
Public Administration 9923a
Strategic Planning and Management
Course Outline

Lecturer: Ursula Stelman
Email: ursula.stelman@gmail.com
Date: May 9-13, 2011
Lectures: Monday-Friday
9:00 am-12:00pm; 1:00pm-4:00pm
Evening group work-as needed
Classroom: TBA

Purpose:

The purpose of this course is to explore the theoretical ideas and practical challenges involved in thinking, acting, planning and managing strategically in the local public sphere. The ideas of strategy, strategic leadership, strategic planning and management will be explored within the lens of urban politics, and municipal public management. Our approach aims to further understanding, critical thinking, and analytical capacity and to explore a practical approach for analysis and action.

Course Description:

Strategic planning and management cannot be understood in isolation from the context in which it is practiced. We will explore strategic planning and management in the context of urban politics through a systems approach. The role of 'strategy' in transforming policy to action will be central to our discussion. Strategic planning and management theory, techniques and processes will be investigated.

The course will guide the MPA student to think strategically and critically about strategic planning, management and leadership in local government. Practical, critical and analytical tools and approaches will be explored through seminars, group case study methods, class discussion and a written assignment analyzing municipal approaches and processes.

Course Marks:

Class Participation(10%)

Students are expected to keep up with the assigned readings and actively participate in seminars 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.

Group Assignment #1: Group Seminars (15%).

Seminar Presentations: Each group will present the assigned readings and lead the class in a seminar discussion regarding issues raised by the authors. (see Required reading list in the Supplementary Package of Readings UWO Bookstore)

Tues -(Seminar Group 1): Bryson, J. M. 2004. Chapter two pp.**30-61**

Tues- (Seminar Group 1): Bryson & Roering 1988, pp **995-1004**

Tues- (Seminar Group 2): Gordon Gerald L. 2005.

Tues- (Seminar Group 2): Bryson, J. M. 2004. Chapter nine pp.**238-263**

Wed- (Seminar Group 3): Mintzberg, Henry. 1994. HBR **107-114.**

Wed- (Seminar Group 3): Backoff, et al. 1993. pp.**127-144.**

Wed- (Seminar Group 3): Swanstrom, Todd. 1987. 9(2):139-157.

Wed- (Seminar Group 4): Moore, Mark H. 1995 pp.**70-76**

Wed- (Seminar Group 4): Poister, T. H. and G. Streib. 2005. pp.**45-56**

Wed- (Seminar Group 4): Lightbody, James 1993 Vol 21, No. 1. pp. **94-103**

Group Assignment #2: Case Study Presentations (25%)

Students will refine the draft framework provided and present their *unique* frameworks for strategic planning and action. The Bryson model, Gordon and Pelissero readings will provide groups an essential starting point.

Students will apply the framework developed by the group to do Assignment #2 the *Winnipeg Case Study*. The purpose of this exercise is to demonstrate understanding of the readings and to prepare an urban contextual analysis, strategic plan and process for strategic action. Systems of urban politics and issues in strategic planning and public sector management should be explored. The group strategic plans and process will be presented to the class (Thursday).

Written Assignment (50%)

Students will prepare a *critical analysis* of a municipality's strategic plans and processes. The purpose of the paper is to demonstrate synthesis and integration of theoretical ideas, context and practical realities affecting strategic thinking, planning, management and action in a given municipality. Students will be expected to pick a municipality of their choice for the written assignment utilizing available documents, key stakeholder interviews and relevant data. The paper should be approx.12-15 pages typed and double-spaced. The **due date** for the assignment is **Friday June 24, 2011 @ 4:30pm**. Marks will be deducted for late papers.

Required Readings:

Books

Bryson, J. M. 2004. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement* 3rd edition. San Francisco: John Wiley & Sons. **ISBN 0-7879-6755-6**

Gordon Gerald L. 2005. *Strategic Planning for Local Government* (second edition). Washington DC: ICMA International City/County Management Association. **ISBN 0-87326-177-1**

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. **ISBN 0-7714-2095-1**

Articles and selected required readings are available in the *Supplementary Package of Readings from the UWO Bookstore.*

Backoff, Robert, Barton Wechsler and Robert E. Crew Jr. 1993. "The Challenge Of Strategic Management In Local Government." *Public Administration Quarterly* 17(2):127-144.

Bryson, John M. and William D. Roering. 1988. "Initiation of Strategic Planning by Governments." *Public Administration Review* 48(6):995-1004.

Lightbody, James. 1993. "The Strategic Planning Component in Policymaking Process for Municipalities in Canada." *Policy Studies Journal* 21(1):94-103.

Mintzberg, Henry. 1994. "The Fall and Rise of Strategic Planning." *Harvard Business Review* 72(1):107-114.

Moore, Mark H. 1995. *Creating Public Value: Strategic Management in Government* Cambridge: Harvard University Press. **ISBN 0-674-17557-3**
▪ **pp. 70-76**

Pelissero, John P(editor) 2003 *Cities, Politics and Policy: A Comparative Analysis*. Washington, DC: CQ Press. **ISBN: 1-56802-686-2 1-34**

Poister, T. H. and G. Streib. 2005. "Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades." *Public Administration Review* 65(1):45-56.

Swanstrom, Todd. 1987. "The Limits of Strategic Planning for Cities." *Journal of Urban Affairs* 9(2):139-157.

Optional Readings

*Beckett-Camarata, J. 2003 "An Examination of the Relationship between the Municipal Strategic Plan and the Capital Budget and its Effect on Financial Performance." Journal of Public Budgeting, Accounting and Financial Management 15.1: 23-40.

*Berry, Frances S. 2007. "Strategic Planning as a Tool for Managing Organizational Change." International Journal of Public Administration 30(3):331-346.

Bronn, P. & C. 2002. Bronn. "Issues Management as a Basis for Strategic Orientation". Journal of Public Affairs. 2 (4): 247-258.

*Brymer, Thomas & Jeff Kersten. 2002. "Strategic Management that uses an Integrated Approach". Public Management. 84 (4): 16-19.

*Cohen, Steven. 2001. "A Strategic Framework for Developing Responsibility and Functions from Government to the Private Sector". Public Administrative Review. 61 (4): 432 ff

*Eadie, Douglas C. 1983. "Putting a Powerful Tool to Practical Use: The Application of Strategic Planning in the Public Sector." Public Administration Review 43(5):447-452.

Kaplan, Robert S.) 2003. "Strategic Performance Measurement and Management in Non-Profit Organizations. Non-Profit Management and Leadership 11(3):353-370.

Mintzberg, H. 1994. The Rise and Fall of Strategic Planning: Prentice Hall.

Mintzberg, H., J. Lampel and B. Ahlstrand. 2000. Strategy Safari: A Guided Tour through the Wilds of Strategic Management: Simon and Schuster.

Mouritzen, Poul Erik and James, H. Savara. 2002 *Leadership at the Apex: Politicians and Administrators in Western Local Governments*. Pittsburgh, Pa: University of Pittsburg Press.

Nielsen, Bo Bernhard. 2005. "Strategic Knowledge Management Research: Tracing the Co-Evolution of Strategic Management and Knowledge Management Perspectives." Competitiveness Review 15(1):1-13

* Available in the *Supplementary Package of Readings from the UWO Bookstore*.

DAILY CLASS AGENDA (9923a)

Day 1: Monday

Cities, Politics, Strategic Planning and Management:

1. Overview of course
2. State and dynamics of strategic planning and management
3. Systems of urban politics/implications
4. Political-administrative decision making
5. **Seminar/Group Prep Time**

Readings:

- Bryson, John M. 2004
- Pelissero, John, P. editor (2003) 1-34.

Day 2: Tuesday

Towards A Framework for Strategic Planning and Management:

1. Definitions purpose and benefits: strategic thinking, strategic planning, strategic management
2. Towards a strategic management framework
3. Strategic planning approaches, processes and techniques
4. **Assignment #1: Group Seminars (1-2)**

Tues - (Seminar Group 1): Bryson, J. M. 2004. Chapter two pp.30-61

Tues- (Seminar Group 1): Bryson & Roering 1988, pp 995-1004

Tues- (Seminar Group 2): Gordon Gerald L. 2005.

Tues- (Seminar Group 2): Bryson, J. M. 2004. Chapter nine pp.238-263

Day 3: Wednesday

Schools of Thought

1. Critique of strategic planning
2. Alternative models of strategic management
3. Challenges of strategic management in local government
4. Status of strategic planning and management in municipal government

Readings: See

- Mintzberg, H. 1994. The Rise and Fall of Strategic Planning: Prentice Hall.
- Mintzberg, H., J. Lampel and B. Ahlstrand. 2000. Strategy Safari: A Guided Tour Through the Wilds of Strategic Management: Simon and Schuster.

5. Assignment #1: Group Seminars (3-4)

- Wed- (Seminar Group 3): Mintzberg, Henry. 1994. HBR **107-114**.
 - Wed- (Seminar Group 3): Backoff, et al. 1993. pp.**127-144**.
 - Wed- (Seminar Group 3): Swanstrom, Todd. 1987. 9(2):139-157.
 - Wed- (Seminar Group 4): Moore, Mark H. 1995 pp.**70-76**
 - Wed- (Seminar Group 4): Poister, T. H. and G. Streib. 2005. pp.**45-56**
 - Wed- (Seminar Group 4): Lightbody, James 1993 Vol 21, No. 1. pp. **94-103**
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Day 4: Thursday

Assignment #2: Group Case Study Presentations

Readings:

- Stelman, Ursula. 1998, "Winnipeg's Main Street: A Search for Meaning". *Local Government Case Studies*. London Ontario: Department of Political Science. University of Western Ontario.
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Day 5: Friday

1. Complete Case Study Group Discussions
 2. Presentation: CAO in Local Government (Ontario Municipality) presenting on the strategic planning process in their municipality -Joan Anderton CAO (Richmond Hill)
 3. Written Assignment: Critical Analysis Class Discussion
 - Students will have an opportunity to share their ideas and approaches for tackling the written assignment.
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Ursula Stelman
May, 2011