

## MGM410 Strategic Planning & Decision Making

### Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

### Course Description

3 Credits

Prerequisite: MGM201 Principles of Management

Strategic planning enables an organization to shape and guide its overall business objectives that determine long term performance for the corporation. This course will present a management framework for identifying, communicating, deploying, and managing strategic goals throughout an organization. By gaining an understanding of the role strategic planning has for the success of a company, students will learn the methods necessary for good strategic decision making, including environmental analysis, strategy formulation, implementation and evaluation.

### Course Outcomes

At the completion of this course, students should be able to:

- Demonstrate a working familiarity with the discipline of strategic planning, including its core concepts, the tools used for strategic analysis and formulation, and the process of strategic planning.
- Conduct trend and industry analysis to identify strategic planning tools, determine how strategic planning differs by industry, and be able to adapt tools and approaches appropriately to different industries and organizational circumstances.
- Develop and implement strategic plans through the application of theoretical constructs of strategic planning and decision-making.
- Develop leadership and team building skills to manage high functioning strategic planning teams.

## Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

## Materials and Resources

Required or Supplemental Text or Resources:

There is no required textbook. All readings are provided within the course.

## Library Services

Detailed information about the eLibrary can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

## Canvas Help Desk and Technical Questions

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:

<https://community.canvaslms.com/docs/DOC-4121>

## Weekly Schedule

<b>Week 1</b> <b>Introduction to Strategic Management &amp; Decision Making</b>	
Outcomes	<ul style="list-style-type: none"> <li>Analyze and interpret the complexities of strategic planning, decision making, and problem solving in organizational settings</li> <li>Analyze and apply strategic planning and problem-solving strategies to address complex institutional problems</li> <li>Examine and explain corporate governance, social responsibility, and ethics as they relate to strategic management and decision-making</li> <li>Manage the strategic planning process by working professionally in teams to develop a code of conduct and utilization of a peer evaluation instrument</li> </ul>
Readings	<ul style="list-style-type: none"> <li>The role of context in intuitive decision-making</li> <li>Strategic planning: Getting from here to there</li> <li>Strategic Decision Making for the Triple Bottom Line.</li> <li>Board composition and corporate social responsibility: The role of diversity, gender, strategy and decision making</li> <li>Communication of organizational strategy and coordinated decision making as catalysts for enhanced perceptions of corporate ethical values in a financial services company</li> </ul>
Lectures	<ul style="list-style-type: none"> <li>Lecture 1: Customer Focused Strategic Planning</li> <li>Lecture 2: Decision Making</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>Introduction to Strategic Planning</li> </ul>
Discussion	<b>Strategic planning and decision-making in a complex environment</b>
Group Assignment	<b>Project Part 1: Code of Conduct</b>
Final Group Project Overview	Refer to the course

## Week 2      Trend Analysis and Evaluating Mistakes

Outcomes	<ul style="list-style-type: none"> <li>Identify and analyze organizational and issues and social trends</li> <li>Conduct an organizational and industry trend analysis</li> <li>Analyze data to draw conclusions and make recommendations concerning organizational impact and the strategic planning process</li> <li>Evaluate the decision-making process to determine why making mistakes is an important and beneficial aspect of the strategic planning process</li> </ul>
Readings	<ul style="list-style-type: none"> <li>The top 10 strategic planning mistakes and how to avoid, fix them</li> <li>Failure: The key to success</li> <li>Business model innovation and organizational resilience: Towards an integrated conceptual framework</li> <li>Optimizing decisions using knowledge risk strategy</li> <li>Unfolding critical events and strategic decisions: The role of spatial and temporal cognition</li> <li>Securing the organization's future by learning from its past</li> </ul>
Lectures	<ul style="list-style-type: none"> <li>Lecture 1: Decision Making Toolbox</li> <li>Lecture 2: Organizational Issues/Societal Trends &amp; PEST Analysis</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>A data translation toolkit that anyone can use.</li> </ul>
Discussion	<b>Learning from mistakes</b>
Individual Assignments	<b>Examine the Decision-Making Process (Error)</b> & <b>Conduct an Industry Trend Analysis</b>
Group Assignments	<b>Project Part 2: Organizational and Industry Trend Analysis</b> & <b>Peer Evaluation</b>

<b>Week 3 Customer Analysis and Decision-Making Strategies</b>	
Outcomes	<ul style="list-style-type: none"> <li>Compare and contrast various strategic planning frameworks</li> </ul>

	<ul style="list-style-type: none"> <li>• Examine biases that occur in the decision-making process</li> <li>• Predict how those biases might influence or impact an organization's strategic plan</li> <li>• Differentiate between simple and complex decisions and explain the process involved in making complex decisions</li> </ul>
Readings	<ul style="list-style-type: none"> <li>• Can managers be really objective? Bias in multicriteria decisions analysis</li> <li>• Social media: A strategic decision-making tool</li> <li>• The career decision-making competence: A new construct for the career realm</li> <li>• Reducing biases of decision-making processes in complex organizations</li> <li>• Organizing for the age of urgency</li> <li>• Biases in the decision-making process and possibilities of overcoming them</li> <li>• Business leaders' views on the importance of strategic and dynamic capabilities for successful financial and non-financial business performance</li> <li>• Turning strategy into results</li> </ul>
Lectures	<ul style="list-style-type: none"> <li>• Lecture 1: Customer-Centric Strategic Planning and the Customer Analysis</li> <li>• Lecture 2: Bias in Decision-Making</li> </ul>
Discussion	<b>Bias, decision-making, and strategic planning</b>
Multimedia	<ul style="list-style-type: none"> <li>• The Optimism Bias</li> </ul>
Individual Assignment	<b>Examine the Decision-Making Process (Bias)</b>
Group Assignments	<b>Project Part 3: Customer Analysis &amp; Peer Evaluation</b>

#### Week 4                    SWOT Analysis and Decision-Making Challenges

Outcomes	<ul style="list-style-type: none"> <li>• Analyze strategic planning as it applies to e-commerce and emerging markets</li> </ul>
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	<ul style="list-style-type: none"> <li>• Apply strategic planning and decision-making strategies to analyze data and evaluate risk</li> <li>• Conduct a SWOT Analysis</li> <li>• Analyze the impact of ethics on strategic planning and decision making and integrate ethics into the strategic planning process</li> </ul>
Readings	<ul style="list-style-type: none"> <li>• Strategic decision implementation in an emerging market</li> <li>• Strategic context for internet banking: How traditional banks manage e-commerce to build IT capabilities and improve performance.</li> <li>• Managing strategic uncertainty</li> <li>• The integration of theoretical ethics with practical decision-making in organization and management</li> <li>• Improving the learning and developmental potential of SWOT analysis: Introducing the LISA framework.</li> </ul>
Lectures	<ul style="list-style-type: none"> <li>• Lecture 1: SWOT Analysis</li> <li>• Lecture 2: Ethics and Strategic Planning</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• Starbuck's SWOT analysis</li> </ul>
Discussion	<b>Impact of ethics on strategic planning and decision-making</b>
Individual Assignment	<b>Ethics and Decision Making</b>
Group Assignments	<b>Project Part 4: SWOT Analysis &amp; Peer Evaluation</b>

<b>Week 5                    The Vision and Mission Process and Forced Field Analysis</b>	
Outcomes	<ul style="list-style-type: none"> <li>• Engage in the visioning process and apply the results to develop a sound organizational mission statement</li> </ul>

	<ul style="list-style-type: none"><li>• Differentiate the roles and responsibilities of the governing board and the leadership team in the strategic planning process</li><li>• Evaluate and apply decision-making strategies to make sound decisions and solve problems during times of change and difficult times</li></ul>
Readings	<ul style="list-style-type: none"><li>• Harnessing alignment concept, its level, elements and factors</li><li>• Toward a grounded theory: A qualitative study of vision statement development</li><li>• 3D leadership – Strategy – Linked leadership framework for managing teams</li><li>• Assessing the internalization of the mission</li><li>• Strategic foresight in a changing world</li></ul>
Lectures	<ul style="list-style-type: none"><li>• Lecture 1: Fundamentals of Developing a Mission Statement</li><li>• Lecture 2: Considering Competition</li></ul>
Multimedia	<ul style="list-style-type: none"><li>• How to write a mission statement</li></ul>
Discussion	<b>Alignment of an organization's vision statement, strategy, and goals</b>
Individual Assignment	<b>Evaluate and Apply Decision-Making Strategies (Resistance to Change)</b>
Group Assignments	<b>Project Part 5: Visioning Process and Mission Statement &amp; Peer Evaluation</b>

**Week 6 Strategic Objectives and Creative Decision Making**

Outcomes	<ul style="list-style-type: none"><li>• Evaluate and apply creative decision-making strategies.</li><li>• Analyze and apply goal setting theory and decision-making concepts to formulate short-term and long-term goals through the application of sound decision-making processes.</li><li>• Analyze and apply goal setting theory to enhance leadership skills.</li><li>• Analyze and apply Decision Making Theory to generalize decision-making strategies, analyze unique data, and make “big decisions”</li></ul>
Readings	<ul style="list-style-type: none"><li>• Big data, big decisions: The growing need for acting with certainty in uncertain times</li><li>• Competency models for assessing strategic thinking</li></ul>

	<ul style="list-style-type: none"> <li>• Demystifying the big data phenomenon for strategic leadership</li> <li>• Developing sustainable management theory: Goal-setting theory based in virtue</li> <li>• The sustainable company: Looking at goals for people, planet and profits</li> <li>• More dynamic than you think: Hidden aspects of decision-making</li> </ul>
Lectures	<ul style="list-style-type: none"> <li>• Lecture 1: Goal Setting and Objectives</li> <li>• Lecture 2: Creative Decision Making</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• Why the secret to success is setting the right goals</li> </ul>
Discussion	<b>Reflection: Influence of leadership style on goals, data, and big decisions</b>
Individual Assignment	<b>Evaluate and Apply Decision Making Strategies</b>
Group Assignment	<b>Project Part 6 - Define Goals, Objectives, and Strategies &amp; Peer Evaluation</b>

<b>Week 7 Strategic Action Plan and Thinking Outside the Box</b>	
Outcomes	<ul style="list-style-type: none"> <li>• Develop a strategic action plan</li> <li>• Prepare an executive summary, complete with recommendations, to support your strategic plan</li> <li>• Apply leadership skills to manage difficult decisions and organizational dilemma</li> <li>• Explain the impact of internal and external data elements I the strategic planning process and action plans.</li> <li>• Apply attitude reversal strategies to think “outside the box.”</li> </ul>
Readings	<ul style="list-style-type: none"> <li>• Avoiding the strategy execution pitfalls.</li> <li>• The dialogic mindset: Leading emergent change in a complex world</li> <li>• Big data - what data and why?</li> <li>• Strategic actions analysis: A new tool for managers</li> <li>• Strategy execution: Five drivers of performance</li> <li>• Becoming "leaderful": Leading forward in turbulent times</li> </ul>
Lectures	<ul style="list-style-type: none"> <li>• Lecture 1: The Action Plan</li> </ul>

	<ul style="list-style-type: none"> <li>Lecture 2: Managing Dilemmas</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>3 ways to plan for the (very) long term</li> </ul>
Discussion	<b>Impact of internal and external data on strategic planning</b>
Individual Assignment	<b>Apply Attitude Reversal Strategies To “Think Outside the Box”</b>
Group Assignments	<b>Project Part 7– Strategic Action Plan and Final Strategic Plan Submission &amp; Peer Evaluation</b>

<b>Week 8                      Evaluating the Final Strategic Planning Process</b>	
Outcomes	<ul style="list-style-type: none"> <li>Demonstrate the concepts learned throughout the course by preparing and presenting a final group project</li> <li>Demonstrate ability to analyze strategies and decisions made by others, providing feedback and recommendations for improvement</li> </ul>
Readings	<ul style="list-style-type: none"> <li>A leader's guide to an organization-wide strategy journey</li> <li>Evaluating corporate strategic plans risk-based approach</li> <li>Strategic management model with lens of knowledge management and competitive intelligence</li> <li>Eight themes in strategic planning: Reflections from a year of focused learning</li> </ul>
Lectures	<ul style="list-style-type: none"> <li>Lecture 1: Implementing the Strategic Plan</li> <li>Lecture 2: Ethics and Decision Making</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>Common strategic planning pitfalls</li> </ul>
Discussion	<b>Reflection</b>
Individual Assignment	<b>Evaluate Group Projects</b>

## Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

***Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.***

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Discussions	30%
Assignments	30%
Final Group Project	35%
Weekly Peer Evaluations	5%
<b>Total</b>	<b>100%</b>

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

**Late Assignments:** Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

## Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for logon problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.

Academic dishonesty is grounds for dismissal from the program.

## Academic Policies

The following Academic Policies can be found in the [Student Resource Center](#).

- Grading Criteria
- Reasonable Accommodations Policy
- Student Attendance Policy
- Academic Honesty and Integrity Policy
- Student Engagement and the Granting of Academic Credit
- Copyright Policy

## Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website: <https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>