

The University of Western Ontario
Department of Political Science
Public Administration 9923a
Strategic Planning and Management
Summer 2012
Mon–Friday, 9am to 4:30 pm (May 7-11)
Room TBA, Social Science Centre

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Office Hours: Tuesdays: 8am – 9am; 4:30pm – 5:30pm or by appointment

COURSE DESCRIPTION

The purpose of this course is to explore the theoretical ideas and practical challenges involved in thinking, acting, planning, and managing strategically in local government. Strategic planning and management concepts will be explored within an organizational, political and community context. The course will guide the MPA student to think strategically and critically about strategic planning and management in local government.

METHODS

Theory and practical techniques and approaches will be explored through lectures, seminars, group case-study, and class discussion. Given the seminar and case-study approach students are advised to do the readings before the week of class.

After the in-class week a written assignment will be due.

TEXTS

Bryson, J. M. (2011). *Strategic Planning for Public and Non Profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. Fourth Edition*. San Francisco: Jossey-Bass.

Bryson, J. M., & Alston, F. K. (2011). *Creating Your Strategic Plan: A Workbook for Public and Non Profit Organizations. Third Edition*. San Francisco: Jossey-Bass.

Stelman, Ursula M. (1998). *Winnipeg's Main Street: A Search for Meaning*. Local Government Case Studies. London Ontario: Department of Political Science. University of Western Ontario. [**Available from** Josh Morgan, Local Government Program]

COURSE OUTLINE

Date	Content
<p>May 7, 2012 Monday</p>	<p><u>Strategic Planning and Management in Local Government</u></p> <p>Lecture Introduction</p> <ul style="list-style-type: none"> ▪ Personal perspective of public administrator ▪ Public administration and strategy ▪ Issues and challenges <p>Background: Strategic Planning & Management</p> <ul style="list-style-type: none"> ▪ Definitions ▪ History <p>Themes/Concepts</p> <ul style="list-style-type: none"> ▪ Strategic planning (SP) to strategic management(SM) ▪ SP as decision making tool ▪ Political and administrative leadership ▪ Linking SP and SM to performance ▪ Performance measurement to performance management <p>Required Readings: Bryson, J. M. (2011). Chapter 1&2</p> <p>Optional Readings: Berry, F. S. (2007). Boyne, G. A., & Walker, R. M. (2010). Poister, T. H. (2010). Lane, J.-E., & Wallis, J. (2009).</p>
<p>May 8, 2012 Tuesday AM</p>	<p><u>A Practical Framework for Strategic Planning and Management</u></p> <p>Lecture Strategy and performance</p> <ul style="list-style-type: none"> ▪ What do we know? ▪ What do we need to know? <p>A framework for strategic planning and management</p> <ul style="list-style-type: none"> ▪ Urban politics/governance system ▪ Context: historical, political culture, physical environment, socio-economic, intergovernmental <p>Tools and techniques for linking strategy to performance</p> <ul style="list-style-type: none"> ▪ Strategic change cycle ▪ Creating public value - strategic triangle ▪ Balanced score card ▪ Others <p>Strategy in national context</p> <ul style="list-style-type: none"> ▪ Canadian examples <p>Required Readings: Moore, M. H., & Khagram, S. (2004) Kabir, S.M.H. (2007) Lightbody, J. (1993).</p> <p>Optional Readings: Pelissero, J.P. (2003). pp. 1-34 Moore, Mark H. (1995). pp. 70-76 Walker, R. M., et. al. (2010) Kaplan, Robert S. (2003).</p>

COURSE REQUIREMENTS AND RESPONSIBILITIES

1. Class Participation: Weight (10%)

Students are expected to keep up with the assigned readings and actively participate in seminars, case-study and classroom discussions. Readings should be done before the course begins as the course week is taken up with group seminar and case-study demands.

2. Seminars: on Selected Topics: Weight (15%)

Seminar Presentations:

Each group will present the assigned readings and lead the class in a seminar regarding issues raised by the authors. These readings will assist each group in building their frameworks/approaches for strategic planning and action in assignment #2. Please feel free to creatively engage the class in discussion, debate and participatory learning.

The class will be divided into 5 groups with at least four students to a group. Students can decide on group membership before classes begin and email them to me; however this is not a prerequisite.

Instructions for Group Work

- Full-time students should partner with part-time students.
- Senior local government administrators should spread themselves between the groups.
- Each group should be as *diverse* as possible.

Assigned Readings for Seminar Group Work: See Course Outline Chart

3. Case Study: Weight (25%)

The purpose of this exercise is to prepare a municipal strategic plan and process for the *Stelman Case Study* (A virtual 'City of Winnipeg'). The Bryson Workbook will be a useful tool for the exercise. It is not necessary to know all the INS and OUTS of the real City of Winnipeg reality. The information provided in the Applied Lens of the Stelman Case Study is sufficient to do this assignment.

Assignments #1 & #2 are intended to build on each other. The Bryson Strategic Change Cycle reviewed in the Seminars will help with Assignment # 2; which is about engaging in a strategic planning process and producing an actual Strategic Plan for the virtual City of Winnipeg. Issues in strategic planning and management from class and the literature should be explored.

Instructions for Group Work:

- The groups formed in Assignment #1 will remain for Assignment #2.
- Presentations should be no longer than 1 ½ hours including questions.
- All group members should take part in the class presentation

Tips for Group Presentation

- You are the CAO/senior management team for a virtual City of Winnipeg.

- The case study data should be utilized as the information available to you for developing a strategic plan for the City of Winnipeg Council for policy approval.
- Focus on the Applied Lens section of the Case Study.

Prepare a Strategic Plan for Action

Guiding Steps:

Utilize a strategic planning process agreed to and developed by the group informed by the seminars, lecture and your readings:

- Consider the context.
- Identify the policy and strategic issue(s) involved.
- Explore the political, bureaucratic and citizen perspectives in your plan for action.
- Comment on issues of strategic planning and management that your group has considered.
- Link SP and SM to performance management.
- Discuss the challenges experienced by the strategic team to engage in strategic thinking, planning and the development of your municipal strategic plan.
- How did context, theory and techniques inform your processes and plan?

Group No.	Date/Time
1	Thursday AM
2	Thursday AM
3	Thursday PM
4	Thursday PM
5	Thursday PM

4. Written Assignment: Weight (50%)

The purpose of the paper is to prepare a critical analysis of a municipality's strategic plans and processes given its unique context; organizational, political and community environment. The paper is to demonstrate synthesis and understanding of the theoretical ideas, and practical realities affecting strategic thinking, planning, and management in a given municipality.

Students will pick a Canadian municipality of their choice, research available public documents, and undertake some key stakeholder interviews if necessary. Documents chosen should help to clarify the context, the political-management environment and demonstrate the strategic planning and management approaches undertaken by the municipality.

Through the analysis students will demonstrate knowledge and understanding of the key concepts discussed in class, seminars, case-study group work and assigned readings. Synthesis and integration of ideas regarding the challenges of politics and management in utilizing strategic approaches should be demonstrated. A critical view should be taken in the analysis regarding the role of strategic thinking, planning and management processes given the context. The approach chosen for the analysis should be clear.

The paper should be approx. 12-15 pages typed and double-spaced. The **due date** for the written assignment is **Friday June 22, 2012 @ 4:30pm**. Marks will be deducted for late papers. Papers should be e-mailed directly to me at ustelman@uwo.ca.

REQUIRED READINGS

- Boyne, G., & Gould-Williams, J. (2003). Planning and performance in public organizations an empirical analysis. *Public Management Review*, 5(1), 115-132.
- Bryson, J. M. (2011). *Strategic Planning for Public and Non Profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. Fourth Edition*. San Francisco: Jossey-Bass.
- Bryson, J. M., & Alston, F. K. (2011). *Creating Your Strategic Plan: A Workbook for Public and Non Profit Organizations. Third Edition*. San Francisco: Jossey-Bass.
- Hildebrand, R., & McDavid, J. C. (2011). Joining public accountability and performance management: A case study of Lethbridge, Alberta. *Canadian Public Administration (March)*, 54(1), 41-72.
- Kabir, S. M. H. (2007). Strategic Planning in Municipal Government: The Case of City of Ottawa. *Canadian Social Science*, 3(5), 5-14.
- Lightbody, J. (1993). The Strategic Planning Component in Policymaking Process for Municipalities in Canada. *Policy Studies Journal*, 21(1), 94-103.
- Meier, K. J., O'Toole, L. J., Jr., Boyne, G. A., & Walker, R. M. (2007). Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas against Recent Theories. *Journal of Public Administration Research and Theory: J-PART*, 17(3), 357-377.
- Mintzberg, H. (1994). The Fall and Rise of Strategic Planning. *Harvard Business Review*, 72(1), 107-114.
- Moore, M. H., & Khagram, S. (2004). On Creating Public Value: What Business Might Learn from Government about Strategic Management, *Corporate Social Responsibility Initiative Working Paper No. 3* Cambridge, MA: John F. Kennedy School of Government Harvard University.
- Poister, T. H., & Streib, G. (2005). Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades. *Public Administration Review*, 65(1), 45-56.
- Plant, T. E. (2008). *Strategic Planning for Municipalities: A Users' Guide*. Municipal World. [ITEM 0085 ISBN: 978-0-919779-84-6]
- Stelman, Ursula M. (1998). *Winnipeg's Main Street: A Search for Meaning*. Local Government Case Studies. London Ontario: Department of Political Science. University of Western Ontario. [**Available from** Josh Morgan, Local Government Program]
- Swanstrom, T. (1987). The Limits of Strategic Planning for Cities. *Journal of Urban Affairs*, 9(2), 139-157.
- Ugboro, I. O., Obeng, K., & Spann, O. (2011). Strategic Planning As an Effective Tool of Strategic Management in Public Sector Organizations. *Administration & Society (January)*, 43(1), 87-123.

OPTIONAL READINGS

- Berry, F. S. (2007). Strategic Planning as a Tool for Managing Organizational Change. *International Journal of Public Administration*, 30(3), 331-346.
- Boyne, G. A., & Walker, R. M. (2010). Strategic Management and Public Service Performance: The Way Ahead. *Public Administration Review*, 70, s185-s192.
- Furrer, O., Thomas, H., & Goussevskaia, A. (2008). The structure and evolution of the strategic management field: A content analysis of 26 years of strategic management research. *International Journal of Management Reviews*, 10(1), 1-23.
- Kaplan, R., S., & Norton, D., P. (1996). Using the Balanced Scorecard as a Strategic Management System (January-February). *Harvard Business Review* 74(1), 75-85.

- Lane, J.-E., & Wallis, J. (2009). Strategic management and public leadership. *Public Management Review*, 11(1), 101-120.
- Mankins, M. C., & Steele, R. (2005). Turning Great Strategy into Great Performance. *Harvard Business Review (July-August)*, 1(11).
- Mintzberg, H., Lampel, J., & Ahlstrand, B. (2000). *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. Simon and Schuster. **[Available in the LG Library]**.
- Moore, M. H. (1995). *Creating Public Value: Strategic Management in Government*. Harvard University Press. **[Available in the LG Library]**.
- Pellisero, J. P. (Ed.). (2003). *Cities, Politics, and Policy: A Comparative Analysis*. Washington DC: CQ Press. **pp. 1-34**.
- Poister, T. H. (2010). The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance. *Public Administration Review*, 70, s246-s254.
- Walker, R. M., Andrews, R., Boyne, G. A., Meier, K. J., & O'Toole, L. J. (2010). Wakeup Call: Strategic Management, Network Alarms, and Performance. *Public Administration Review*, 70(5), 731–741.

[Articles will be available in the Custom Course Book from the UWO Bookstore].