

Course: OL323D-DN Strategic Management
Credit: 3 Semester Hours
Semester: Fall 2021 Cycle 3
Time: Thursday 8:00am – 11:00am Conference Rm “C”
Instructor: David Allen, M.S. OD, M.S.Ed
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I. DESCRIPTION

Strategic Management uses case studies to learn strategic models and apply them from a biblical perspective. This decision-making skill challenges students to assess the environment and their organization for the purpose of implementing successful change. (*Interdisciplinary Bible Course)

**** This is a blended class, meaning that both campus and online students take this class together. Campus students attend the classes in person, online students attend the classes via the online classroom. All interaction and assignments for campus and online students are done in the online classroom.***

II. OBJECTIVES

A. General competencies to be achieved. The student will be able to:

1. Discuss insight into strategic leadership theory (PLO 4,5)
(**Assignment a-d**)
2. Learn historical strategic models (PLO 1,4,6) (**Assignment a**)
3. Understand dynamics of strategy in a culture of change (PLO 1-6)
(**Assignment a, b, d**)
4. Assess the environment to identify strengths and weaknesses, opportunities and challenges (PLO 1-6) (**Asgmt. A, b, d**)
5. Implement strategies and plans successfully (PLO 5) (**Asgmt. c**)
6. Manage the process and begin strategic planning in an organization (PLO 3,5,6) (**Assignment a-d**)

- B. Specific competencies to be achieved. The student will be able to:
1. Develop a basic strategic plan for some area of leadership (PLO 1,3,5,6)
(Assignment a–c)
 2. Understand biblical models of strategic leadership (PLO 1-6)
(Assignment a-d)
 3. Designing strategic systems based on historical models (PLO 4,5,6)
(Assignment a-d)
 4. Identify strategic issues facing organizations known to the student (PLO 4,5) **(Assignment c)**
 5. Formulate a strategic plan for a faith-based organization (PLO 4,5,6)
(Assignment c)

III. REQUIREMENTS

- A. Attendance of all classes
- B. Read text, complete assignments on time, and participate in class discussion and activities including presentations.
- C. Completion of course materials according to the prescribed schedule.
- D. Complete and present any case studies assigned to class.
- E. Complete final project – A Strategic Plan.
- F. Student is encouraged to ask instructor for guidance in this independent study course.

IV. POLICIES

The Bible is a required textbook in every course at Calvary University. To facilitate academic level study, students are required to use for assignments and research an English translation or version of the Bible based on formal equivalence (meaning that the translation is generally word-for-word from the original languages), including any of the following: New American Standard (NASB), English Standard Version (ESV), New King James (NKJV), or King James (KJV). Other translations and versions based on dynamic equivalence (paraphrases, and thought-for-thought translations like NLT and NIV) may be used as supplemental sources. Please ask the professor if you have questions about a particular translation or version.

Students with disabilities have the responsibility of informing the Accommodations Support Coordinator (aso@calvary.edu) of any disabling condition that may require support.

Plagiarism is defined as copying any part of a book or paper without identifying the author. This also includes taking another person's ideas and presenting them as your own.

The Clark Academic Center (learning@calvary.edu), located in the library building, is dedicated to providing free academic assistance for all CU students. Student tutors aid with all facets of the writing process, tutor in various subject areas, prepare students for exams and facilitate tests. Please take advantage of this service.

Business Administration students must to write papers according to the *Publication Manual of the American Psychological Association, Seventh edition (APA Manual)*.

Class Attendance: See class attendance policy in Canvas Announcements.

V. METHODS

- A. Case Studies
- B. Reading assignments
- C. Written Assignments
- D. Final Project

VI. REQUIRED MATERIALS

Dixit, A. K., & Nalebuff, B. J. (1991). *Thinking Strategically: The competitive edge in business, politics, and everyday life*. New York, NY: W. W. Norton & Company. ISBN: 978-0393310351 Retail Price: **\$18.95**

Rumelt, R. (2011). *Good strategy bad strategy*. NY: Crown Business Books. ISBN: 978-0307886231. Retail Price: \$28.00. Available on Kindle

Student's Bible

VI. COURSE ASSIGNMENTS

- a. Read *Good strategy bad strategy*. Develop a well thought out response to the ideas Rumelt presents. This is not to be a simple book report. You must exercise critical thought as you compare and contrast the different companies discusses. Then prepare a 5-page paper with you thoughts and conclusions at to the arguments in the book.

- b. Read *Thinking Strategically: The competitive edge in business, politics, and everyday life*. Write a 5-page reflective learning paper. Again, this is not a simple book report. Tell me practical learning you got from the text. You should look at 75% of you paper covering your learning, and 25% being how you see yourself applying that learning in a leadership opportunity.
- c. Develop a strategic plan for a business, or ministry you are familiar with. Or, you can develop a strategic plan for a future opportunity you have thoughts of developing. (more details to follow in Canvas)
- d. Case studies homework as assigned in class.
- e. Using the research and information collected for your strategic plan, develop an executive level briefing of the plan (PowerPoint slides) to present to the class. Briefing should be 5-8 min.

VII. LECTURE SCHEDULE

Week	Lecture	Assignment
1	What is Strategic Management & Thinking like a strategist	
2	Strategic Management Ethics & Overcoming obstacles and setbacks	Assignment a (200pts)
3	Decision Making and Strategic Management	
4	Leadership and Strategic Management	
5	Communication and Strategic Management	Assignment b (200 pts)
6	Understanding organization's mission, vision, values, and philosophy Importance of understanding feedback	
7	Burnout and Strategic Management & Understanding the dynamics of strategic planning	
8	Review & Plan presentation	Assignment c (300 pts)

VIII. Course Grading

Writing Assignment	40%
Attendance, discussion, and Interaction	10%
Case Studies	20%
Final – Strategic Plan for organization	30%
	<hr/> 100%

RUBRIC FOR THE EVALUATION OF WRITTEN ASSIGNMENTS

CRITERIA	NEEDS IMPROVEMENT Minimum Points	SATISFACTORY Medium Points	EXCEPTIONAL Maximum Points
CONTENT 75%	<p>The writer does not demonstrate cursory understanding of subject matter, and/or the purpose of the paper is not stated clearly. The objective, therefore, is not addressed and supporting materials are not correctly referenced.</p> <p><i>48.9 or FEWER POINTS</i></p>	<p>The writer demonstrates limited understanding of the subject matter in that theories are not well connected to a practical experience or appropriate examples, though the attempt to research the topic is evident, and materials are correctly referenced.</p> <p><i>49 to 65.9 POINTS</i></p>	<p>The writer demonstrates an understanding of the subject matter by clearly stating the objective of the paper and links theories to practical experience. The paper includes relevant material that is correctly referenced, and this material fulfills the objective of the paper.</p> <p><i>66 to 75 POINTS</i></p> <p style="text-align: right;">Grade:</p>
ORGANIZATION Including Readability & Style 20%	<p>Paragraphs do not focus around a central point, and concepts are disjointedly introduced or poorly defended (i.e., stream of consciousness).</p> <p>The writer struggles with limited vocabulary and has difficulty conveying meaning such that only the broadest, most general messages are presented.</p> <p><i>15.9 or FEWER POINTS</i></p>	<p>Topics/content could be organized in a more logical manner. Transitions from one idea to the next are often disconnected and uneven.</p> <p>Some words, transitional phrases, and conjunctions are overused. Ideas may be overstated, and sentences with limited contribution to the subject are included.</p> <p><i>16 to 18.9 POINTS</i></p>	<p>The writer focuses on ideas and concepts within paragraphs, and sentences are well-connected and meaningful. Each topic logically follows the objective and the conclusion draws the ideas together.</p> <p>The reading audience is correctly identified, demonstrated by appropriate language usage (i.e., avoiding jargon and simplifying complex concepts). Writing is concise, in active voice.</p> <p><i>19 to 20 POINTS</i> Grade:</p>
FORMAT 4%	<p>The paper does not conform to Turabian or APA style. Students must use one or the other correctly.</p> <p><i>0 POINTS</i></p>	<p>The paper does not conform completely to Turabian or APA style (e.g., margins, spacing, pagination, headings, headers, citations, references, according to the appropriate style guide).</p> <p><i>Up to 2 POINTS</i></p>	<p>The paper is correctly formatted to style (e.g., margins, spacing, pagination, headings, headers, citations, references, according to the <i>appropriate style guide</i>).</p> <p><i>2.1 to 4 POINTS</i> Grade:</p>
GRAMMAR, PUNCTUATION, & SPELLING 1%	<p>The writer demonstrates limited understanding of formal written language use; writing is colloquial (i.e., conforms to spoken language). Grammar and punctuation are consistently incorrect. Spelling errors are numerous.</p> <p><i>0 POINTS</i></p>	<p>The writer occasionally uses awkward sentence construction or overuses and/or inappropriately uses complex sentence structure. Problems with word usage (e.g., evidence of incorrect use of Thesaurus) and punctuation persist causing difficulties with grammar.</p> <p><i>0.5 POINTS</i></p>	<p>The writer demonstrates correct usage of formal English language in sentence construction. Variation in sentence structure and word usage promotes readability. There are no spelling, punctuation, or word usage errors.</p> <p><i>1 POINT</i> Grade:</p>

What is a Substantive Post? © 2016
By Skip Hessel, D.M., M.B.A.

In a world of social media and text-messaging, interaction between student and teacher and other students is important. However, scholars begin to blur the boundaries of academic substance. Students want to make good grades and receive fair treatment. Instructors want to share principles of their discipline. In an effort to clarify how to post thoughts in an interactive forum, these instructions attempt to define substance.

A substantive post conveys a complete thought with academic rigor. Student scholars must take into account the wide variety of readers in a social media setting and communicate appropriately. One cannot assume that every reader has had exactly the same training or even similar experiences. Ergo, one must write complete thoughts to overcome any inadequacy. Similarly, academic rigor forgoes any thoughtless conclusions. While expressing new ideas and exercising academic freedom, contributors must consider what is known about the subject and include known knowledge in academic writing. Writers should consider the level of knowledge and use certain amount of judgement too. Substance requires balance. Scholars should consider their readers and communicate as well as possible.

Because today's academic environment includes many cultures, writers must consider the inappropriate use of metaphors and colloquialisms. An expression or satire may not make sense to a reader from a culture in another part of the same country or on the other side of the world. Students posting substantive responses avoid using expressions and phrases with vague meanings that the reader could misunderstand.

Substantive posts also cite sources. When using the ideas of others, a scholar gives appropriate in-text citations when responding to forum. For example,

Blackaby and Blackaby (2011) found many believers get frustrated with technology and media that has become commonplace; however, believers must “embrace technology with gusto” (p. 8).

Others who express innovative thinking should receive credit for their ideas and intellectual property. Additionally, readers should have the opportunity to consider source materials themselves. A substantive post will include such citations.

Students often ask for specific guidelines. Unfortunately, students sometimes put minimum requirements ahead of quality responses. At the risk of students falling into this trap, the instructor believes a substantive post will contain one or two complete paragraphs that include approximately 300 words. Some substantive posts convey meaning with less; however, many require much more. Moreover, a substantive post will demonstrate the scholar’s attempt to grow. Therefore, assigned reading materials and other sources are found as in-text citations and as references. At a minimum, each substantive post will contain at least one. Students expecting great evaluations should include at least one citation in a 300+ word post.

In many ways, participating in a forum raises tremendous opportunity. The asynchronous learning environment allows students to consider the thoughts of others, to research the subject, and to respond in their own time. Students should take advantage of this unique opportunity. Your instructor will gently correct you and evaluate you along your journey. But, great students will consider how they can practice these skills from their very first post.

IX. BIBLIOGRAPHY

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