

COURSE OUTLINE

SOC SCI 2SP3 (Winter 2017)

Strategic and Long Range Planning

Day of the Week: Mondays – 7:00 to 10:00 PM

Location: Kenneth Taylor Hall (KTH) Room B132

McMaster University
Faculty of Social Sciences

Instructor: Duncan Gillespie
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Office Hours: Monday – 6:00-7:00pm
By Appointment

Course Description:

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.

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

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:

- critical reading and thinking;
- communication (oral, written and visual);

- self and peer evaluation;
- research skills; and
- group work skills.

Text:

- The assigned textbook for this course will be:
 - On Strategy** (2011)
 - Harvard Business Review Press
 - ISBN 978-1-4221-5798-5

Evaluation Components:

Assessment Activity	% of Grade	Date Due
Assignment	10	January 30, 2017
In Class Test	20	February 6, 2017
In Class Test	20	March 13, 2017
Presentation	10	March 27, 2017
FINAL EXAM	40	T.B.D. (April 11-27, 2017)

Written Assignments: 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.

Submitting Assignments Electronically: 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.

Policy for Returning Assignments/Posting Grades: In accordance with regulations set out by the Freedom of Information and Privacy Protection Act, the University will not allow the return of graded materials by placing them in boxes in departmental offices or classrooms so that students may retrieve their papers themselves; all tests and assignments must be returned directly to the student.

And since it is important for student learning and skills development that students receive feedback on their assignments as they progress through the course, you can expect to receive feedback (comments and a grade) on each of your assignments in a timely fashion. This will allow you the opportunity to see how you performed on each assignment and time to discuss any questions you might have with your instructor.

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. submit/grade/return papers electronically.

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

Grades for assignments may only be posted using the last 5 digits of the student number as the identifying data. Final grades for the course will be posted on Mosaic.

UNIVERSITY POLICY ON ACADEMIC DISHONESTY:

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. 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, located at <http://www.mcmaster.ca/academicintegrity>

The following illustrates only three forms of academic dishonesty:

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

A NOTE ABOUT THE USE OF AVENUE TO LEARN IN THIS COURSE:

In this course we will be using Avenue to Learn for the online components of the course. 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 this with the course instructor.

A NOTE ABOUT THE USE OF TURNITIN.COM IN THIS COURSE

In this course we may be using a web-based service (Turnitin.com) to reveal plagiarism. If announced by the Instructor, students will be expected to submit their work electronically to Turnitin.com as well as in hard copy so that it can be checked for plagiarism. Students who do not wish to submit their work to Turnitin.com must still submit a hard copy of their work to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). To see the Turnitin.com policy, please go to www.mcmaster.ca/academicintegrity

FACULTY OF SOCIAL SCIENCES 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 to 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, the instructor may not reply at his or her discretion.

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". Please note these regulations have changed beginning Fall 2015.

If you have any questions about the MSAF, please contact your Associate Dean's office.

Access Copyright Regulations:

McMaster University holds a licensing agreement with Access Copyright, the Canadian Copyright Licensing Agency. Information on current regulations for copying for education purposes can be found at the following website: <http://www.copyright.mcmaster.ca/>

Student Accessibility Services (SAS) formerly Centre for Student Development (CSD):

If you have an accommodation letter from SAS, you are required to provide a copy of that letter to your instructor. Please be sure that you arrange academic accommodations through SAS as early as possible in order that the instructor can receive the accommodation letter as early as possible in the term.

What are my responsibilities as a student registered at SAS? Students are responsible to identify themselves to Student Accessibility Services on an annual and regular basis in order to receive accommodations and services. Students are responsible for:

- meeting their SAS Program Coordinator prior to, or at the start of each academic term (September, January and summer sessions);
- providing their SAS Program Coordinator with relevant and professional medical or psychological documentation;
- notifying their SAS Program Coordinator if courses are dropped or added, or if accommodations require a change;
- meeting with individual course instructors to discuss specific needs in relation to the course and their disability; and
- providing the course instructor with their accommodation letter from SAS.

For more information, see the SAS website: <http://sas.mcmaster.ca/>

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.

COURSE SCHEDULE

Week Date	Topic	Notes/Grading
1. Jan 9	Introduction to SOC SCI 2SP3 <ul style="list-style-type: none"> • Introduction to the course and to Strategic Planning. Overview of Strategic Planning <ul style="list-style-type: none"> • 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. 	Chapter 1
2. Jan 16	The Mission and The Vision <ul style="list-style-type: none"> • Develop an understanding of mission statements, their importance and their use. • Identify the component parts of a mission statement. • Develop an understanding of a Vision Statement. • Understand the differences between Mission and Vision. • Develop a mission statement for an identified organization and for oneself. Mission and Goals <ul style="list-style-type: none"> • Translate a mission statement into goals. • SMART goals. 	Chapter 3 Assignment Handed Out
3. Jan 23	Environmental Scanning <ul style="list-style-type: none"> • Develop an understanding of environmental scanning. • Understand the purpose of environmental scanning. • Review internal and external trends. SWOT and PEST Analysis <ul style="list-style-type: none"> • Understand a SWOT and PEST analysis as they relate to an organization. • Learn the component parts. Identify the key stakeholders to be consulted.	Chapter 4 Presentations Handed Out
4. Jan 30	Organizational Assessments <ul style="list-style-type: none"> • Understand the process of organizational assessments. • Identify assessment techniques. 	Chapter 5

	<ul style="list-style-type: none"> Learn the constituent groups to be assessed. 	Assignment Due (10%)
5. Feb 6	IN CLASS TEST #1	(20%)
6. Feb 13	Obstacles to Effective Planning <ul style="list-style-type: none"> Identify the internal and external barriers to effective planning. Develop an understanding of the keys to overcoming planning obstacles. 	Chapter 2
Feb 20	Mid Term Recess	
7. Feb 27	Strategic Issues and Priorities <ul style="list-style-type: none"> Translate the results of information gathering to develop strategic issues. 	Chapter 7
8. Mar 6	Strategic Management <ul style="list-style-type: none"> Understand the concept of strategic management. Understand the layers of managing from strategic to performance appraisals. 	Chapter 6
9. Mar 13	IN CLASS TEST #2	(20%)
10.	Communicating the Plan <ul style="list-style-type: none"> Develop strategies to ensure the plan is implemented. 	Chapter 9

Mar 20	<ul style="list-style-type: none"> Understand how to overcome the tendency to “shelve” the final product. 	
11. Mar 27	CLASS PRESENTATIONS	(10%)
12. Apr 3	<p>Putting the Plan in Action</p> <ul style="list-style-type: none"> How to develop a plan to execute the plan. Understanding the value of Monitoring and Re-assessment. <p>Next Steps</p> <ul style="list-style-type: none"> Understanding the difference between strategic planning and operational implementation as it relates to organizational behaviour. Understanding the need for strategy review. <p>Course Review</p>	Chapter 8
TBD	FINAL EXAM	(40%)