

SOCSCI 2SP3 – Strategic and Long Range Planning for the Not-For-Profit Sector

Course information:

- Mondays 7:00 to 10:00pm; September 13 to December 6, 2021
- Location: Online
- Every week on Monday at 07:00PM, until December 6 2021, 12 occurrence(s), Zoom detail on last pages of this document.
- Instructor: Duncan Gillespie
- Office: N/A
- Office hours: N/A
- Email: duncan.gillespie@live.ca
- Email: gilled@mcmaster.ca
- Cell/Text: (905) 730 9628

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Course Overview

This course examines the importance of strategic planning to any organization and describes the steps in developing a functional strategic plan. Based on outcome, evaluation and engagement students will learn how to implement the various stages towards developing a strategic plan.

Course Description:

Learning is enabled using a combination of class preparation, in-class lectures, case analysis, online independent study, and group study.

Course Objectives:

Developing transferable skills.

You will work on developing academic skills that are transferable to your other university courses as well as to the workforce. These skills include:

- 1) critical reading and thinking;
- 2) communication (oral, written and visual);
- 3) self evaluation;
- 4) research skills.

Course Requirements/Assignments

Requirements Overview and Deadlines

Assessment Activity	% of Grade	Date
In Class Test	30%	October 4, 2021
In Class Test	40%	November 8, 2021
Final Exam	30%	November 29, 2021

Assignment Submission and Grading

Submitting Assignments & Grading

- All written assignments are to be typed and double-spaced. Please include a title page with your name, student number and email address, the topic title of the assignment and the date submitted.
- Assignments are due at the beginning of class on the Due Date and may be handed in as a hard copy or emailed to: duncan.gillespie@live.ca or gilled@mcmaster.ca
- Individual assignments submitted electronically must include your last name in the filename: e.g. Smith_Assignment_5_Article_Assessments.rtf.

Late Submissions

- All work is due on the date stated, at the beginning of class, unless other arrangements have been made in advance with the instructor. A late penalty of 5 percentage points per day will apply after the due date (weekends included).

Class Participation and Engagement

- Class participation and engagement is an important component of this course (and of active learning). Therefore, we expect all students to be 'active' participants in this course. This means attending all classes, being actively involved in class activities and thoughtful discussion, and completing all assignments.

Group Assignments

- For all group assignments, ALL students in the group must be contributing members of that assignment. The expectation is that each student will be an active and respectful member of their group, and contribute to the assignment - in a fair and equitable way. Group work is sometimes challenging, but it can also be rewarding in a number of ways, including providing you with opportunities to develop valuable 'working-as-a-team' skills that will serve you well in this and other courses, as well as more broadly in your academic, professional, and personal life.

Avenue to Learn

In this course we will be using Avenue to Learn. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If

you have any questions or concerns about such disclosure please discuss with the course instructor.

Online Proctoring

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins

Privacy Protection

In accordance with regulations set out by the Freedom of Information and Privacy Protection Act, the University will not allow return of graded materials by placing them in boxes in departmental offices or classrooms so that students may retrieve their papers themselves; tests and assignments must be returned directly to the student. Similarly, grades for assignments for courses may only be posted using the last 5 digits of the student number as the identifying data. The following possibilities exist for return of graded materials:

- 1) Direct return of materials to students in class;
- 2) Return of materials to students during office hours;
- 3) Students attach a stamped, self-addressed envelope with assignments for return by mail;
- 4) Submit/grade/return papers electronically.

Arrangements for the return of assignments from the options above will be finalized during the first class.

Extreme Circumstances

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

Student Responsibilities

- Students are expected to contribute to the creation of a respectful and constructive learning environment. Students should read material in preparation for class, attend class on time and remain for the full duration of the class.
- In the past, student and faculty have found that non-course related use of laptop computers and hand-held electronic devices during class to be distracting and at times disruptive. Consequently, during class students are expected to only use such devices for taking notes and other activities directly related to the lecture or class activity taking place.
- Please check with the instructor before using any audio or video recording devices in the classroom.

Conduct Expectations

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

Academic Integrity

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.** Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university. It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

- Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- Improper collaboration in group work.
- Copying or using unauthorized aids in tests and examinations.

Academic Accommodation of Students with Disabilities

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) to make arrangements with a Program Coordinator. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca for further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

Academic Accommodation for Religious, Indigenous or Spiritual Observances (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students requiring a RISO accommodation should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar’s Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

E-mail Communication Policy

Effective September 1, 2010, it is the policy of the Faculty of Social Sciences that all e-mail communication sent from students to instructors (including TAs), and from students to staff, must originate from the student's own McMaster University e-mail account. This policy protects confidentiality and confirms the identity of the student. It is the student's responsibility to ensure that communication is sent to the university from a McMaster account. If an instructor becomes aware that a communication has come from an alternate address, they may not reply.

McMaster Student Absence Form (MSAF)

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work". If you have any questions about the MSAF, please contact your Associate Dean's office.

Copyright and Recording

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

Course Weekly Topics

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check his/her McMaster email.

Class/Date	Topic	Grading
Class 1 Sept. 13	Introduction to SOC SCI 2SP3 Introduction to course and administration. Overview of Strategic Planning Develop an understanding of planning as a process not an outcome. Understand the concept of strategic as opposed to operational planning. Understand the pre-requisites to strategic planning.	

Class/Date	Topic	Grading
Class 2 Sept. 20	The Mission and The Vision and Values Develop an understanding of a Mission Statement, its importance and its use. Identify the component parts of a Mission Statement. Develop an understanding of a Vision Statement. Understand the differences between Mission and Vision. Develop an understanding of Values for an organization.	
Class 3 Sept. 27	Mission and Goals Translate a Mission Statement into goals. Learn how to create SMART goals and understand their importance in determining success.	
Class 4 Oct. 4	Test # 1	(30%)
	No Class – Reading Week	
Class 5 Oct. 18	Environmental Scanning Develop an understanding of environmental scanning. Understand the purpose of environmental scanning. Review internal and external trends.	
Class 6 Oct. 25	Organizational Assessments Understand the process of organizational assessments. Identify assessment techniques.	
Class 7 Nov. 1	SWOT Analysis Understand a SWOT analysis as it relates to an organization. Learn the component parts. Identify the key stakeholders to be consulted. Obstacles to Effective Planning	

Class/Date	Topic	Grading
	Identify the internal and external barriers to effective planning.	
Class 8 Nov. 8	Test # 2	(40%)
Class 9 Nov. 15	<p>Strategic Issues and Priorities Translate the results of information gathering to develop strategic issues.</p> <p>Communicating the Plan Develop strategies to ensure the plan is implemented. Understand how to overcome the tendency to “shelve” the final product.</p>	
Class 10 Nov. 22	<p>Strategic Management Understand the concept of strategic management. Understand the layers of managing from strategic governance to individual performance appraisals.</p> <p>Putting the Plan into Action Learn how to develop a plan to execute the plan. Understanding the value of monitoring and re-assessment.</p>	
Class 11 Nov. 29	Final Exam	(30%)
Class 12 Dec. 6	<p>Next Steps Understand the difference between strategic planning and operational implementation as it relates to organizational behaviour. Understand the need for strategy review.</p>	

Additional Resources

Authenticity/Plagiarism Detection

In this course we may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via Avenue to Learn (A2L) plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to the [academic integrity website](#).

Zoom Meeting Details

gilled@mcmaster.ca is inviting you to a scheduled Zoom meeting.

Topic: SS 2 SP 3 Fall 2021

Time: Sep 13, 2021 07:00 PM Eastern Time (US and Canada)

Every week on Mon, until Dec 6, 2021, 12 occurrence(s)

Sep 13, 2021 07:00 PM

Sep 20, 2021 07:00 PM

Sep 27, 2021 07:00 PM

Oct 4, 2021 07:00 PM

Oct 18, 2021 07:00 PM

Oct 25, 2021 07:00 PM

Nov 1, 2021 07:00 PM

Nov 8, 2021 07:00 PM

Nov 15, 2021 07:00 PM

Nov 22, 2021 07:00 PM

Nov 29, 2021 07:00 PM

Dec 6, 2021 07:00 PM

Please download and import the following iCalendar (.ics) files to your calendar system

Weekly:

https://mcmaster.zoom.us/meeting/tJUfuiqgDkjG9x4KB69NdjRwEu7HFofhv9C/ics?icsToken=98tyKuCpqjlrEtKXuRiPRowcBor4d_zwvnpEjfpFyDTHVXI9ZgnElcdXZZpZH97Y

Join Zoom Meeting

<https://mcmaster.zoom.us/j/91491862918?pwd=cEwSWZsaEl0S0ZFeXgzTi90UnJSQT09>

Meeting ID: 914 9186 2918

Passcode: 167590

One tap mobile

+17789072071,91491862918# Canada

+12042727920,91491862918# Canada

Dial by your location

+1 778 907 2071 Canada

+1 204 272 7920 Canada

+1 438 809 7799 Canada

+1 587 328 1099 Canada

+1 613 209 3054 Canada
+1 647 374 4685 Canada
+1 647 558 0588 Canada
+1 669 900 6833 US (San Jose)
+1 720 928 9299 US (Denver)
+1 786 635 1003 US (Miami)
+1 971 247 1195 US (Portland)
+1 213 338 8477 US (Los Angeles)
+1 253 215 8782 US (Tacoma)
+1 267 831 0333 US (Philadelphia)
+1 301 715 8592 US (Washington DC)
+1 312 626 6799 US (Chicago)
+1 346 248 7799 US (Houston)
+1 408 638 0968 US (San Jose)
+1 470 250 9358 US (Atlanta)
+1 470 381 2552 US (Atlanta)
+1 602 753 0140 US (Phoenix)
+1 646 518 9805 US (New York)
+1 646 876 9923 US (New York)
+1 651 372 8299 US (Minnesota)
+1 669 219 2599 US (San Jose)

Meeting ID: 914 9186 2918

Find your local number: <https://mcmaster.zoom.us/j/91491862918>

Join by SIP

91491862918@zoomcrc.com

Join by H.323

162.255.37.11 (US West)

162.255.36.11 (US East)

221.122.88.195 (China)

115.114.131.7 (India Mumbai)

115.114.115.7 (India Hyderabad)

213.19.144.110 (Amsterdam Netherlands)

213.244.140.110 (Germany)

103.122.166.55 (Australia Sydney)

103.122.167.55 (Australia Melbourne)

209.9.211.110 (Hong Kong SAR)

64.211.144.160 (Brazil)

69.174.57.160 (Canada Toronto)

65.39.152.160 (Canada Vancouver)

207.226.132.110 (Japan Tokyo)

149.137.24.110 (Japan Osaka)

Meeting ID: 914 9186 2918

Passcode: 167590