

**HRD 328**  
**Organizational Strategic Planning**  
**Claremont Graduate University**  
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**Spring 2006**  
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This is an advanced course in Organizational Strategic Planning. That means that all of the material covered will be of great importance. You will have the opportunity to study some one of the most complex and perplexing problems. In the end, you should develop confidence in your capacity to help manage the business/non-profit enterprise for success today and tomorrow. Fundamentally, we will be thinking about what business the enterprise is in and what business it should be in. Throughout, our main emphasis will be on strategy; we will adopt the perspective of the Vice President of Human Resources. Effective implementation of strategy will weigh heavy on our conversations.

Some of the readings may seem to contradict one another. This is intentional, and it is why more multiple books are used. Our ideas about organizational strategic planning have evolved and will continue to do so. It is inappropriate to suggest that "everything fits together" nicely. (There is an overall perspective developed throughout the course that is internally consistent; each author adds to our meta-theoretical perspective.) Rather than limit your education to the technique in vogue at this point in time, we will instead attempt to help you to develop a deeper appreciation of the *management of cooperative purposeful human endeavor*. In the end, our intent is to help you to lay a foundation for life-long learning and to help you to develop an understanding that goes much deeper than "how a given technique is used." Beyond this deeper appreciation, you should develop in this class the ability to self-reflect, and therefore you should become more conscious of your own actions, thinking, and character.

Underlying the course is the idea that strategy is multifaceted and has three dimensions: 1) the formulation process, 2) the implementation of strategy, and 3) the "good" content of strategy. As managers in 21<sup>st</sup> Century organizations, you will benefit from all three as they will help you to better understand how humans, engaged in hierarchical collective endeavors, must interact with one another to raise the degree of rationality in a firm and thereby increase its productivity. Second, you need to understand how strategy formulation and strategy implementation are effectively linked and how strategy implementation can be most effectively executed. Third, you must develop an understanding about what is required to make an organizational strategy "good?" What should strategists consider when they set the overall direction for their firm? As a result of your studies, you should be able to "see" missing parts ahead of problem development. In this way, you should be better able to serve your current and future organizations. You should be better equipped to serve as an outstanding Vice President of Human Resources.

### **Reading Assignments**

This course is "heavy in reading." However, it is not expected that you will necessarily read all of it before the class is complete. Rather, we have adopted an approach that will equip you to continue your learning after our seven weeks are up. You should budget six hours a week to read. That is two hours for every hour that we are in class. All of the readings will be covered in class. Student presentations will review for you the material sufficient to meet your needs in the class and to prepare you to read it after graduation. You must read every case, however.

Course cases and readings may be secured from [www.study.net](http://www.study.net). Go to their site and follow the instructions for student registrations. I believe that this course, Organizational Strategic Planning, is your only option. If not, pick this one anyway. You can access the site throughout the course and download the articles and cases at your convenience. You also have the option to have them send you readings by mail (You can skip the Course TextPack charge if you download and print the articles and cases yourself. Study.net ships the readings in one day, if you opt for the extra service.) You should not have any difficulties. Please e-mail or call me if you do.

### **Evaluation**

Class Participation--30%

You are required to attend every class and actively participate in our discussion of the assigned readings. Students will earn a C in class participation if they come to class, but are not prepared. Students will earn the grade of A, if they actively engage in classroom discussions.

Case Analysis 30% --Every student must turn in at least one case analysis. It must be 3 to 5 pages long and double spaced with 12 point font. You may turn in as many as two cases. The weight will be divided between the cases submitted as

follows. If you turn in two cases, then one third of the weight will go to your lower score and two-thirds to your higher score. You pick the case.

Course paper 40%-- Within one week of the last class, students must submit a critical evaluation (this need not mean negative) of a business or a business unit using the class reading materials to evaluate its organizational strategy. The paper should be between 5 to 10 pages in length. The key is to put your new knowledge to use. Please cite all sources.

### **Attendance Policy**

Students are expected to attend every session and to arrive before class starts. Each student must see the instructor to discuss make-up assignments. Most likely, the student will be asked to submit PowerPoint presentations for the assigned readings covered during the missed class session. If a case was discussed, then the student will need to submit a written analysis (3 to 5 pages in length), but the case will not count as one of the ones required above. Failure to make up for a missed class will have the student's grade lowered one "notch" for each class missed.

### **SESSION I:**

#### READINGS:

The Strategy Focused Organization Chapters 1 and 2

The Essential Drucker, Chapters 2 and 17

Leading the Revolution, Chapter 1

Corporate Strategy: Appendix B

CASE: EMI (A)

### **Session II:**

#### READINGS:

The Strategy Focused Organization Chapter 3

The Essential Drucker, Chapters 7 and 8

Leading the Revolution, Chapter 2

Corporate Strategy: Chapters 1, 2, and 3

CASE: EMI (B)

### **Session III:**

#### READINGS:

The Strategy Focused Organization Chapters 4 and 11

The Essential Drucker, Chapters 11 and 12

Leading the Revolution, Chapter 3

Corporate Strategy: Chapter 4

CASE: Wells Fargo

### **Session IV:**

The Strategy Focused Organization Chapters 8 and 9

The Essential Drucker, Chapters 3 and 20

Leading the Revolution, Chapter 5

Corporate Strategy: Chapter 5

CASE: R.R. Donnelley and Sons: The Digital Division

### **Session V:**

#### READINGS:

The Strategy Focused Organization Chapter 10

The Essential Drucker, Chapter 10

Leading the Revolution, Chapter 6

Corporate Strategy: Chapter 6

CASE: P&G Vizir Launch

### **Session VI:**

#### READINGS:

The Strategy Focused Organization Chapter 12

The Essential Drucker, Chapter 20

Leading the Revolution, Chapter 7

Corporate Strategy: Appendix C and Chapter 7

CASE: Progressive Corporation

### **Session VII:**

#### READINGS:

The Strategy Focused Organization Chapters 13 and 14

The Essential Drucker, Chapters 1 and 19

Leading the Revolution, Chapters 8 and 9

Corporate Strategy: Chapter 8

CASE: IBM