

**LEADING ORGANIZATIONS**

**STRATEGIC PLANNING**

**SYLLABUS**

**October 2020**

*Written & Delivered By:*



**PEREGRINE**

— GLOBAL SERVICES —

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## LEADING ORGANIZATIONS

### STRATEGIC PLANNING

#### OVERVIEW

Management planning has been defined as the process of setting and assessing an organization's goals and then determining a detailed course of action for achieving the goals. In other words, planning is asking and answering the following questions:

*What do we want to achieve?* Most organizations answer: to create profits. A generic answer such as profits raises further questions—how much profit? Even if achieving profit is a worthy goal, you need to relate that to another variable—investment, assets, or equity.

A more important question to ask is: *Why do we want to achieve X?* Most try to find a rational justification for the goal. Without such a justification, one may be tempted to adopt questionable means to achieve said goal. Next, we need to set a time frame for achieving the goals. *Do we wish to achieve our goals in five years? Ten years?*

Once you are clear about the goals and the time frame, the critical question arises: *How do we achieve the goals?* You need to consider various alternatives; for example, whether to offer the best possible product or service and charge a premium price, or whether to keep costs down and charge a low price. Should we address a local, state, regional, national, or global market? Where do we locate our facilities? How do we put together a great team? Strategic Planning involves the setting of goals and a detailed blueprint or course of action to achieve the goals. Planning has different time horizons – daily, weekly, monthly, quarterly, yearly, multi-yearly, and longer time horizons.

Planning is carried out at all levels—at the operational level, at the level of supervisors and middle managers, and at the top management level. The emphasis at each level is different. Inevitably, planning involves choices. You can achieve a given goal by following different alternatives. Which particular alternative to choose in a given situation is at the heart of decision-making.

This module is designed for managers and junior executives seeking to make the transition to organizational leader at the director, chief, vice president, or president levels. The module is based on our book, *Leading Organizations: Innovating for Performance Excellence* published in 2019. This book is used in conjunction with our Executive Education Program for new or emerging CEOs.

The module would also qualify for Continuing Education Units (CEU) for professional certifications with most any profession.

### **LEARNING OUTCOMES**

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the concept of planning in general, and strategic planning in particular.
2. Appreciate the idea of strategy as an emergent process.
3. Comprehend strategic decision making, challenges, and techniques for improvement.
4. Recognize the role of strategic leadership in achieving goals.
5. Design suitable organizational structures for achieving your stated goals.
6. Understand the role of strategic control systems in achieving your stated goals.

**CURRICULUM**

<u>Section</u>	<u>Topics</u>
Introduction	<ul style="list-style-type: none"> <li>• Module Purpose</li> <li>• Module Overview</li> </ul>
Planning as a Process	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• What is Strategic Planning, Really? Video</li> <li>• The Planning Process</li> <li>• Strategic Planning</li> <li>• Summary</li> </ul>
Deliberate and Emergent Strategies	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Autonomy and the Role of Lower-level Managers in Strategy</li> <li>• Serendipity and Strategy</li> <li>• Intended and Emergent Strategies</li> <li>• Strategic Planning in Practice</li> <li>• Decentralized Planning</li> <li>• Summary</li> </ul>
Strategic Decision Making	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Cognitive Biases in Decision Making</li> <li>• Techniques to Improve Decision Making</li> <li>• Summary</li> </ul>
Strategic Leadership in Planning	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Skills of Strategic Leaders in Planning</li> <li>• How to Develop Key Performance Indicators Video</li> <li>• Summary</li> </ul>
Organizational Structure	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Traditional Organizational Structures</li> <li>• Matrix Organizational Structure</li> <li>• Emerging Structures</li> <li>• Teal Organizations</li> <li>• Summary</li> </ul>
Strategic Control Systems	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Types of Strategic Control Systems</li> <li>• Strategic Reward Systems</li> </ul>

	<ul style="list-style-type: none"> <li>• Summary</li> </ul>
Module Summary, Reflective Questions, Case Studies, and Final Quiz	<ul style="list-style-type: none"> <li>• Summary</li> <li>• Reflective Questions</li> <li>• Case Studies</li> <li>• Final Quiz</li> </ul>

## **RESOURCES**

Oedekoven O. O., K. B. Venkateshiah, D. J. Gilbert, & D. K. Robbins (2019). Leading Organizations: Innovating for Performance Excellence. Gillette, Wyoming: Peregrine Pathways.

## **ASSESSMENT**

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

The learner must complete each module, case study questions, and reflection questions to be awarded a completion certificate for the program.

**HOURS AND ARTICULATION**

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<b><u>Section</u></b>	<b><u>Hours</u></b>
Introduction	0.5
Planning as a Process	0.5
Deliberate and Emergent Strategies	1
Strategic Decision Making	1
Strategic Leadership in Planning	0.5
Organizational Structure	0.5
Strategic Control Systems	1
Module Summary, Reflective Questions, Case Studies, and Final Quiz	1
<b>Total Hours</b>	<b>6</b>