

**Claremont Graduate University**  
**Course Syllabus**  
Summer 2006

**Strategic Management Skills**

**HRD 355**  
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**Peter Drucker has said that the most important organizational objective for the next 30 to 40 years is going to be focused on business results. Heavy international competition, terrorism, resource shortages, increased corporate corruption and complexity, are all having a major impact on organizations and their human resources. We are in a global economy with intense global competition creating significant challenges. The dynamically shifting focus of right sizing, selection, development, retention, re-structuring, succession planning, outsourcing etc. are changing the very nature of the traditional organization and its corporate leadership and human resources relationships. Sarbanes Oxley has brought a new sense of responsibility and sobriety to CEO's, CFO's, and Boards of Directors who are now being held fully accountable for corporate information and decisions. Effective leadership and management will need to precede economic results.**

**Strategic Management Skills is an essential part of the successful leader's bag of tools. The course focuses on the effective empowerment of the organization, the corporate leaders, the human resource professional, and the company employees in today's dynamically changing environment. The course will review and analyze selected literature, case studies, experiential learning and strategic discussions. The goal is to enhance the professional's ability to gain knowledge and comprehension and to apply appropriate human resource strategic management procedures / skills.**

**Course objectives: Designed to encourage students to:**

- 1. Gain current and conceptual knowledge of human resource strategies as they apply to daily business implementation.**
- 2. Increase comprehension of human resource strategic options and opportunities through discussion and facilitation of selected strategic management topics in a rapidly changing work environment.**
- 3. Commit to and practice human resource applications/implementation strategies in a work place environment and present and discuss the results in written and/or oral form.**

## Reading assignments

**Comment:** It is important to do the reading assignments as early as possible, in order to facilitate class discussion and the written assignments. Papers should reflect familiarity, awareness and integration of all assigned course material and readings.

1. **Good to Great, Jim Collins, Harper Business, 2001.**
2. **Successful Executives Handbook, Gebelein, et al., Personnel Decisions International, 2000.**
3. **How Full Is Your Bucket, Rath and Clifton, Gallop Press, 2004**
4. **“Managing Yourself,” Peter Drucker, Harvard Business Review, March,1999.**
5. **Class handouts to support content.**

## Supplementary Reading

1. **Resonant Leadership, Richard Boyatzis, Annie McKee, Harvard Business School Press, 2005**
2. **First, Break All the Rules: What the World’s Greatest Managers Do Differently, Buckingham and Coffman, Simon and Schuster, 1999.**

## Introductions

## Logistics

**Agenda**

**Strategic management case study**

**Grading**

## COURSE SCHEDULE

Due to a schedule conflict, the class will be meeting for six sessions of 4 hours for the second, third and fourth meetings and for 3 hours for the first, fifth and sixth meetings instead of the regular seven sessions of 3 hours. Class will start promptly at 9:00 AM each Saturday. The first class begins on May 20 and the last class is on July 8<sup>th</sup>.

### **Session I May 20**

#### **Topics**

- 1. Introduction to class**
- 2. Introduction to Strategic Management**
- 3. If You Don't Know Where You Are Going**
- 4. Good to Great**
- 5. Readings**
- 6. Learning Style**

#### **Readings due**

- **Managing Yourself (Drucker)**
- **Career and Self- Direction (SEH 19)**
- **Good to Great (GG 1&2)**
- **Seasoned Judgment (SEH 1)**
- **Visionary Thinking (SEH 2)**
- **High-Impact Delivery (SEH 13)**

### **Session II June 3**

#### **Topics**

- 1. Empowerment**
- 2. Good To Great**
- 3. People types**
  - **Top grading**
  - **Selection**
- 4. Inspiring trust**
- 5. Trust Model -Ethics**
- 6. Readings**

**Guest Speaker- Northrup, Arnold Welch, Vice President, ret**

#### **Readings Due**

- **Good to Great (GG 3&4)**
- **Empowering Others (SEH 8)**
- **Inspiring Trust (SEH 12)**
- **Attracting and Developing Talent (SEH 7)**

### **Session III June 10**

#### **Topics**

- 1. Core and Edge – Agility**
- 2. Good To Great**
- 3. Strategic Directions**
- 4. 360 Leadership Analysis**
- 5. Shaping Strategy (SEH 5)**
- 6. Driving Execution (SEH 6)**
- 7. Adaptability (SEH 17)**

**Guest Speaker, Les Stocker, President, Braille Institute**

#### **Readings Due**

- Good to Great (5&6)**
- Shaping Strategy (SEH 5)**
- Driving Execution (SEH 6)**

### **SESSION IV June 17**

#### **Topics**

- 1. Emotional Intelligence**
- 2. Mature Confidence**
- 3. Good to Great**
- 4. Case Studies - Student presentations**

#### **Readings Due**

- Good to Great (7&8)**
- Mature Confidence (SEH 18)**
- Building Organizational Relationships (SEH 11)**

**Guest Speaker, Alan Abeles, Senior Vice President – Talent Solutions, Lee Hecht Harrison**

## **SESSION V July 1**

### **Topics**

- 1. Corporate Mental Health**
- 2. Change Management**
- 3. Stress Management**
- 4. Conflict Management**
- 5. Case Studies – Student Presentations**

### **Readings Due**

- **Fostering Open Dialog (SEH 13)**
- **Good to Great (GG 9)**

## **SESSION VI July 8**

### **Topics**

- 1. Trilogy of Power – McClelland**
- 2. Motivation – Drivers for Results**
- 3. Best Practices –Senior Management, Human Resources, Sales**
- 4. How Full Is Your Bucket**
- 5. Resonant Leadership**

**Case Studies – Student Presentations**

## **STRATEGIC MANAGEMENT CASE STUDY**

Select a specific problem, a strategic management challenge (a case study) from your current organization or an appropriate source.

### **Case Study**

**Background 5**

**Issues 5**

**Analysis 5**

**Strategic Plan 5**

**Action, Execution 5**

**Results 5**

**Presentation and Class Discussion 15**

**Case Study Total - 45**

## **GRADING**

It is assumed in graduate instruction that students will perform at their very best. When students and professor mutually commit to give their best, excellence and achievement will result and be positively reflected in the grading.

**Participation in class discussions 18 (3 pt per class)**

**Topic presentation/discussion 15**

**Strategic Management – Case Study 45**

**Total Points - 78**

This syllabus is designed to give an overview of class activities to the student, but may need to be adjusted at the first class or later to accommodate special circumstances.