

WESTERN UNIVERSITY  
Department of Political Science  
Public Administration 9923a  
Strategic Planning and Management

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**Date & Time:** May 6-10, 2013; Mon–Friday, 9am to 5:00 pm

**Room:** 4161 SSC

**Lecturer:** Ursula M. Stelman

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## **COURSE DESCRIPTION**

The purpose of this course is to explore the theoretical ideas and practical challenges involved in planning and managing strategically in local government. Its aim is to investigate organization performance and the role of 'strategy' in creating public value. Strategic management concepts and planning techniques and processes will be viewed from an organizational, political and community context.

The course will challenge the MPA student to think critically about 'strategy formation' in public sector management.

## **METHODS**

Group and participatory learning approaches will be used in the daily classroom sessions. Lectures will be augmented by student-led seminars, and group case-study. Students are advised to do the readings before the week of class begins to facilitate a more meaningful learning experience.

A written assignment will be due after the in-class week.

## **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
<b><u>Monday</u></b>	<p><b><u>Lecture: Strategic Planning and Management in Local Government</u></b></p> <p><b>Introduction</b>  The Struggle to Create Public Value in Local Government  Organisational Performance &amp; Strategy  Strategy in Local Government</p> <ul style="list-style-type: none"> <li>▪ Issues and Challenges</li> </ul> <p><b>Strategic Planning &amp; Management</b></p> <ul style="list-style-type: none"> <li>▪ Definitions</li> <li>▪ Background &amp; History</li> </ul> <p><b>Required Readings</b></p> <ul style="list-style-type: none"> <li>▪ Bryson, J. M. (2011) Chapter 1&amp;2</li> <li>▪ See Seminar Groups</li> </ul> <p><b>Optional Readings</b></p> <ul style="list-style-type: none"> <li>▪ Boyne, G. A., &amp; Walker, R. M. (2010).</li> <li>▪ Poister (2010).</li> <li>▪ Moore, M. H. (1995).</li> </ul>
<b><u>Tuesday AM</u></b>	<p><b><u>Lecture: Theory and Research</u></b></p> <p>Theoretical Propositions of Strategy Making  Proponents versus Opponents  Critique of Strategic Planning  Literature Review: SP/SM in Public Sector</p> <p><b>Required Readings</b></p> <ul style="list-style-type: none"> <li>▪ Poister, T. H., Pitts, D. W., &amp; Edwards, L. H. (2010).</li> </ul> <p><b>Optional Readings</b></p> <ul style="list-style-type: none"> <li>▪ Mintzberg, H., Lampel, J., &amp; Ahlstrand, B. (2000).</li> <li>▪ Mintzberg, H. (1994)</li> <li>▪ Swanstrom, T. (1987).</li> <li>▪ Lane, J.-E., &amp; Wallis, J. (2009).</li> </ul> <hr/> <p><b><u>Lecture: The Strategic Management Framework &amp; Process</u></b></p> <p>A conceptual framework for assessing and analyzing strategic planning and management  Organization-wide and department-level strategic planning efforts</p> <p><b>Required Readings</b></p> <ul style="list-style-type: none"> <li>▪ See seminar groups</li> </ul> <p><b>Optional Readings</b></p> <ul style="list-style-type: none"> <li>▪ Korosec, R. L. (2006).</li> <li>▪ Plant, T. E. (2008).</li> <li>▪ Kaplan &amp; Norton, (1996).</li> </ul>

<b><u>Tuesday PM</u></b>	<p><b><u>Seminar Group Presentations</u></b></p> <p><b><u>GROUP 1 – Initiating and Agreeing on SP Process &amp; Clarifying Org. Mandates and Mission</u></b></p> <ul style="list-style-type: none"> <li>▪ Bryson, J. M. (2011) Chapter 3 &amp;4 pp. 83-49;</li> <li>▪ Bryson, J. M., &amp; Alston, F. K. (2011). Workbook 55-118.</li> </ul> <p><b><u>GROUP 2 – Assessing Environment &amp; Identifying Strategic Issues</u></b></p> <ul style="list-style-type: none"> <li>▪ Bryson, J. M. (2011) Chapter 5&amp;6 pp. 150-218;</li> <li>▪ Bryson, J. M., &amp; Alston, F. K. (2011). Workbook, 119-149.</li> </ul> <p><b><u>GROUP 3 – Formulating and Adopting Strategies and Plans &amp; Establishing Organizational Vision</u></b></p> <ul style="list-style-type: none"> <li>▪ Bryson, J. M. (2011) Chapter 7&amp;8 pp. 219-285</li> <li>▪ Bryson, J. M., &amp; Alston, F. K. (2011). Workbook, 151-168.</li> </ul> <p><b><u>GROUP 4 - Implementing Strategies and Plans Successfully and Reassessing and Revisiting</u></b></p> <ul style="list-style-type: none"> <li>▪ Bryson, J. M. (2011) Chapter 9&amp;10 pp. 286-351</li> <li>▪ Bryson, J. M. (2011) Resource A – pp. 405</li> </ul> <p><b><u>Group 5 – Leadership Roles in Making Strategic Planning Work and Getting Started with SP</u></b></p> <ul style="list-style-type: none"> <li>▪ Bryson, J. M. (2011) Chapter 11&amp;12 pp.355-401</li> <li>▪ Bryson, J. M. (2011) Resource B – pp. 405-427</li> </ul>
<b><u>Wednesday AM</u></b>	<p><b><u>Lecture: Linking Strategy to Performance</u></b> Strategy and Performance</p> <ul style="list-style-type: none"> <li>▪ What do we know? What do we need to know?</li> <li>▪ Performance research results</li> </ul> <p><b><u>Optional Readings</u></b></p> <ul style="list-style-type: none"> <li>▪ Poister, T. H., &amp; Streib, G. (2005).</li> <li>▪ Boyne, G., &amp; Gould-Williams, J. (2003).</li> <li>▪ Meier, O'Toole, Boyne &amp; Walker, R. M. (2007).</li> <li>▪ Walker, Andrews, Boyne, Meier, &amp; O'Toole, (2010).</li> </ul>
<b><u>Wednesday PM</u></b>	<p><b><u>Lecture: Tools And Techniques - Practical Issues, Challenges and Examples</u></b></p> <p><b><u>Optional Readings</u></b></p> <ul style="list-style-type: none"> <li>▪ Hildebrand, R., &amp; McDavid, J. C. (2011).</li> <li>▪ Ugboro, I. O., Obeng, K., &amp; Spann, O. (2011)</li> <li>▪ Kabir, S.M.H. (2007).</li> <li>▪ Lightbody, J. (1993)</li> </ul> <p><b><u>Group Prep Time</u></b></p>
<b><u>Thursday</u></b>	<p><b><u>Group Case Study Presentations</u></b></p> <ul style="list-style-type: none"> <li>• Stelman, U. (1998). Winnipeg Case Study</li> </ul> <p><b><u>Optional Readings</u></b></p> <ul style="list-style-type: none"> <li>• Bryson, J. M., &amp; Alston, F. K. (2011). Workbook</li> </ul>
<b><u>Friday</u></b>	<p><b><u>Conclusion</u></b> Discussion of ideas for written assignment CAO Presentation</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 seminar and group case-study demands.

### 2. SEMINARS: Weight (15%)

Each group will present the assigned readings and lead the class in a seminar regarding practical issues raised by the authors. These readings will assist each group in building their frameworks, approaches and processes for strategic planning in assignment #2.

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 the names of group members to me; however this is not a prerequisite for the course.

**Assigned readings for seminar group work** - see the course outline chart.

#### 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.

### 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 Framework reviewed in the Seminars will help with Assignment # 2 - which is about engaging in a strategic planning process and producing an actual Strategic Plan and Process for approval by 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 and planning process for the approval of the City of Winnipeg Council.
- Focus on the 'Applied Lens' section of the Case Study.

#### Prepare a Strategic Planning Process and Plan for Action

**Guiding Steps:**

Utilize a strategic planning process agreed to and developed by the group informed by the seminar presentations and readings:

- Consider the context.
- Identify the policy and strategic issue(s) involved.
- Explore the political, organizational and community perspectives in your strategic plans and planning processes.
- Comment on the strategic issues that your group has considered.
- Discuss the challenges experienced by your strategic team to engage in strategic thinking, the planning process, and the development of your municipal strategic plan.
- How did context, theory and techniques inform your processes and plan? What was most helpful?

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 planning processes given its unique context and organizational, political and community environment. Through the analysis students will demonstrate knowledge and understanding of the key concepts discussed in class, seminars, case-study group work and assigned readings. The level (organizational, departmental or functional unit) and approach for the analysis should be clear upfront.

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

The paper is intended to demonstrate understanding of the theoretical ideas, and practical realities and challenges affecting strategic thinking, planning, and management in a municipal environment. The optional articles provided will be valuable resources for the paper.

The paper should be approx. 12-15 pages typed and double-spaced.

The **due date** for the written assignment is **Friday June 21, 2013 @ 4:30pm**.

Marks will be deducted for late papers. Papers should be e-mailed directly to me at [ustelman@uwo.ca](mailto:ustelman@uwo.ca) and copied to [ursula.stelman@gmail.com](mailto:ursula.stelman@gmail.com)

## REQUIRED READINGS

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.

Poister, T. H., Pitts, D. W., & Edwards, L. H. (2010). Strategic Management Research in the Public Sector: A Review, Synthesis, and Future Directions. *The American Review of Public Administration* 40(5), 522-545.

### **For Case Study**

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]**

## 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., & Gould-Williams, J. (2003). Planning and performance in public organizations an empirical analysis. *Public Management Review*, 5(1), 115-132.

Boyne, G. A., & Walker, R. M. (2010). Strategic Management and Public Service Performance: The Way Ahead. *Public Administration Review*, 70, s185-s192.

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.

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.

Korosec, R. L. (2006). Is Department-Based Strategic Planning More Effective than Organization-Wide Strategic Planning? Empirical Evidence from Senior Managers. *Public Performance & Management Review*, 30(2), 221-296.

Lane, J.-E., & Wallis, J. (2009). Strategic management and public leadership. *Public Management Review*, 11(1), 101-120.

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.

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]**.

Plant, T. E. (2008). *Strategic Planning for Municipalities: A Users' Guide*. Municipal World. **[Available in the LG Library]**.

Poister, T. H. (2010). The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance. *Public Administration Review*, 70, s246-s254.

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.

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.

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 are available in the Custom Course Book for PA 9923a from the UWO Bookstore].