

PSCI 460
Strategic Planning and Leadership

Instructor: Prof. Jesse Munro
Phone: 406-431-0047
E-Mail: jesse.munro@umontana.edu

Office: Corbin 252
Office Hours: TBA
Class Location: On-line

Course Description:

Non-profit organizations rely on leadership for success. As suggested in strategic management, the leader needs to bring all of his/her resources together to be successful. A significant part of an organization's success depends on the strategic plan that is developed and implemented for the organization. This course highlights the importance of leadership for realizing an organization's fullest potential. It also introduces strategic planning – a process by which staff members can bring their shared vision of success into being.

The reading assignments are designed to increase knowledge of strategic planning and leadership, and the writing assignments are designed to build personal skill and confidence by asking you to draft a brief strategic plan.

There is an assigned reading for the first session.

Course Objectives:

1. Identify and understand the major traditions that structure the study of strategic planning.
2. Identify and understand the major traditions that structure the study of leadership.

Required Textbooks:

None required.

All reading assignments will be available on Moodle within each Learning Unit.

Course Requirements:

Learning Units must be completed each Monday night by 7 pm (MST). Students are required to read the mini-lectures, all assigned readings, participate on the discussion forum, and complete all writing assignments. Learning Units provide "*Learning Points*" based on what the instructor and authors are trying to emphasize as key elements for the student to learn and understand. These are not to be considered all-inclusive and the student is responsible for utilizing these "*Learning Points*" in conjunction with the readings in developing their understanding.

All time requirements for Discussion Forum responses, papers, and projects will be based on Mountain Standard Time and are considered due by 7:00 pm MST each Monday.

Writing Assignments:

Five writing assignments are required. The first four assignments are short writing assignments regarding a section of a strategic plan. For the fifth writing assignment students must integrate the first four assignments into a brief strategic plan. Students are required to follow the instructions contained in the relevant Learning Unit for each assignment.

Sources for Writing Assignments: Students are encouraged to utilize sources provided in and through the Mansfield Library.

Graduate Student Increment: Graduate students will notice that on Writing Assignments 2, 3, and 4, that they have an additional requirement that must be included in writing the paper.

Course Grading and Assessment:

Grading will be based on five (5) writing assignments and your responses to the Discussion Forum questions. The five (5) writing assignments are to double-spaced (12-font Times New Roman), and one inch margins all around. **You may not use contractions in writing the papers.** Place your name on the first page in the upper left hand corner. The specific length requirement is identified in each assignment. Students are required to follow the instructions contained in the relevant Learning Unit for each assignment.

The papers shall be e-mailed to the instructor no later than on the date it is due prior to 7:00 pm MST. If you are going to be late with an assignment, please let me know in advance of the due date and time.

Discussion Forum Grading and Assessment – Undergraduate and Graduate Students

The Discussion Forum involves **active student participation**, which means that the student engage in a week long discussion regarding the topic for the week and incorporating the questions presented. In other words, you should enter the site more than once and your discussion should address the questions presented, but is not limited to those questions. You may discuss any issues related to the Learning Unit. If you are curious as to how you are doing on your Discussion Forum questions during the semester, you may call or email the instructor.

This is an upper division course and assignments and Discussion Forum participation should reflect an upper division level of thought and effort. Assignments will be assessed (graded)

based on your presentation of your knowledge and understanding of the concepts being presented. This includes your ability to interpret, comprehend, analyze, apply and explain these concepts. Have you grasped what the readings and mini-lectures have presented and can you apply it?

Discussion Forum Questions will be assessed based on your response: 1) does it address the question asked; 2) does the response reflect an understanding of the concept or question; and 3) is it based not only on what you have been presented, but also includes insights that you have and can justify.

The Discussion Forum provides each student with the opportunity for self-assessment. By reading others responses and discussing the topic with them on the Discussion Forum, you can assess your understanding. The Discussion Forum provides instant feed-back between students and the instructor.

Course Grading and Assessment - Students Utilizing the No-Credit Option

Since the assignments given in this course are integrated to achieve the best possible learning outcome for students, and since they are designed to build on and to test knowledge gained through comprehensive participation, the expectation is that all students will to the best of their abilities participate on the Discussion Forum and complete all assignments. Attention paid by the instructor to critiquing written assignments will be directly proportional to the amount of effort put forth by individual students on writing them and on overall course participation as well. Late assignments will be critiqued at the discretion of the instructor.

Office Hours and Availability

Since I am teaching on campus courses, I do have office hours which are Monday, Wednesday, and Friday, 9 am – 11:30 am, and 1pm – 2 pm. You may contact me at anytime during those hours. The key is, you may contact me anytime you so desire, not just during those hours. I will also be available to you by appointment. My office is located in 252 Corbin Hall.

Phone: You may **contact me via phone at 406-431-0047 at anytime**. This is my cell phone number and I have it on 24/7. If I do not answer, you may leave a message and I will call you back as soon as possible. Remember, that I am teaching other classes.

Email: You may **email me at anytime** at jesse.munro@umontana.edu. I will make every effort to respond within 24 hours of receiving your email. The only time it may take longer to respond is if you email me on a weekend. If I do not have access to the internet, it may be Monday before I respond to you.

Again, I want to reiterate...**do not hesitate** to call, email, or drop by the office. I am here to enhance your learning experience.

Request for Withdrawal:

Request for Withdrawal from the course must be submitted in writing to Janie Spencer, School of Extended and Lifelong Learning (formerly Continuing Education) prior to the last week of the course. Students are responsible for reading and understanding the full UM policy on Withdrawal from the University. Refunds are not granted for withdrawals made after course registration deadlines.

Other Student Resources:

If you need ADA assistance in taking this course, you may contact the University of Montana Disability Services for Students at their website <http://life.umt.edu/dss> or email them at dss@umontana.edu. Students taking this course are expected to do so under the provisions set forth in the UM Student Conduct Code. You can review the SCC by visiting the website at <http://life.umt.edu/VPSA/name/StudentConductCode>. There is one new service available to you through **The Writing Center**...they now offer free one-on-one online tutoring "to all students seeking to become more effective writers. You can email them at onlinetutoring@umontana.edu or point your browser to <http://www.umt.edu/writingcenter>.

Students with Disabilities:

The University of Montana assures equal access to instruction through collaboration between students with disabilities, instructors, and Disability Services for Students (DSS). If you think you may have a disability adversely affecting your academic performance, and you have not already registered with DSS, please contact DSS in Lommasson 154. I will work with you and DSS to provide an appropriate accommodation.

Schedule of Learning Units and Assignments:

Learning Unit 1: Introduction to Strategic Planning and Leadership (Due Date TBA)

Read the mini-lecture, complete the assigned reading and respond to the Discussion Forum questions.

Assigned Reading:

Reading 1

Reading 2

Learning Unit 2: Mission and Vision Clarification (Due Date TBA)

Read the mini-lecture, complete the assigned reading, respond to the Discussion Forum questions, and submit Writing Assignment 1.

Assigned Reading:

Reading 3

Reading 4

Assignment:

Writing Assignment 1: Mission and Vision Clarification – (Due Date TBA)

Learning Unit 3: Stakeholder Analysis (Due Date TBA)

Read the mini-lecture, complete the assigned reading, respond to the Discussion Forum questions, and submit Writing Assignment 2.

Assigned Reading:

Reading 5

Reading 6

Assignment:

Writing Assignment 2: Stakeholder Analysis – (Due Date TBA)

Learning Unit 4: SWOT Analysis (Due Date TBA)

Read the mini-lecture, complete the assigned reading, respond to the Discussion Forum questions, and submit Writing Assignment 3.

Assigned Reading:

Reading 7

Assignment:

Writing Assignment 3: SWOT Analysis – (Due Date TBA)

Learning Unit 5: Strategic Issues and Goals (Due Date TBA)

Read the mini-lecture, complete the assigned reading, respond to the Discussion Forum questions, and submit Writing Assignment 4.

Assigned Reading:

Reading 8

Assignment:

Writing Assignment 4: Strategic Issues, Goals, and Actions – (Due Date TBA)

Learning Unit 6: Presenting Your Final Strategic Plan – (Due Date TBA)

Read the mini-lecture, respond to the Discussion Forum questions, and submit Writing Assignment 5.

Assigned Reading:

None

Assignment:

Writing Assignment 5: Final Strategic Plan – (Due Date TBA)