



# BCM 305

## Strategic Planning and Organisational Development

S1 External 2014

*Indigenous Studies - Warawara*

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## General Information

Unit convenor and teaching staff

Unit Convenor

Corrinne Franklin

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W3A 314

Friday 10am-11am

Credit points

3

Prerequisites

21cp in BCM units at 100 level and 21cp in BCM units at 200 level

Corequisites

Co-badged status

Unit description

The nature and scope of strategic planning and its role in the development of non-profit, community, and government organisations is the major focus of this unit. Students participate in strategic planning skill development workshops, explore the key concepts of strategic planning and understand the role of strategic planning as a tool in the management and governance of organisations. Topics include: reasons for strategic planning; strategic versus operational planning; costs and benefits; the strategic planning process; the language of strategic planning; writing a strategic plan; issues of implementation and organisational development.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Describe the basic principles of strategic planning.

Use models to develop strategic plans for non-profit and public sector organisations.

Explain ideas that influence contemporary planning in non-profit organisations.

Develop a strategic plan for a non-profit or other organisation.

Explore various approaches to strategic planning and organisational development.

## Assessment Tasks

Name	Weighting	Due
<u>Develop a SWOT Analysis</u>	15%	10th March, 2014
<u>Strategic Plan</u>	30%	31st March, 2014
<u>Oral Presentation</u>	25%	Block 2 (2014)
<u>Essay</u>	30%	2nd June, 2014

### Develop a SWOT Analysis

Due: **10th March, 2014**

Weighting: **15%**

A SWOT analysis is a tool a business uses to plan and focus on key issues.

Students will prepare a 700 word document outlining the strengths, weaknesses, opportunities, and threats of a chosen company.

On successful completion you will be able to:

- Describe the basic principles of strategic planning.

### Strategic Plan

Due: **31st March, 2014**

Weighting: **30%**

Students will develop a strategic plan that incorporates their chosen organisations SWOT analysis (this was completed in assignment one). The plan will be 1500 words and include; a vision statement, goals, SWOT analysis, strategy or plan, and a strategy for implementation.

On successful completion you will be able to:

- Describe the basic principles of strategic planning.
- Use models to develop strategic plans for non-profit and public sector organisations.
- Develop a strategic plan for a non-profit or other organisation.

## Oral Presentation

Due: **Block 2 (2014)**

Weighting: **25%**

Students are to present a model of organisational development that incorporates aspects of Indigenous culture to create better ways of delivering effective services.

On successful completion you will be able to:

- Use models to develop strategic plans for non-profit and public sector organisations.
- Explain ideas that influence contemporary planning in non-profit organisations.
- Explore various approaches to strategic planning and organisational development.

## Essay

Due: **2nd June, 2014**

Weighting: **30%**

Students will write a 2000 word essay in response to the following question: Can current models of strategic planning and organisational development be useful for Indigenous organisations (or those that work with Indigenous people)?

On successful completion you will be able to:

- Explain ideas that influence contemporary planning in non-profit organisations.
- Explore various approaches to strategic planning and organisational development.

## Delivery and Resources

This unit will be delivered in mixed-mode. Students are expected to have access to a computer, wordprocessing software, and the internet.

## Unit Schedule

Block1	Introduction to unit.
Session 1	Why plan strategically? Strategic planning process. SWOT analysis.
Session 2	Indigenous perspectives of strategic planning and organisational development. Investigating particular organisations and their approaches.
Session 3	Strategic planning in government organisations. Case Studies.
Block 2	Managing strategically.
Session 1	
Session 2	Boards and participation.
Session 3	Presentations.

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

### Late Submission:

Students who submit assignment past the due date without prior approved extension or special consideration will be penalised one mark per day until the assignment is submitted.

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to

handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

## **Learning outcomes**

- Describe the basic principles of strategic planning.
- Develop a strategic plan for a non-profit or other organisation.
- Explore various approaches to strategic planning and organisational development.

## **Assessment tasks**

- Develop a SWOT Analysis
- Strategic Plan

## **Discipline Specific Knowledge and Skills**

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

## **Learning outcomes**

- Describe the basic principles of strategic planning.
- Use models to develop strategic plans for non-profit and public sector organisations.
- Explain ideas that influence contemporary planning in non-profit organisations.
- Develop a strategic plan for a non-profit or other organisation.
- Explore various approaches to strategic planning and organisational development.

## **Assessment tasks**

- Develop a SWOT Analysis
- Strategic Plan
- Oral Presentation
- Essay

## **Critical, Analytical and Integrative Thinking**

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and

systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

### **Learning outcomes**

- Use models to develop strategic plans for non-profit and public sector organisations.
- Develop a strategic plan for a non-profit or other organisation.
- Explore various approaches to strategic planning and organisational development.

### **Assessment tasks**

- Develop a SWOT Analysis
- Essay

## **Problem Solving and Research Capability**

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

### **Learning outcomes**

- Use models to develop strategic plans for non-profit and public sector organisations.
- Develop a strategic plan for a non-profit or other organisation.

### **Assessment tasks**

- Strategic Plan
- Essay

## **Creative and Innovative**

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

### **Assessment task**

- Strategic Plan

## **Effective Communication**

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to



read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

## **Learning outcomes**

- Describe the basic principles of strategic planning.
- Explain ideas that influence contemporary planning in non-profit organisations.
- Develop a strategic plan for a non-profit or other organisation.

## **Assessment tasks**

- Develop a SWOT Analysis
- Strategic Plan
- Oral Presentation
- Essay

## **Socially and Environmentally Active and Responsible**

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

## **Learning outcome**

- Use models to develop strategic plans for non-profit and public sector organisations.

## **Assessment task**

- Essay