Skilled strategic management professionals establish and oversee disciplined approaches to planning and execution that fits their organization by being practical, sustainable and cost effective. The Strategic Management Certificate (SMC) coursework is continuing professional education covering the discipline of strategic management as a whole that is then broken down into the required phases and steps for planning, implementation and evaluation of strategy as a managed process.

The Strategic Management Certificate provides 13 modules of text based and video-based independent learning into industry respected and universally applied practices in strategic management. Aligned with the Association for Strategic Planning (ASP) "Lead -Think-Plan-Act" Body of Knowledge, you will gain valuable experience and establish a pathway to ASP Certification as a Strategic Planning Professional (SPP), Strategic Management Professional (SMP) or association designation as a Strategic Planning Associate (SPA).

SMC is online “independent learning” education offered through the St. Bonaventure University School of Business. Course materials are made available online in the St. Bonaventure “Moodle” learning management platform. Content is organized there (folders and files) relating to each module of the program. A detailed outline of instructions is provided for each module. A discussion forum is provided for asynchronous dialogue/networking between students and content team on topics and questions posted by them.

The course coordinator is available (via email) to provide support to students throughout. The program content expert team is available (via email and phone) to answer student questions. St Bonaventure provides technical support for the use of its “Moodle” learning management platform.

Student Testimonials

“This course deals with the practicality of strategic management using the “KISS” (i.e. keep it simple stupid) principle. The program far exceeded my expectations.”

Timothy Jaiyeoba, NAPIMS Government Liaison, Addax Petroleum

“I had no idea what to expect from this program, although knew if it was coming out of the St. Bonaventure Business School umbrella, I would only benefit from the knowledge. Taking the course, I learned so much, and it will be invaluable to my new position. Every project that I undertake now will undergo my own set of questions and applying tools learned in this course.”

Pamela A. Frohne, Director, New York Zero-to-Three Network

“This was a great course. I took it while my company was in the strategic planning session and it helped me to be able to add to the discussion. Every step has so much that can be forgotten and the way the class was laid out, it helped to keep it flowing and make the steps not so overwhelming.”

Anastasia Wroblewski, Nonprofit Organization Management, Camp Fire USA
Who is it for?

- Professionals who lead, manage or have direct responsibilities tied to the development and implementation of strategy
- Professionals building a pathway to professional certification and career development in strategic planning and management
- Strategic management consultants
- Owners and senior executives who see the need for more effective strategic management processes in their organizations

Benefits

- Build understanding, skills and tools to facilitate all phases and steps of planning, implementing and evaluating a managed process
- Use course text, on demand "video" lectures, tools and templates, online discussion boards/Q&A, peer networking and individual offline help/coaching to build your capacity to manage strategy
- Prepare to become an ASP certified Strategic Planning Professional (SPP), Strategic Management Professional (SMP) or designated Strategic Planning Associate (SPA)
- Introduction provided to the Association for Strategic Planning (ASP) and ASP’s Director of Certifications in order to understand:
  - Association for Strategic Planning (ASP) levels of certification and designation
  - The certification application and examination process
  - Individual requirements and expert recommendations for preparation to sit for one or more of the ASP certification examinations

Instruction Team Credentials and Affiliations

The Strategic Management Certificate program is an approved program of the Association for Strategic Planning (ASP) delivered by ASP "Registered Education Provider" LBL Strategies. The program is offered through the St. Bonaventure University School of Business.
Syllabus
The Strategic Management Certificate program covers the entire strategic planning and management cycle. The program content is organized to dive deep into the required phases and steps of a practical strategic management process in alignment with the Association for Strategic Planning “Lead-Think-Plan-Act” Body of Knowledge guidance and professional certifications.

Modules 1 & 2: Historical Context + Assess and Organize a Strategy Program
Lay the groundwork for understanding and successfully applying a strategic management process.
Topics include:
- History and terminology of strategic management
- Assessing current strategic direction's level of development
- Assessing current strategic management capabilities
- Factors influencing the nature/scope of the strategy development program
- Benefits, concerns, time frames, participants and start up activities for strategic planning
- Organizing a "team based" strategy formulation/change management process that fits your organization

Learning Objectives
- Define strategy
- Define strategic management
- Define strategic thinking
- Understand how to construct an organizational assessment survey and:
  - Assess organization perceived strategic planning and management capacities, capabilities and needs
  - Assess current level of development of organization strategic direction (vision, mission, values, policies and goals)
  - Preliminarily assess product portfolio performance and potential
  - Assess present longer term vision of key leaders
- Explain the rationale for selection of level and scope of the strategic planning and management start-up program
- Assess and identify appropriate level for strategic planning and management start-up program
- Design and organize an appropriate strategic planning and management start-up program
Modules 3 - 6: Environmental Assessment > Analysis + SWOT Evaluation

Outline and describe the process of environmental assessment analysis and evaluation, the essential prerequisite for the development and implementation of an effective organization strategy. Topics include:

- Conducting an environmental scan "external analysis" of the operating environment
- Conducting an environmental scan "internal analysis" of the organization
- Conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- Designing a system for strategic information management
- Evaluating the results of the strategic analyses

Learning Objectives

- Explain the rationale for selecting level and scope of a strategic planning and management start-up program
- Assess and identify an appropriate level for a strategic planning and management start-up program
- Design and organize an appropriate strategic planning and management start-up program
- Define environmental assessment
- Define external factor
- Explain the rationale for conducting a comprehensive environmental assessment of external factors
- Identify external factor categories to assess
- Understand how to construct an environmental assessment for external factors
- Define internal factor
- Explain rationale for conducting a comprehensive environmental assessment of internal factors
- Identify internal factor categories to assess
- Understand how to construct an environmental assessment for internal factors
- Understand key considerations for designing a free standing strategic information system
- Identify basic features of a free standing strategic information system
- Explain the rationale for designing a free standing strategic information system
- Define SWOT Analysis and its component parts (Strengths, Weaknesses, Opportunities and Threats)
- Explain the rationale for conducting SWOT Analysis as part of environmental assessment
- Understand how to construct an “OT”/“SW” ordered analysis of organization “Opportunities and Threats”/“Strengths and Weaknesses”

Build on the environmental analyses and evaluations to develop an overall strategic direction, identify a set of preferred strategic alternatives and chart a course sufficiently explicit to guide and motivate the board, management and staff of an organization. Topics include:

- Defining vision - destination
- Defining mission - purpose
- Articulating values - beliefs
- Clarifying policies - guidelines
- Developing goals - key themes of the plan

Once elements of strategic direction are defined, proceed with:

- Compiling and screening strategic alternatives
- Evaluating feasible alternatives
- Selecting preferred alternatives
- Integrating current strategic initiatives with newly proposed strategic initiatives

Learning Objectives

- **Explain** the rationale for creating enterprise level statements of mission, vision, values and goal(s) for a strategic plan
- **Define** Strategic Direction
- **Define** the elements of strategic direction (i.e. Mission, Vision, Core Value, Policy and Goal) as used in a strategic plan
- **Understand how to construct** a one-page document articulating “enterprise” level statements for mission, vision, value and goal(s)
- **Explain** how organizations achieve a Strategic Direction (i.e. Goal(s)/Vision)
- **Define** “team based” strategic thinking
- **Explain** the value of “team based” strategic thinking in identifying strategy alternatives
- **Define** Key Result Area
- **Differentiate** an “external” key result area from an “internal” key result area (i.e. result areas requiring and/or providing opportunities for developing new/revised strategy alternatives that should be considered)
- **Understand** a framework of key result areas with typical strategies
- **Understand** guidelines and criterion options for developing feasible strategic alternatives
- **Identify and align** feasible strategy alternatives with the appropriate key result area
- **Explain** the rationale for evaluating and selecting strategies for inclusion in the strategic plan
- **Understand** the 5 key tasks in evaluation and selection of strategies
- **Understand** process and criterion options for evaluating and selecting strategies for inclusion in the strategic plan
- **Apply** process and criterion options for evaluating and selecting strategies for inclusion in a strategic plan
- **Define** customer value proposition
- **Understand how to draft** a customer value proposition
Module 10: Strategy Formulation “Part 2” > Strategic Planning

Development of a written strategic plan that integrates alternatives in a coherent long-range plan to be the basis for leading and managing an organization in the future. While always subject to modification, a strategic plan is the best statement of the goals and aspirations that a leadership team can devise for the foreseeable future. Topics include:

- Identifying relationships between strategic planning and operational planning
- Identifying the prerequisites of effective strategic planning
- Selecting the appropriate organization structure for each strategic initiative
- Evaluating the organization’s existing strategic plan
- Developing a revised strategic plan
- Developing ancillary strategic planning processes
- Discussing an illustrative strategic plan

Learning Objectives

✓ **Explain** the rationale for developing a comprehensive strategic plan through a two phase process

✓ **Differentiate** long term planning from short term strategic planning:
  - **Understand** the features of a long range “strategic plan”
  - **Understand** the features of a short term “strategic operating plan”

✓ **Understand** the structure and content requirements for a comprehensive planning framework

✓ **Develop** a comprehensive planning framework using selected strategies identified by key result area, format and planning period

✓ **Understand** suggested format and content for a “two phase” strategic plan

✓ **Apply** chosen format and content in “two phase” strategic plan construction
Module 11: Strategic Operating Planning
Convert the longer-term strategic plan and prioritized strategies into a detailed blueprint for action. Development of a detailed set of operational objectives, performance measures, and projects to move the strategic plan into a coordinated set of actions. This includes the assignment of roles and responsibilities for implementation and the commitment of authorized resources. Topics include:
- Identifying the strategic operating plan as defined in the strategic plan
- Assessing compatibility of the strategic operating plan with current planning processes
- Deploying the strategies into the organization via a balanced set of objectives across functions
- Learning to use a strategy deployment map
- Identifying key performance measures and performance targets
- Formatting strategies for implementation
- Obtaining approvals and authorizations for the strategic operating plan
- Distributing and communicating the strategic operating plan to members of the implementation team

Learning Objectives
✓ Explain the rationale for developing a strategic operating plan for implementation purposes
✓ Understand implementation planning guidelines
✓ Understand accountability linkages between a longer term strategic plan and a strategic operating plan
  ▪ Differentiate a “Balanced Scorecard” and “Functional” approach to building strategic operating plan objectives
  ▪ Define strategic objective
  ▪ Describe strategy deployment map
✓ Understand management roles and responsibilities by level of implementation
✓ Understand the four steps to developing an implementation plan for a strategic objective
  ▪ Define key performance indicator
  ▪ Describe double-loop learning
  ▪ Define tactic
✓ Understand useful strategic implementation formats and pre-launch requirements
Module 12: Strategy Implementation

Understand senior executive, manager and staff level roles and responsibilities understood to be part of and happening within change management activities and processes linked to strategy implementation. Focus on how to align the team and integrate the strategic implementation plan with on-going operations. Implementation is considered in two phases:

- Short-term - Coinciding with the annual (or equivalent) operating cycle
- Long-term – When/where implementation becomes the responsibility of line management

Outline and describe management implementation roles and responsibilities and improving organization capability to establish strategic management as a continuous process. Topics include:

- Reassessing the current strategic management capability
- Developing a framework for evaluating the current strategic management capability
- Using the developed framework to evaluate the current strategic management capability
- Providing on-going strategic management capability building
- Designing and maintaining an effective continuous improvement system for strategic management
- Identifying system operating guidelines

Learning Objectives

- **Explain** the rationale for an explicit strategy implementation process
- **Understand** key managerial roles, responsibilities and capabilities required to implement a strategic operating plan
  - Define “Sponsor”
  - Define “Champion”
  - Define “Change Agent”
  - Define “Targets of Change”
- **Understand** key contextual/situational variables that impact implementation processes

Module 13: Strategic Management as a Continuous Process

Understand dynamics at play in implementation as a continuous “change management” process. Requirements for achieving team alignment, managing expectations and feedback on the results of implementation management. Topics include:

- Practical application/ next step usage of strategic management skills, tools and processes to install and integrate a strategic implementation plan
- Key factors of adjustment to the emerging changes in the strategic direction and changes throughout the organization culturally from enterprise down to the individual level.
- Human dynamics to implementation management...what to watch out for when working with an organization
- Example challenges to rolling out implementation - Difficulties encountered in organizations where the changes initiated in previous years are not yet fully integrated and operational, resulting in an understandable resistance to a new wave of strategic thinking and planning

Learning Objectives

- **Understand** the differences in requirements of/between “initial” implementation and “ongoing” implementation processes
- **Understand** dimensions and challenges of implementation
- **Understand** barriers to implementation
- **Understand** “implementation team” skills, abilities, roles and responsibilities
- **Apply** a framework for evaluating/improving strategic management
Frequently Asked Questions

**Are books included in the tuition fee?**
No, the course text "Strategy in the 21st Century: A Practical Strategic Management Process" (Rollinson and Young, 2010), is purchased online or by contacting LBL Strategies. You can browse the course text here.

**Will there be quizzes or tests?**
Yes, there are thirteen learning recognition quizzes and a comprehensive final exam completed during the program. The program quizzes are completed as ungraded learning recognition exercises. The program final exam is a graded instrument with an expected pass rate of 80% (or higher) to successfully complete the program and receive your certificate from St. Bonaventure University.

Quiz and final exams are completed online via Survey Monkey. Quiz and final exam questions are multiple choice items responded to open book/open note and must be completed in one sitting. The instruction team provides feedback to students on all incorrect responses.

**Can I earn continuing education/professional development credits with this program?**
Yes, but you will need to confirm this with your employer as they will have the relationship, as an organization, with an independent certifying body. Check with your Human Resources department to confirm this along with approval for tuition reimbursement.

**How long do I have to complete the program?**
You have twelve weeks plus an additional 30 days to complete the final exam. This gives you a total of 16 weeks.

**If I have questions during the program who do I speak with?**
Students have access to a course coordinator and the course content experts. The coordinator provides review and feedback on your quizzes, manages the online discussion forum and technical assistance with the course learning management system and access to materials throughout the course.

We encourage you to connect with the content expert team with concerns and questions on learned content and tools being provided as it relates to your work situation and organization. We consider this an important professional level engagement because, more often than not, students in the course are also working in this field (or desire to be). It is typically in the aftermath of these discussions where learning (yours), planning tools we provide you and personal confidence (yours) come together and can be applied successfully. When you register you will be contacted by the program coordinator with start-up information via email and provide you with the email address of the course text author/content expert, Randall Rollinson.

**When and where do I register?**
This is an open enrollment independent learning course. SMC is offered at St Bonaventure twice a year (January through June and July through December). Registration is handled through the St Bonaventure School of Business. Questions? Contact John B. Stevens, Management Department, School of Business, St. Bonaventure University at jstevens@sbu.edu or 716-375-7662.