ QROM-03-2014-1207 | |
| | | | Okantey, P.O. (2013). When values and ethics lead the way in organizations. *Strategic Leadership Review, 3(*2), 23-29. | |
| | | | Shaukat, A., Qiu, Y., & Trojanowski, G. | |

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| | | | (2016;2015;). Board attributes, corporate social responsibility strategy, and corporate environmental and social performance. *Journal of Business Ethics, 135*(3), 569-585. doi:10.1007/s10551-014-2460-9 | |
| | | | Simpson, S., Fischer, B.D., & Rohde, M. (2013). The conscious capitalism philosophy pay off: A qualitative and financial analysis of conscious capitalism corporations. *Journal of Leadership, Accountability and* | |

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| | | | *Ethics, 10*(4), 19-29.<br><br>Yang, N., Colvin, C., & Wong, Y. (2013). Navigating corporate social responsibility components and strategic options: The IHR perspective. *Academy of Strategic Management Journal, 12*(1), 39. | |
| 7 | **Executing strategy- Part 1 Managerial Keys** | Differentiate the essential strategic elements that contribute to achieving and sustaining a competitive advantage in both a domestic setting, as well as globally.<br><br>Evaluate key ethical concerns and | **Reading:**<br><br>Ben-Haim, Y. (2015). Dealing with uncertainty in strategic decision-making. *Parameters, 45*(3), 63.<br><br>Brumm, C.A., & Drury S. (2013). | **Discussion:**<br><br>**Forum**<br><br>**Assignment:**<br><br>**No formal assignment but you are encouraged to start on the final project due in week 8** |

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| | | responsibilities inherent in strategic planning<br><br>Construct appropriate elements of the theoretical/conceptual framework, crafting processes, and execution procedures of a strategy implementation. | Leadership that empowers: How strategic planning relates to followership. *Engineering Management Journal, 25*(4), 17-32.<br><br>Constandachde,, N., & CHIRU, G. (2015). Balanced scorecard: Organizational performance management instrument. *Euroeconomica, 34*(2), 97-112.<br><br>Jafari, M., Shahanaghi, K., & Tootooni, M. (2015). Developing a robust strategy map in balanced | |

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| | | | scorecard model using scenario planning. *Mathematical Problems in Engineering, 2015*, 1-9. doi:10.1155/2015/102606 <br><br> Gilstrap, C. A., & Morris, A. (2015). Role fluidity and emergent followership: How nonprofit leaders communicate their relationship as/to followers. *The Journal of Nonprofit Education and Leadership, 5*(3) <br><br> Goh, A. B., Chakpitak, N., & Sureephong, P. (2015). The power of ROFO | |

principle together with companywide training in executing lean production strategy. *International Education Studies, 8*(11), 88.

Goztepe, K. (2014). War game; strategic decision making for battlefield. *Journal of Military and Information Science,2*(3), 50. doi:10.17858/jmisci.94006

Hrebiniak, L. (2014). Making strategy work: Overcoming the obstacles to effective execution. *Ivey Business*

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| | | | *Journal Online, 72*(2), 1-6.<br><br>McCleskey, J. (2013). The dark side of leadership: Measurement, assessment, and intervention. *Business Renaissance Quarterly, 8*(2/3), 35.<br><br>Ranjbar, M. S., Shirazi, M. A., & Blooki, M. L. (2014). Interaction among intra-organizational factors effective in successful strategy execution: An analytical view. *Journal of Strategy and Management, 7*(2), 127. doi:10.1108/JSMA-05-2013-0032 | |

|  |  |  | Shepherd, N. G., & Rudd, J. M. (2014). The influence of context on the strategic Decision-Making process: A review of the literature. *International Journal of Management Reviews, 16*(3), 340-364. doi:10.1111/ijmr.12023 |  |
|  |  |  | Srivastava, A. K. (2014). Act for effective strategy execution: Mediating role of adapt. *Global Journal of Flexible Systems Management, 15*(4), 305-312. doi:10.1007/s40171-014-0075-8 |  |

| | | | Videos: See Reading & Resources for this week's videos | |
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| 8 | **Executing Strategy-Part 2: Corporate Culture and Leadership** | **LO: 1-4** | Reading: Big macs and a three-legged stool: How innovation strategy drives McDonald's. (2014). *Strategic Direction, 30*(5), 25. Chatman, J. (2014). Culture change at Genentech: Accelerating strategic and financial accomplishments. *California Management Review, 56*(2), 113-129. doi:10.1525/cmr.2014.56.2.113 Coulson-Thomas, C. | **Discussion Forum Assignment: Develop and write (or present via PowerPoint) a strategic plan for your organization, integrating various concepts, components and processes presented throughout this course.** |

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| | | | (2014). Can we alter behaviours without "culture change"? *Strategic Direction, 30*(5), 37-39. doi:10.1108/SD-04-2014-0042<br><br>Newport, S., & Shain, R. B. (2014). Strategic semantics: Word choice essentials in establishing a high-performance culture. *Journal of Organizational Culture, Communication and Conflict, 18*(1), 123.<br><br>Rickatson, S. (2013). Culture change enables ambitious growth at nelsons. *Strat* | |

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| | | | *egic HR Review, 12*(5), 241-244. doi:10.1108/SHR-03-2013-0031<br><br>White, B., Browning, G., & Bajer, J. (2014). Is culture change a fad? Driving business results at Penna, ten years on. *Strategic HR Review, 13*(3), 123-126. doi:10.1108/SHR-01-2014-0007<br><br>Video:<br><br>See the Reading & Resources in the Lessons for the list of videos | |

## Course Delivery Methods

This course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning

management system will be made available to each student. Online assignments are due by Sunday evening of the week as noted and include Forum questions (accomplished in groups through a threaded forum), examination, and individual assignments submitted for review by the Faculty Member). Assigned faculty will support the students throughout this eight-week course.

**Policies**

Please see the Student Handbook to reference all University policies. Quick links to frequently asked question about policies are listed below.

> Drop/Withdrawal Policy
> Plagiarism Policy
> Extension Process and Policy
> Disability Accommodations

**Grading Scale**

Please see the Student Handbook to reference the University's grading scale.

**Citation and Reference Style**

Attention Please: Students will follow the APA Format as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation style cited in the APA Format.

**Late Assignments**

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule.  The due date for each assignment is listed under each Assignment. As adults, students, and working professionals, I understand you must manage competing demands on your time. We all know that "life happens" but it is important to adhere as closely to the deadlines in the class as possible.

Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. If arrangements are not made in advance, a late penalty of 10% will be assessed for any assignment submitted 1-7 days past the due date.  Assignments will not be accepted after the 7th day.  No work will be accepted past the final day of class.

## Netiquette

Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and "flaming." Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper "Netiquette" must persist.  Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note:** Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add "emoticons" to help alert your readers:  ;-), : ),  ☺

## Disclaimer Statement

Course content may vary from the outline to meet the needs of this particular group.

## Academic Services

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to **librarian@apus.edu**.

- *Charles Town Library and Inter Library Loan:* The University maintains a special library with a limited number of supporting volumes, collection of our professors' publication, and services to search and borrow research books and articles from other libraries.
- *Electronic Books:* You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.

- *Electronic Journals:* The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- *Tutor.*com: AMU and APU Civilian & Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. Tutor.com connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-to-one with your tutor in your online classroom on your specific problem until it is done.
- *Disability Accommodations*: Students are encouraged email dsa@apus.edu to discuss potential academic accommodations and begin the review process.

**Request a Library Guide for your course (http://apus.libguides.com/index.php)**
The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.

If a guide you need is not available yet, please email the APUS Library: librarian@apus.edu.

## Turnitin.com

Faculty may require assignments be submitted to Turnitin.com.  Turnitin.com will analyze a paper and report instances of potential plagiarism for the student to edit before submitting it for a grade. In some cases professors may require students to use Turnitin.com. This is automatically processed through the Assignments area of the course.

## Evaluation Procedures

Grading for the course will be based on the following:

- Eight Forum Assignments
- Four Assignments
- Final Project

| Grade Instrument | % Final Grade |
|---|---|
| Forums (8) 40pts each | 40% |
| Assignments: Weeks 2, 4, 5, 6 – 10 points each | 40% |
| Final Project – Week 8 – 20 points | 20% |
| Total | 100% |