

Course. PTMA 4995, Strategic Planning for Organizations Starnes Office Hours. As posted. E-mail. starnesb@apsu.edu	Term. Professor. Dr. Becky Course Credit. 3 Hours Telephone. (931) 221-1443 Prerequisites. None
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Course Description. This course provides a pragmatic study of the design and development of strategic thinking and organizational alignment that can yield high-impact results and measurably add value to the organization, its clients, and society.

Course Objectives/Outline.

1. Busting Old Paradigms and Using New Ones. Defining and Shaping our Future
Understanding today's paradigms
Discovering the new realities
Creating better futures
2. Critical Success Factors for Strategic Thinking that Works
Know the six critical success factors for strategic thinking
Apply the strategic thinking and planning process
Comprehend the consequences of ignoring the critical success factors
3. System and Systems Thinking
Comprehend the organizational elements model
Define the organizational elements
Understand how the organizational elements describe a system
4. Preparing to Plan: Ensuring You do the Right Thing and Not Simply do Things Right
Apply the strategic planning process
Know how to prepare to plan
Understand how to overcome resistance to change
5. Assessing Needs: Defining Critical Gaps and Putting Them in Priority Order
Apply the needs assessment process.
Understand how to gather and measure data.
6. Solving Problems: Closing the Priority Gaps.
Understand simple and complex problem solving methods.
7. Developing Smarter Objectives: Delivering High Payoff Results
Know how to categorize objectives.
Understand how to identify key result areas.
Comprehend how to select performance indicators
Apply the process of developing mission objectives
8. Creating Change: Making Sure the Change Effort Really Brought About Change
Comprehend the transition management plan
Know how to build organizational commitment
Define the key roles for change

9. Scoping and Scanning the Organization: Achieving High Payoff Results
 - Know how to analyze the internal and external environments
 - Apply the SWOT analysis
 - Understand the influence of organizational culture

10. Delivering High Payoff Results
 - Know the fourteen steps to useful results and performance
 - Know how to apply a general problem solving process model

11. Understanding Alternative Methods for Strategic Planning
 - Understand the Hoshin Kanri Model
 - Understand how organizations use scenario strategic planning models
 - Understand the Lesson-Learning Model

Required Learning Resources

1. *Strategic Planning for Success: Aligning People, Performance and Payoffs* by Roger Kaufman, Hugh Oakley-Browne, Ryan Watkins, and Doug Leigh, published by Wiley. ISBN 0-7879-6503-0
2. *The Art of the Long View* by Peter Schwartz, published by Doubleday/Random House, Inc. ISBN 0-385-26732-0.

Methods of Facilitation. Instructional methods include the application of a variety of methods and tools to include informal lectures, small and large group discussions, team exercises, case studies, progress checks, individual student assignments, and exams. Each student prepares an organizational strategic plan for presentation at the end of the term. This project provides each student the opportunity to apply strategic planning concepts, tools, and techniques to a specific organization and to demonstrate his/her speaking and writing skills.

Basis and Methods for Grading.

1. Multiple-choice/short answer tests. Each test is graded using a 100-point scale. Tests may cover the material in the readings, lectures, case studies, handouts, and films.
2. The oral presentation of the strategic plan will be evaluated in accordance with the guidelines discussed by the professor in class.
3. The written strategic plan is evaluated for proper grammar, punctuation, spelling, and content.

Summary

Four exams (100 points each)	400 points
Oral presentation of strategic plan	100 points
Written strategic plan	100 points
Book review	100 points
Individual student assignment	To be determined
Class attendance, participation and attitude	100 points

Grading Scale

- 90 percent of the total points or better = A
- 80 to 89 percent of the total points = B
- 70 to 79 percent of the total points = C
- 60 to 69 percent of the total points = D
- 59 percent or less of the total points = F

Class Policies

Attendance. Each student should keep the professor informed of his/her attendance issues. Per the 2004-2005 Austin Peay State University Undergraduate Bulletin: “Class attendance is a key attribute to academic success . . . the University requires faculty to report and students who have never attended class (FM—Failure, Never Attended) or those students who stop attending class and are no longer receiving instruction (FA—Failure, Stopped Attendance). Five points are deducted from the attendance, participation, attitude grade for each unexcused absence and three points are deducted for each unexcused late arrival to class. It is the student’s responsibility to verify his/her attendance record by the last day of class.

Disability Policy. Any student who has a disability that may affect his/her academic performance is encouraged to make an appointment with me to discuss this matter or to contact Disability Services at telephone extension 221-6230; voice 221-6278p voice tty.

Academic Dishonesty. Per the 2004-2005 Austin Peay State University Undergraduate Bulletin: “Academic dishonesty may be defined as any act of dishonesty in academic work. This includes, but is not limited to, plagiarism, the changing or falsifying of any academic documents or materials, cheating, and giving or receiving of unauthorized aid in tests, examinations or other assigned work. Students guilty of academic misconduct, either directly or indirectly through participation or assistance, are immediately responsible to the instructor of the class. Penalties for academic misconduct will vary with the seriousness of the offense and may include, but are not limited to, a grade of F on the work in question, a grade of F in the course, reprimand, probation, suspension and expulsion.

Caveat. The above schedule and procedures are subject to change.