

Syllabus. Building the Strategic Plan



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Justification

Sports organisations (international federations, national federations, leagues, clubs, venues), as well as the media, sponsors, and other sports-related stakeholders, are facing challenges in an always more complex environment. No one can predict the future, but every organisation has the power to design its ambitions and the path to its success.

Strategic planning is, therefore, incredibly important to identify the roadmap to success, defining where we come from and who we are, where we want to be, and how to make it happen. And it is not about wishful thinking. It is about designing a relevant and realistic plan embraced by the entire company and its stakeholders, a plan that will drive the staff's energies toward a common goal that will lead adequate resources to make it happen, and that will drive leadership decisions in the future. Having a clear plan avoids a lack of direction and all that regards uncertainties, and the waste of resources and energies. Besides, a strategic plan is followed by an execution plan, or action plan, driven by the leadership, to be implemented and monitored in detail thanks to clear processes.

In this certificate, we offer a clear understanding of the keys to strategic planning: a step-by-step process to design your plan and how to create the execution plan, and we ensure a process to optimise the implementation.

It will help leadership teams working in sports organisations (from leagues to clubs, to federations) or any organisation to design the future they want for 'their' organisation. Learnings and tools will be illustrated by case studies from different sports organisations to clearly envision what we speak about.

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Objectives

By establishing objectives, we give ourselves a clear idea of what we want to achieve once the teaching and learning process of this course has finished. But our aims are even more specific: we also want to establish what you will need to accomplish in order for this new knowledge to contribute to your educational goals.

To achieve these objectives, you must complete the entire process laid out in the different stages of the course.

Thus, if you work in the way suggested, you will be well-positioned to meet the following objectives:

General objective

Provide the tools to build your strategy and the implementation plan (for all the programme).

Specific objectives

- 1 Understand the importance of strategic planning.
- 2 Learn the different steps leading to a strategic plan.
- 3 Have the tools to build your organisation's strategic plan.
- 4 Have the tools to make it happen and generate impact.

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Skills

The skills we hope you will develop throughout this course are:

General skills

- 1** **Group and collaborative work:** the ability to work with colleagues in order to accomplish shared goals and to achieve the synergy typical of a high performance group.
- 2** **The capacity of analysis/reflection:** the capacity to methodically examine the different aspects of a certain reality or situation and to carry out an assessment of that situation.
- 3** **Creativity and innovative, knowledge-based solutions:** the capacity to find alternative solutions to existing problems based on formal knowledge.

Specific skills

- 1** Strategic thinking
- 2** Strategic planning
- 3** Team leadership
- 4** Project management

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Bibliography

Corraze, J. (1987) Las bases neuropsicológicas del movimiento [The neuropsychological basis of movement]. Paidotribo, Barcelona.

Cratty, B. (1974). Motricidad y psiquismo [Motor function and the psyche]. Miñón, Madrid.

Le Boulch, J. (1975). Hacia una ciencia del movimiento humano [Towards a science of human movement]. Paidós, Buenos Aires.

Le Boulch, J. (1989). El deporte educativo; psicokinética y aprendizaje motor [Educational sports; the mind in movement and motor learning]. Paidós, Buenos Aires.

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Criteria for participation and approval

Participation criteria

During the month of course, the student is expected to:

- Browse the multimedia contents of each of the modules that make up the course.
- Solve the evaluations assigned in each module.
- Carry out the proposed activities, whether group or individual.
- Take the final exam.

Approval criteria

For the approval of the course, the student is required to complete the (4) proposed activities in the course and pass the final exam. The student must obtain a final score of 70% or more. This grade will be the average between the activities and the final exam.

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Module 1. Defining Your Vision, Mission and Values

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Module 2. Setting Strategic Goals and Objectives

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Module 3. Transforming Objectives into an Action Plan

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Lesson 9 of 9

Module 4. Budgeting the Plan

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