

Syllabus Advanced Strategies for Futures Planning (HDCS 6331)

Fall 2021

Course Time: Thursdays 5:30–8:30pm CST, Zoom: <https://uofh.zoom.us/j/9091039346>

Instructor: Andy Hines

Contact: ahines@uh.edu

Office Hours: By appointment

Prerequisite: Graduate Standing

This course will present a wide array of theories and tools of strategic thinking and planning. Good strategy and strategic thinking does not operate in a vacuum. It is embedded in a large context. Indeed, the course is organized in four modules to reflect this context:

- Preparing: Where are we now?
- Visioning: Where do we want to go?
- Strategizing: How do we get there?
- Creating [the future]: Making it happen

Good strategy is based on a vision, which in turn derives from an understanding of the current situation of the organization. And that strategy needs to be implemented in order to create the future. The approach will build off of our core Framework Foresight approach, thus demonstrating how futures work can be effectively linked to strategy development. Students will be divided into teams and each team will be responsible for developing a strategy for a particular construction company. The reason we're using construction is that we will build upon a "future of the built environment" scenario project that our program did for the Construction Industry Institute. That way, we don't have to spend time mapping the future, but we can jump right into influencing the future!

Objectives

The course objectives:

- Focus on the "influencing" module of our core Framework Foresight approach
- Present an integrated approach to strategy that include preparation, vision, strategy thinking, and creating change
- Become familiar with various theories and tools relating to strategy
- Gain experience by doing a group strategy project for a company

Books

Required

- Mintzberg, Ahlstrand, and Lampel. [Strategy Safari](#).
- Osterwalder, Alexander, and Pigneur. [Business Model Generation](#).

Book Review Suggestions:

- Collins, Jim. *Good to Great OR Built to Last*
- Conway, Maree. *Foresight-Infused Strategy*
- Curtis, Rachel and Elizabeth City. *Strategy in Action*
- de Ruijter, Paul. *Scenario- Based Strategy*

- Dixit, Avinash. *The Art of Strategy*
- Freedman, Lawrence. *Strategy*
- Gaddis, John Lewis. *On Grand Strategy*
- Hamel, Gary. *Humanocracy*
- Kaplan, Robert and David Norton. *The Strategy-Focused Organization*
- Kiechel, Walter. *Lords of Strategy*
- Kim, W. Chan and Renee A. Mauborgne. *Blue Ocean Strategy*
- Montgomery, Cynthia. *The Strategist*
- Mui, Chunka and Paul Carroll. *Billion-Dollar Lessons*
- Porter, Michael. *Competitive Strategy OR Competitive Advantage,*
- Raynor, Michael. *The Strategy Paradox*
- Reeves, Martin et al. *Your Strategy Needs a Strategy*
- Rumelt, Richard. *Good Strategy, Bad Strategy*
- Sinek, Simon. *Start with Why*
- Sloan, Julia. *Learning to Think Strategically*
- Zalman, Amy. *Strategic Narrative: A Framework for Accelerating Innovation*

Interaction

Classes are held virtually on Thursday evenings via the Zoom <https://uofh.zoom.us/j/9091039346> . If you can't make the virtual class, you can listen to an archived recording. The links to the recordings will be posted in the Zoom discussion forum in Blackboard. Regular communication with the instructor should be through blackboard, but you can use regular email if its urgent (ahines@uh.edu) -- Skype if you're international (ahinesfuturist).

Activities and Assignments

See separate schedule document. The key assignment is a group strategy project. The components of the project are divided into [mostly] weekly "assignments," so it is worked on it throughout the semester. A big port of the grade is the final pitch of your project results near the end of the semester. Each team member receives the same grade, unless I learn that someone has not been adequately contributing – this person will receive a lower grade. I will check in periodically with the teams to make sure everyone is contributing. There is also a book review and weekly discussion posts.

Grading

Compilation of Strategy Worksheets	60%
Pitch/Class Presentation	10%
Book Review	10%
Your Strategy School	10%
Discussion Forum Posts	10%

Criteria

Points	Category	Description
95	Excellent 100 for super- awesome!	Demonstrates exceptional mastery of concepts, expression, and application of course materials. No improvable items
90	Very Good	Only one or two minor improvable items.
85	Solid Competence	Demonstrates good ability to meet specifications of assignments and evaluation criteria. Only one major <i>or</i> more than two minor improvable items
80	Meets Minimum Expectations	Demonstrates adequate performance on assignments and meeting evaluation criteria. More than one major improvable item.
/75	Below Expectations	Some value, but serious deficiencies

Resubmitting Assignments

- Students may re-submit assignments **one time** to make improvements based on instructor feedback. Please indicate changes in a **different color font!**

Late Assignments

- Assignments are given due dates in the schedule and in Blackboard. Late assignments are deducted a one-time 10 point penalty and may be submitted any time thereafter with just that penalty. So, there is no good excuse not to submit an assignment!

Discussion Post Scoring

- For discussion posts, it's a simple two point system: 2 points if you are on time, and one point if you are late, but you can post late right up until the final deadline for all work.

Other policies

Academic honesty policy. All UH students are responsible for knowing the standards of academic honesty. Please refer to the UH catalog. Plagiarism, using research without citations or using a created production (such as other people's words) without quotations or citations, will result in a grade penalty or failure of the course. Internet sources must be credited according to the sites recommended citation guideline if available. If no citation guideline is provided by the web source, then the date, URL site owner, and author must be included with the web material used.

Disabilities: If you have a disability and need a special accommodation consult first with the Coordinator of Health Disabilities Services, Bayou 1402, telephone 283-2627, and then discuss the accommodation with me.

Incompletes: A grade of "I" is given only in cases of documented emergency or special circumstances late in the semester, provided that the student has been making satisfactory progress. An Incomplete Grade Contract must be completed.

Last day to drop a course or withdraw with a 'W' is **November 4, 2021.**