Course Number: Bus 652
Course Title: Strategic Planning
Winter II 2013
Credits: 3
Instructor: Don Fritz
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Course Description: Strategic planning enables an organization to shape and guide its overall business objectives to achieve a preferred future. Through effective planning, an organization creates a framework for developing, adapting, and aligning organizational vision, mission, beliefs, and goals to achieve and sustain a strategic advantage. In this course, participants will gain the knowledge needed to facilitate, formulate, execute, and monitor strategic planning for any organization.

Intended Audience: This course is an elective course in the Masters of Arts in Management


Course Outcomes:
• Develop an understanding of the core components of organizational planning processes.
• Demonstrate an understanding of the components of leading and planning in times of change.
• Apply data and decision-making tools that support organizational planning and resource management.
• Apply group processing tools to enhance communication, consensus, and action.
• Apply organizational planning leadership skills to real-life situations.

Assignments:

1) Classroom Assignments/Activities – Numerous classroom-based assignments/activities will be expected.
2) Read Textbook – The Strategic Planning Workbook, Neville Lake, 2nd Edition
3) Individual Facilitation Activity – Each student is required to complete an individual facilitation activity (e.g. facilitate a meeting, planning session, discussion) outside of class and with their target organization.
4) In-Class Facilitation Activity - Students (either in pairs or individually) will plan and conduct a one hour group facilitation activity.
5) Class Project – Students must complete one of the two following options. Please conference with the instructor prior to selection of project.
**Option A - Strategic Management Plan**

This option is for students who want to learn about the critical components of a strategic planning process and apply them to an existing organization.

**Option B – Personal Facilitation Guide**

This option is for students who may be refining and applying facilitation skills to a strategic planning process or other workplace applications.

**Assessment of Student Performance:** Student performance will be tied to the course outcomes and determined by the following criteria: 1) Successful completion of assignments, activities, and projects; and 2) Attendance and participation in all classroom activities. Grades of “A” or “B” will be determined by the quality and detail of the components of each assignment; any grade below a “B” will be considered an “incomplete” and the student will revise the assignments to meet the stated standards.

**Attendance Policy:** Class attendance is part of the instructional process. Students gain great value from participating in classroom discussions, sharing of information and insights from other students, and from the instructor’s classroom activities. While there is not a formal attendance policy, given that the course only meets eight times, students are expected to attend every class session. Missing one class – life happens; missing two classes – dicey; missing three classes – mostly impossible! Attendance issues will be handled on a case-by-case basis.

**Instructional Strategies:** The following instructional strategies will be utilized to accomplish the course outcomes: lecture (see course schedule for topics), small and large group discussion, case studies, and simulations, facilitation activities (e.g. group facilitation and individual facilitation), videos (“Start with Why”; Franklin Covey – “8th Habit”), weekly assignments that are components of final project.

**Policy on Late Assignments:** Students are expected to complete all assignments on time unless given special permission by the instructor.

**Academic Integrity Policy:** The Doane College Academic Integrity Policy will be adhered to in this class. All projects and assessments will represent the individual student’s work. Any use of other’s ideas, words, or concepts without proper citation of sources is plagiarism and will result in penalties to be determined by the instructor and/or dean of graduate studies.

**Class Schedule of Topics:**

This schedule may vary based on the needs and interests of the students.

**Session I** Overview Components of Strategic Planning Processes
Facilitating Groups; Assignment - Chapters #1 & #5;

Session II
Building Mission and Organizational Values;
Group Processing Skills; Building Consensus; Assignment – Chapter #2;

Session III
Facilitation Activity #1 – Mission;
Identifying and Collecting External Scan Data;
Assignment – Chapter #3

Session IV
Facilitation Activity #2 – Beliefs; Environmental Scans;
Identifying Internal Scan Data; Analyzing and Using Scan Data;
Assignment – Chapters #4

Session V
Developing Strategic Goals;
Assignment – Chapter #6, #7, & #8;

Session VI
Facilitation Activity #3 – Data Analysis and Goals;
Developing KPIs; Developing Action Plans

Session VII
Facilitation Activity #4– Action Plans and KPIs
Implementation and Monitoring of Strategic Plans;
Assignment – Chapter #9

Session VIII
Strategic Leadership and Facilitation; Project Presentations

Instructor Biography: Don Fritz, Ph.D., co-founder of The FGR Group, is a change consultant with over twenty-two years of experience working with public and private organizations that are leading change. Additionally, Don has worked as a Classroom Teacher, Director of Professional Development, Administrator, and a National Trainer/Facilitator in the areas of organizational planning, effective educational practices, facilitation training, and program evaluation.