

FORMATION: M2 CGSID

ANNEE: 2023-2024

Intervenant(s): Dr. Mark S. Zecca, PhD, MBA

Mr. Dominique Guivarch, MBA

ECUE 4.1 – Urbanisation and Strategic Planning

Semestre: 1

Intitulé de la matière :

Urbanisation & Strategic Planning

ECTS UE : ECUE 4

Durée: 12 heures

**Course Information, Syllabus, and
Reading Material**

**Informations sur le cours, programme et
Matériel de lecture**

Sept 20, 2023

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FORMATION:**ANNÉE: 2023/2024****Resp. pédagogique: Dr. Bernard Auge****Intervenant(s): Mr. Dominique Guivarch MBA****Dr. Mark S. Zecca, PhD, MBA****MATIERE: IS URBANISATION AND MANAGEMENT****Unité d'Enseignement (UE) : ECUE 4.1****ECTS matière: 4****Semestre: 1****Durée: 12 heures****Evaluation:** Team Project: 20%; Team Oral Presentations 20%; Examen final: 60% (English)**Cours dispensé en:** English (95%)*(si cours dispensé en anglais, merci de préciser la proportion, complètement ou partiellement, et la langue de l'examen dans les modalités de contrôle des connaissances)***Pré-requis**

- Read provided material prior to the beginning of class
- Lire le matériel fourni avant le début du cours

Connaissances acquises à l'issue de l'enseignement

This class is an in-depth, practical instruction on understanding, building, and executing a Strategic Business Plans. Students will build on company resources, the demands of the organization's financial and technical environment, and the recognition of the organization's business and/or structural needs. The alignment of these needs with the market's demands will result in a Strategic Business Plan that supports the forward growth of the business. Topics covered include Organizational Planning, Budgeting, Business Case building, Business Demand analysis, Business and IT Alignment analysis, Planning Execution, and Communications. A continuous theme in the course is how aligning with the business and understanding the demands of its industry bring value to the strategic plan and ultimately to the company. The course stresses the concept of not doing projects for project's sake, but rather for the support of the business, and its stakeholders.

Cette classe est une instruction pratique approfondie sur la compréhension, la construction et l'exécution d'un plan d'affaires stratégique. Les étudiants s'appuieront sur les ressources de l'entreprise, les exigences de l'environnement financier et technique de l'organisation et la reconnaissance des besoins commerciaux et / ou structurels de l'organisation. L'alignement de ces besoins avec les exigences du marché se traduira par un plan d'affaires stratégique qui soutient la croissance future de

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l'entreprise. Les sujets abordés comprennent la planification organisationnelle, la budgétisation, l'élaboration d'une analyse de rentabilisation, l'analyse de la demande commerciale, l'analyse de l'alignement commercial et informatique, l'exécution de la planification et les communications. Un thème continu du cours est de savoir comment l'alignement avec l'entreprise et la compréhension des exigences de son industrie apportent de la valeur au plan stratégique et, en fin de compte, à l'entreprise. Le cours met l'accent sur le concept de ne pas faire des projets pour le projet, mais plutôt pour le soutien de l'entreprise et de ses parties prenantes.

Compétences visées

In-class activities are based on the readings and will consist of lectures, discussion forums, interactive assignments, group presentation assignments, case studies, and a final exam. To participate fully in class and benefit from the group interaction, students must complete all the assignments, discussions, presentations, and the final exam. The assessments and resources provided throughout the course are related directly to the Final Assignment, which is the construction of a multi-component Strategic Business Plan. The Strategic Plan will include a comprehensive Finance, IT, marketing, and Sales plan for creating a one- to three-year strategic direction for a company in which there are issues or gaps impeding optimum operations. The tools provided and the Strategic Plan resulting from this course could potentially be used as a model in which students can apply in their work environments.

Les activités en classe sont basées sur les lectures et consisteront en des conférences, des forums de discussion, des devoirs interactifs, des devoirs de présentation de groupe, des études de cas et un examen final. Pour participer pleinement en classe et bénéficier de l'interaction de groupe, les étudiants doivent terminer tous les devoirs, discussions, présentations et l'examen final.

Les évaluations et les ressources fournies tout au long du cours sont directement liées à la mission finale, qui est la construction d'un plan d'affaires stratégique à plusieurs composants. Le plan stratégique comprendra un plan complet des finances, de l'informatique, du marketing et des ventes pour créer une direction stratégique d'un à trois ans pour une entreprise dans laquelle il existe des problèmes ou des lacunes qui entravent les opérations optimales. Les outils fournis et le plan stratégique résultant de ce cours pourraient potentiellement servir de modèle dans lequel les étudiants peuvent appliquer dans leurs environnements de travail.

Contenu du cours

Thèmes abordés
Upon successful completion of this course, students will be able to
Assess an organizational strategic vision with respect to technology and business goals.
Evaluate the business environment to determine the competitive advantage in the strategic implementation of a corporate plan.

Determine strategic planning elements and concepts to support the short-, medium-, and long-term goals of the organization.

Apply strategic concepts in the creation of a viable strategic plan that identifies, prioritizes, and executes business and technology projects.

Intervenant(s): Mr. Dominique Guivarch MBA
Dr. Mark S. Zecca, PhD, MBA

ECUE 4.1 - IS Urbanisation and Management

Semestre: 1

Intitulé de la matière : Urbanisation and Strategic Planning

ECTS UE : 4

Durée: 12 heures

I - Pré-requis / Prerequisites

Ouvrages de référence :

Articles / Des Articles:

Brown, P. (2015, June 1). Strategic planning complete. Now what? University Business, 18(6), 66. Retrieved from <http://www.universitybusiness.com>

Fallshaw, E. M. (2000). IT planning for strategic support : Aligning technology and vision . Tertiary Education & Management, 6(3), 193-207. doi:10.1080/13583883.2000.9967023

Huang, C. D., & Qing, H. (2007). Achieving IT-business strategic alignment via enterprise-wide implementation of balanced scorecards . Information Systems Management, 24(2), 173-184. doi:10.1080/10580530701239314

Jarret, J. (2009). Communicating the plan : having a communications strategic plan is only the first step. How you implement it--especially during a crisis--is equally important . Public Management, 91(10), 18-21. Retrieved from http://icma.org/en/press/pm_magazine/current_issue

Johnson, A. M., & Lederer, A. L. (2013). IS strategy and IS contribution : CEO and CIO perspectives . Information Systems Management, 30(4), 306-318. doi:10.1080/10580530.2013.832962

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Shimamoto, D. (2012). A strategic approach to IT budgeting. *Journal of Accountancy*, 213(3), 38-44. <http://www.journalofaccountancy.com/>

Multimedia

Olsen, E. [virtualstrategist]. (2008, July 9). How to write a vision statement that inspires [Video file]. Retrieved from <https://www.youtube.com/watch?v=ioY-YSOKBtY>

Olsen, E. [virtualstrategist]. (2008, July 1). How to write a mission statement [Video file]. Retrieved from <https://www.youtube.com/watch?v=XtyCt83JLNY>

II – Cours Objectifs / Course Objectives

Upon successful completion of this course, students will be able to

- 1. Assess an organizational strategic vision with respect to technology and business goals.**
- 2. Evaluate the business environment to determine the competitive advantage in the strategic implementation of technology.**
- 3. Determine strategic planning elements and concepts to support the short-, medium-, and long-term goals of organizations.**
- 4. Apply strategic concepts in the creation of a viable strategic information technology plan that identifies, prioritizes, and executes business and technology projects.**

III – Cours Contenu / Course Contents

This class is an in-depth, practical instruction on understanding, building, and executing a Strategic Business & IT Plan. Students will build on resources, the demands of the organization's technical environment, and the recognition of the organization's business and/or structural needs. The alignment of these needs with the IT area's capabilities will result in a Strategic Business Plan that supports the forward growth of the business. Topics covered include Organizational Planning, Budgeting, Business Case building, Business Demand analysis, Business and IT Alignment analysis, Planning Execution, and Communications. A continuous theme in the course is how aligning with the business and understanding the demands of its industry bring value to

both business and IT strategy, and ultimately to the company. The course stresses the concept of not doing separate departmental activities for an independent group's sake, but rather for the support of the business, and the consideration of how this will change both IT and regular business practices.

In-class activities are based on the readings and will consist of discussion forums, interactive group assignments, written assignments, group and individual presentations, and case studies. To participate fully in class and benefit from the group interaction, students must complete all the assignments and discussions. The assessments and resources provided throughout the course are related directly to the Final Assignment, which is the construction of a Strategic Business Plan. The Strategic Plan will include a comprehensive Business & IT plan for creating a one- to three-year strategic direction for a company in which there are issues or gaps impeding optimum operations. The tools provided and the Strategic Plan resulting from this course could potentially be used as a model in which students can apply in their work environments.

Cette classe est une instruction pratique approfondie sur la compréhension, la construction et l'exécution d'un plan stratégique d'entreprise et informatique. Les étudiants s'appuieront sur les ressources, les exigences de l'environnement technique de l'organisation et la reconnaissance des besoins commerciaux et / ou structurels de l'organisation. L'alignement de ces besoins avec les capacités du domaine informatique se traduira par un plan d'affaires stratégique qui soutient la croissance future de l'entreprise. Les sujets abordés comprennent la planification organisationnelle, la budgétisation, l'élaboration d'une analyse de rentabilisation, l'analyse de la demande commerciale, l'analyse de l'alignement commercial et informatique, l'exécution de la planification et les communications. Un thème continu du cours est de savoir comment l'alignement avec l'entreprise et la compréhension des exigences de son industrie apportent de la valeur à la fois à la stratégie commerciale et informatique, et finalement à l'entreprise. Le cours met l'accent sur le concept de ne pas faire d'activités départementales distinctes pour le bien d'un groupe indépendant, mais plutôt pour le soutien de l'entreprise, et la considération de la façon dont cela changera à la fois l'informatique et les pratiques commerciales régulières.

Les activités en classe sont basées sur les lectures et consisteront en des forums de discussion, des travaux de groupe interactifs, des travaux écrits, des présentations de groupe et individuelles et des études de cas. Pour participer pleinement en classe et bénéficier de l'interaction de groupe, les étudiants doivent terminer tous les devoirs et discussions. Les évaluations et les ressources fournies tout au long du cours sont directement liées à la mission finale, qui est la construction d'un plan d'affaires stratégique. Le plan stratégique comprendra un plan commercial et informatique complet pour créer une orientation stratégique d'un à trois ans pour une entreprise dans laquelle il existe des problèmes ou des lacunes qui entravent les opérations optimales. Les outils fournis et le plan stratégique résultant de ce cours pourraient potentiellement servir de modèle dans lequel les étudiants peuvent appliquer dans leurs environnements de travail.

Thématique détaillée / Detailed Subjects Developed

Session 1 – What is Strategic Planning and Management

1. Introductions:
 - Instructor and Student Introductions
 - Assignment of Group Members
 - Review Syllabus and Agenda of the Course
2. Required Readings:
 - a. MarkO Case Study Document
 - b. Dix, J. F. & Mathew, H. L. (August 2002). *The Process of Strategic Planning*. Business Development Index, Ltd. & Ohio State University, Columbus, Ohio
3. Lecture:
 - a. Define strategic planning and strategic management
 - b. Describe the benefits of strategic planning
 - c. List and describe the steps of effective strategic planning
 - d. How to perform a SWOT and PO analysis for your organization.
4. Classroom Discussion Project and Presentation:

Discussion on what is strategic planning, what are some of the definitions surrounding strategic planning and management, and what are the general principles of Strategic Planning. What kind of analysis can be done to determine the state of a company's strategic planning base? What are some of the tools that can be used to determine the company's strengths and weaknesses to start on the path to strategic planning?
5. Group Exercise
 1. Read over the Case Study on MarkO Company and discuss the condition of the company with your team.
 2. As a group, do a SWOT analysis on MarkO from the perspective of the CFO. Make sure to list all the Strengths, Weaknesses, Opportunities, and Threats and Why you chose these.
 3. Pick two people from the group to present your SWOT to the entire class (don't worry, everyone in the group is going to have a chance to present). Your presentation should be no more than 10 minutes.

Session 2 – Mission, Vision, and Time Horizon in a Strategic Plan

1. Understanding the Building Blocks of a Strategic Plan
 - What is a Vision Statement?
 - What is a Mission Statement?
 - What is a Time Horizon?
2. Required Readings:
 - a. Olsen, E. (2010, April 3). Mission statements. Retrieved from <http://onstrategyhq.com/resources/mission-statements/>

- b. Olsen, E. (2010, May 3). Vision statements. Retrieved from <http://onstrategyhq.com/resources/vision-statements/#>
- c. Usher, A. (2019, November 26). Time Horizons for Strategic Plans. <https://higherstrategy.com/time-horizons-for-strategic-plans/>
3. Lecture:
 - a. Describe current experience with assessing organizational strategic vision in a business environment.
 - b. How to write a Mission Statement.
 - c. How to Create a Vision Statement.
 - d. Review the concept of a Time Horizon for strategic business planning.
4. Classroom Discussion Project and Presentation:

Questions and answers on Mission and Vision Statements. Students share examples from their experiences in building a Mission and/or Vision Statement from real-life experiences. What are the various aspects of a Time Horizon? How does this differ from a regular calendar or schedule of events?
5. Group Exercise
 4. Read over the Mission, Vision, and Time Horizon Statement (MVTH) Worksheet
 5. As a group, Review the MarkO Case study and write a Mission Statement, Vision Statement, and Time Horizon for it from the perspective of the CFO.
 6. Pick three people from the group to present each of these éléments to the entire class. Your presentation should be no more than 10 minutes.

Session 3 – Strategic Planning Principles – Determining Goals

1. Determining Strategic Goals from Company Analysis
 - Defining OKR, SMART, MBO, BHAG methods on Goals writing
 - Where do goals come from?
2. Required Readings:
 - a. Cripe, A (2022). *Develop a Valuable Strategic Plan: Avoid Strategic Planning Déjà Vu*.
 - b. Quinn, J. (2018). *How to Set Clear and Actionable Goals for Your Business*. Retrieved on September 12, 2022 from <https://articles.bplans.com/how-to-set-clear-and-actionable-goals-for-your-business/>
 - c. Broomhead, C. (2018). *How to Set Smart Business Goals for your Small Business*. Retrieved September 12, 2022 from <https://articles.bplans.com/how-to-set-smart-business-goals-for-2018/>
 - d. (n.a.) (2022). *Business Goals*. Retrieved on September 20, 2022 from <https://business.adobe.com/blog/basics/goals#:~:text=Some%20organizations%20use%20a%20SWOT,to%20be%20in%20five%20years.>
3. Lecture

Determining Company Strategic Goals using various models. What is the difference between a goal and a plan? How does a business determine what its short, mid, and long term plans are? Is there a difference between future plans and strategic plans. The struggle for leaders to think in terms of planning when culture and society reward us for our tactical actions.

4. Classroom Discussion
Questions and answers on business goals, plans, especially strategic plans: What makes a goal valuable for a company. What is the role of the CFO in shaping business goals?
5. Group Exercise
Identifying Strategic Business Goals
 - The Instructor will provide the Strategic Planning Course Case Study of MarkO Ltd - Company Profile v1.1 to be read ahead of time. Review this case study in the Group.
 - From this case study each group will produce a general list of Strategic Goals necessary for MarkO Ltd to be successful, with an explanation why these goals are strategically important to the company.
 - Pick two people from the group to present these goals and explanations to the entire class. Your presentation should be no more than 10 minutes.

Session 4 – Building the Corporate Big Picture

1. Applying Modeling to Business Planning and the use of IT as a Strategic Tool
 - Determine what an SBU is
 - What is Portfolio Planning
 - What is a Strategic Mix Organization
 - How can Information Technology be used in Strategic Planning
2. Reading
 - a. Naylor, T. H. (1983). *Strategic Planning and Forecasting. Journal of Forecasting*, 2, 109-118
 - b. Kearns, G. S., & Sabherwal, R. (2006). Strategic alignment between business and information technology: A knowledge-based view of behaviors, outcome, and consequences. *Journal of Management Information Systems*, 23(3), 129-162. doi:10.2753/MIS0742-1222230306
 - c. Johnson, A. M., & Lederer, A. L. (2013). IS strategy and IS contribution: CEO and CIO perspectives. *Information Systems Management*, 30(4), 306-318. doi:10.1080/10580530.2013.832962
3. Lecture
Macro business design is something that should be planned, not just happen to a business. There are various types of business models that a company can choose. It is important to know what a strategic business unit is and how it relates to the enterprise. Today IT can change the face and direction of a company. What can Strategic implementation of IT automation and help a business become more efficient, profitable, and competitive?
4. Classroom Discussion
What is the difference between an SBU, Wholly Own Subsidiary, a department or division, or a Strategic Mix? As a CFO how can IT be used to power corporate change, build a new framework for which products are created and sold.
6. Group Exercise
Together as a group, determine from the Case Study what type of company structure would be the best for MarkO Ltd. Outline at least five (5) major reasons why. Next, from the case

study, determine what strategic opportunities Information Technology offers MarkO Ltd. List what IT strategic goal(s) might be the most important to help MarkO Ltd be successful over the next five years. Select two members of the group to present your findings in a formal presentation to the entire class. Your presentation should be no more than 15 minutes combined.

Session 5 – Constructing a Corporate Business Plan

1. Defining the Elements of a Strategic Business Plan
 - Review of the basic elements of a Strategic Business Plan
 - Presenting and Communicating the Strategic Plan
2. Reading
 - a. McLaughlin, J. (2004). Winning project approval: Writing a convincing business case for project funding. *Journal of Facilities Management*, 2(4), 330-337.
doi:10.1108/14725960410808294
 - b. Powell, T. C. (1992). Research notes and communications: strategic planning as a competitive advantage. *Strategic Management Journal*, 13(7), 551-558.
doi:10.1002/smj.4250130707
3. Lecture

Explore and define the various elements of a strategic business plan, how are those elements determined and constructed, how are these various elements of the plan used to construct a final strategic plan and how is this strategic plan communicated to the organization.
4. Classroom Discussion

Is there only one type of business plan? What elements does a business plan need to be successful? Seeing the business plan from the perspective of the CEO, the CFO, and the CMO.
5. Group Exercise

As a final project for the course, you group will undertake the creation of a 3–5-year business plan for MarkO Ltd. Pick the important sections you believe to be the most important parts of a business plan and fill in the content using what you have learned, the MarkO case study, and your readings. Do not attempt to write a “paper” or actual business plan report, but rather, write the specific elements in a power point presentation. As a Team, your entire Group will make the presentation to the rest of the class. You will have up to 20 minutes to make your presentation.

IV - Planning de cours - 6 séances de 2 heures / Course Agenda – 6 session of 2 hours

Session #	Thèmes	Support de cours	Hour
Session 1	Session 1 – What is Strategic Planning and Management Introductions: <ul style="list-style-type: none"> • Instructor and Student Introductions • Assignment of Group Members • Review Syllabus and Agenda of the Course 	Required Readings ¹ Lecture Classroom Discussion Group Exercise	1 - 2

Session 2	Subject: Understanding the Building Blocks of a Strategic Plan <ul style="list-style-type: none"> • What is a Vision Statement? • What is a Mission Statement? • What is a Time Horizon? 	Required Readings ¹ Lecture Classroom Discussion Group Exercise	3 - 4
Session 3	Subject: Strategic Planning Principles – Determining Goals Determining Strategic Goals from Company Analysis <ul style="list-style-type: none"> • Defining OKR, SMART, MBO, BHAG methods on Goals writing • Where do goals come from? 	Required Readings ¹ Lecture Classroom Discussion Group Exercise	5 - 6
Session 4	Subject: Applying Modeling to Business Planning and the use of IT as a Strategic Tool <ul style="list-style-type: none"> • Determine what an SBU is • What is Portfolio Planning • What is a Strategic Mix Organization • How can Information Technology be used in Strategic Planning 	Required Readings ¹ Lecture Classroom Discussion Group Exercise	7 - 8
Session 5	Subject: Defining the Elements of a Strategic Business Plan <ul style="list-style-type: none"> • Review of the basic elements of a Strategic Business Plan • Presenting and Communicating the Strategic Plan 	Required Readings ¹ Lecture Classroom Discussion Group Exercise Report Out	9 - 10
Session 6	Final Exam Prep – Final Q & A for the Course	Required Readings Student Questions	11 - 12

¹ Required Reading must be completed prior to the course meeting.

Bibliographie

Ouvrage de référence:

The following readings must be completed prior to the start of the course. Course lectures, discussions, and exercises rely on the student's understanding of the readings and their content.

Les lectures suivantes doivent être terminées avant le début du cours. Les cours, les discussions et les exercices dépendent de la compréhension des lectures et de leur contenu par l'élève.

Dix, J. F. & Mathew, H. L. (August 2002). The Process of Strategic Planning. Business Development Index, Ltd. & Ohio State University, Columbus, Ohio

Autres ouvrages:

Brown, P. (2015, June 1). Strategic planning complete. Now what? University Business, 18(6), 66. Retrieved from <http://www.universitybusiness.com>

Fallshaw, E. M. (2000). IT planning for strategic support : Aligning technology and vision . Tertiary Education & Management, 6(3), 193-207. doi:10.1080/13583883.2000.9967023

- Huang, C. D., & Qing, H. (2007). Achieving IT-business strategic alignment via enterprise-wide implementation of balanced scorecards . *Information Systems Management*, 24(2), 173-184. doi:10.1080/10580530701239314
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- McLaughlin, J. (2004). Winning project approval: Writing a convincing business case for project funding . *Journal of Facilities Management*, 2(4), 330-337. doi:10.1108/14725960410808294
- Olsen, E. (2010, April 3). Mission statements . Retrieved from <http://onstrategyhq.com/resources/mission-statements/>
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- Powell, T. C. (1992). Research notes and communications strategic planning as a competitive advantage . *Strategic Management Journal*, 13(7), 551-558. doi:10.1002/smj.4250130707
- Powell, T. C., & Dent-Micallef, A. (1997). Information technology as competitive advantage: The role of human, business, and technology resources . *Strategic Management Journal*, 18(5), 375-405. doi:10.1002/(SICI)1097-0266
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Olsen, E. (2010, May 3). Vision statements. Retrieved from <http://onstrategyhq.com/resources/vision-statements/#>

Usher, A. (2019, November 26). Time Horizons for Strategic Plans. <https://higherstrategy.com/time-horizons-for-strategic-plans/>

Cripe, A (2022). Develop a Valuable Strategic Plan: Avoid Strategic Planning Déjà Vu.

- Quinn, J. (2018). How to Set Clear and Actionable Goals for Your Business. Retrieved on September 12, 2022 from <https://articles.bplans.com/how-to-set-clear-and-actionable-goals-for-your-business/>
- Broomhead, C. (2018). How to Set Smart Business Goals for your Small Business. Retrieved September 12, 2022 from <https://articles.bplans.com/how-to-set-smart-business-goals-for-2018/>
- (n.a.) (2022). Business Goals. Retrieved on September 20, 2022 from <https://business.adobe.com/blog/basics/goals#:~:text=Some%20organizations%20use%20a%20SWOT,to%20be%20in%20five%20years.>
- Naylor, T. H. (1983). Strategic Planning and Forecasting. *Journal of Forecasting*, 2, 109-118
- Kearns, G. S., & Sabherwal, R. (2006). Strategic alignment between business and information technology: A knowledge-based view of behaviors, outcome, and consequences. *Journal of Management Information Systems*, 23(3), 129-162. doi:10.2753/MIS0742-1222230306
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- Powell, T. C. (1992). Research notes and communications: strategic planning as a competitive advantage. *Strategic Management Journal*, 13(7), 551-558. doi:10.1002/smj.4250130707

Modalités de contrôle des connaissances

The Student's Total Score consists of:

Group Participation: Group Artifacts/Assignments (4pts a piece) – Total 20% (20 points)

Final Group Exercise (Everyone in the Group gets the same score) 20% (20 points)

Final Exam (written test) - 60% (60 points)

A final exam will be administered at the completion of the class or at a later time with other examinations managed by the University. The final exam will cover the Required Readings, Lecture Material, and the results of the report-outs from the exercises. The exam consists of Multiple Choice, fill-in, and true-false questions. There is a total of 30 questions at 2-points apiece. The grading criteria is simple: grades are a complement of three elements Class Participation, Group Exercise Outcome, and the Final Exam.

Un examen final sera administré à la fin du cours ou ultérieurement, avec d'autres examens gérés par l'Université. L'examen final portera sur les lectures obligatoires, le matériel de cours et les résultats des comptes rendus des exercices. L'examen comprend des questions à choix multiples, à compléter et vraies fausses. Il y a un total de 30 questions à 2 points chacune. Le critère de notation est simple: les notes sont un complément de trois éléments: participation à la classe, résultat de l'exercice en groupe et examen final.

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Grading Chart

Letter Grade	Percent	Lower Level of Grade	FR Grade correspondence
A	0.933	93	20 / 20
A-	0.900	90	18.5 / 20
B+	0.866	87	16.5 / 20
B	0.833	83	15 / 20
B-	0.800	80	13.5 / 20
C+	0.766	77	11.5 / 20
C	0.733	73	10 / 20
C-	0.700	70	8.5 / 20
D+	0.666	67	6.5 / 20
D	0.633	63	5 / 20
D-	0.600	60	3.5 / 20
F	0.590 or lower		1.5 / 20