

## Course Syllabus

### SM: Strategic Management: Planning for Today's Realities and Tomorrow's Probabilities

#### **Week 1. Introduction to Strategic Management: Vision, Mission, and Values**

In Week 1 we will focus on defining the concept of strategic management and looking at the benefits it offers to leaders and managers of nonprofits. As with managers at all types of organizations, we often find ourselves managing crises, putting out fires, and heroically saving the day. Then, in one of those rare moments of reflection, we mutter: "There must be a better way." The good news is that there is...planning.

#### **Week 2. Planning to Plan: Designing a Planning Process**

In Week 2 we will discuss where to begin -- essentially planning to plan. We will look at resources filled with worksheets you can download and use on your own. We will also discuss the role of consultants in a planning process and how to determine whether your organization would benefit from a consultant.

#### **Week 3. Managing and Engaging in the Planning Process**

In Week 3 we will roll up our sleeves and engage in the process of doing strategic planning and focus on organizational assessment. Our discussion will also include how to conduct a SWOT analysis (i.e. Strengths, Weaknesses, Opportunities and Threats) as well as writing goals and objectives. Time permitting, we will also review other management tools for planning, such as stakeholder surveys and scenario building.

#### **Week 4. The Planning Retreat: Making Strategic Decisions**

In Week 4 the planning retreat is often the pivotal event in a strategic planning process, yet the purpose must be made clear. So many considerations come into play, from the location of the coffee pot and the room temperature, to the question of who facilitates and how participants will be engaged. We'll review a practical guide to planning and conducting successful planning retreats.

#### **Week 5. Building Out the Plan and Managing Its Implementation**

In Week 5 we will address how implementing a plan means preparing to manage change and developing a user-friendly annual work plan. We will also look at ways to evaluate the planning process and the plan itself.