

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

Date & Time: May 9-13, 2016; Mon–Friday, 9am to 5:00 pm

Room: TBA

Lecturer: Ursula M. Stelman

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Office: 4226A SSC **in the Local Government Library/Lab during class days only*

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
<u>Monday</u>	<p><u>Lecture: Strategic Planning and Management in Local Government</u></p> <p>Introduction The Struggle to Create Public Value in Local Government Organisational Performance & Strategy Strategy in Local Government</p> <ul style="list-style-type: none"> ▪ Issues and Challenges ▪ Organizational, political & community context <p>Strategic Planning & Management</p> <ul style="list-style-type: none"> ▪ Definitions ▪ Background & History <p>Required Readings</p> <ul style="list-style-type: none"> ▪ Bryson, J. M. (2011) Chapter 1&2 ▪ See Seminar Groups <p>Optional Readings</p> <ul style="list-style-type: none"> ▪ Boyne, G. A., & Walker, R. M. (2010). ▪ Poister (2010). ▪ Moore, M. H. (1995).
<u>Tuesday AM</u>	<p><u>Lecture: Theory and Research</u></p> <p>Theoretical Propositions of Strategy Making Proponents versus Opponents Critique of Strategic Planning Literature Review: SP/SM in Public Sector</p> <p>Required Readings</p> <ul style="list-style-type: none"> ▪ Poister, T. H., Pitts, D. W., & Edwards, L. H. (2010). <p>Optional Readings</p> <ul style="list-style-type: none"> ▪ Mintzberg, H., Lampel, J., & Ahlstrand, B. (2000). ▪ Mintzberg, H. (1994). ▪ Swanstrom, T. (1987). ▪ Lane, J.-E., & Wallis, J. (2009). ▪ Lightbody, J. (1993). <hr/> <p><u>Lecture: The Strategic Management Framework & Process</u></p> <p>A conceptual framework for assessing and analyzing strategic planning and management Organization-wide and department-level strategic planning efforts</p> <p>Required Readings</p> <ul style="list-style-type: none"> ▪ See seminar groups <p>Optional Readings</p> <ul style="list-style-type: none"> ▪ Korosec, R. L. (2006). ▪ Plant, T. E. (2008). ▪ Kaplan & Norton, (1996).

<p><u>Tuesday PM</u></p>	<p><u>Seminar Group Presentations (A)</u></p> <ul style="list-style-type: none"> • Present a total of 10 key points from combined readings <p><u>GROUP 1 – Initiating and Agreeing on SP Process & Clarifying Org. Mandates and Mission</u></p> <ul style="list-style-type: none"> ▪ Bryson, J. M. (2011) Chapter 3 &4 pp. 83-49; ▪ Bryson, J. M., & Alston, F. K. (2011). Workbook 55-118. ▪ Optional Reading – group choice from list <p><u>GROUP 2 – Assessing Environment & Identifying Strategic Issues</u></p> <ul style="list-style-type: none"> ▪ Bryson, J. M. (2011) Chapter 5&6 pp. 150-218; ▪ Bryson, J. M., & Alston, F. K. (2011). Workbook, 119-149. ▪ Optional Reading – group choice from list <p><u>GROUP 3 – Formulating and Adopting Strategies and Plans & Establishing Organizational Vision</u></p> <ul style="list-style-type: none"> ▪ Bryson, J. M. (2011) Chapter 7&8 pp. 219-285 ▪ Bryson, J. M., & Alston, F. K. (2011). Workbook, 151-168. ▪ Optional Reading – group choice from list <p><u>GROUP 4 - Implementing Strategies and Plans Successfully and Reassessing and Revisiting</u></p> <ul style="list-style-type: none"> ▪ Bryson, J. M. (2011) Chapter 9&10 pp. 286-351 ▪ Bryson, J. M. (2011) Resource A – pp. 405 ▪ Optional Reading -- group choice from list <p><u>Group 5 – Leadership Roles in Making Strategic Planning Work and Getting Started with SP</u></p> <ul style="list-style-type: none"> ▪ Bryson, J. M. (2011) Chapter 11&12 pp.355-401 ▪ Bryson, J. M. (2011) Resource B – pp. 405-427 ▪ Optional Reading – group choice from list
<p><u>Wednesday AM</u></p>	<p><u>Lecture: Linking Strategy to Performance</u></p> <p>Strategy and Performance</p> <ul style="list-style-type: none"> ▪ What do we know? What do we need to know? ▪ Performance research results <p><u>Optional Readings</u></p> <ul style="list-style-type: none"> ▪ Poister, T. H., & Streib, G. (2005). ▪ Boyne, G., & Gould-Williams, J. (2003). ▪ Meier, O'Toole, Boyne & Walker, R. M. (2007). ▪ Walker, Andrews, Boyne, Meier, & O'Toole, (2010). <p><u>Seminar Group Presentations (B)</u></p> <ul style="list-style-type: none"> • Same groups as for (A) • Internet Activity: Compare and contrast any municipality strategic plans from two distinct time periods (e.g. City of Edmonton – “The Way Ahead” 2009 versus 2012.

<u>Wednesday PM</u>	<p><u>Lecture: Tools And Techniques - Practical Issues, Challenges and Examples</u></p> <p>Optional Readings</p> <ul style="list-style-type: none"> ▪ Hildebrand, R., & McDavid, J. C. (2011). ▪ Ugboro, I. O., Obeng, K., & Spann, O. (2011). ▪ Kabir, S.M.H. (2007). <p>Group Prep Time</p>
<u>Thursday</u>	<p><u>Group Case Study Presentations</u></p> <ul style="list-style-type: none"> • Stelman, U. (1998). Winnipeg Case Study
<u>Friday</u>	<p><u>Conclusion</u></p> <p>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 (total 20%)

Seminar Group Presentations (A) – (subtotal-15%)

Each group will present 10 key points from the assigned readings and lead the class in a seminar regarding key 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 five 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

Seminar Group Presentations (B) - (subtotal - 5%)

- Same groups as for (A);
- **Internet Activity:** Choose a municipality to assess - compare and contrast the municipality strategic plan from two distinct time periods (e.g. City of Edmonton – “The Way Ahead” 2009 versus 2012).
- Pick one group representative to present key findings (no more than 5 points).

3. Case Study: Weight (20%)

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 by 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?

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 planning 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. A bibliography and footnotes are expected.

The paper should be approximately 12-15 pages typed and 1.5 spaced. Please provide a version conducive for electronically inserting my comments and feedback.

The **due date** for the written assignment is **Friday June 10, 2016 @ 4:30pm**.

Marks will be deducted for late papers. Papers should be e-mailed directly to me at ursula.stelman@gmail.com; with a cc to ustelman@uwo.ca.

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. (2007). Using the Balanced Scorecard as a Strategic Management System (July-August). *Best of Harvard Business Review*, see www.hbrreprints.org

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), 221-244. M.E. Sharpe, Inc., See <http://www.jstor.org/stable/20447628>

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.

[Most articles are available in the Custom Course Book for PA 9923 from the UWO Bookstore].

Group Work in PA 9923

Seminar and case study presentations are a critical part of the learning experience in PA 9923a. The class will be divided into 5 groups with at least five (or six) students to a group. Students can decide on group membership before classes begin and email the names of the group members to me for approval; however this is not a prerequisite for the course.

I may have to adjust agreed upon group membership slightly by adding an additional member - if the total in the class is more than 25 students. The groups will remain the same for all the group activity requirements.

Instructions for Group Membership

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

Note:

Please refer to the course outline regarding the readings and assignments for the groups.

I realize that it may be difficult to pre-arrange group membership. Do not worry as we will take time in class on Monday to sort it all out.

Ursula Stelman

