School of Policy Studies

MPA 885 Strategic Planning

2018 Summer Session

April 26-27, May 13-17, and June 3-7, 2019

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Context for the Course:

Today, the challenges facing the public sector are increasingly shifting away from traditional, simple problems to those that are more complex and interconnected. Change is being driven by a variety of internal and external factors. At the same time, fiscal constraints and a growing demand from citizens for core services seem to have become a constant in the development and delivery of public policies and programs. Although resources are increasingly limited, citizens still have expectations and assume that governments will develop new and creative approaches to meet their needs. Responding to these challenges has led many organizations to focus greater attention on transformation efforts and the development of more dynamic strategic decision-making processes. It is no longer adequate to rely upon periodic strategies developed by a few to guide decision-making. In the 21st century, all organizations, not just the public sector, will need to be nimble, adaptive, innovative and resilient. Public sector leaders will need to affect positive changes in the organizational culture of their institutions. It is critical that today's strategic planning efforts are more transparent, citizen-centric and able to thrive within an ever-changing environment. As a result, these efforts have manifested themselves into a variety of processes and approaches that respond to unique and emerging issues. The course introduces the fundamentals of strategic planning and outlines the evolution of the process towards more contemporary approaches. It will provide an advanced strategic leadership model and build a deep understanding of leading organizational transformation and change management through to successful implementation.

Learning Objectives:

The course will enable students to develop an understanding of the primary concepts of strategic planning and change management, gain knowledge of a variety of underlying principles, challenges and limitations related to these processes, know the ethical implications of the processes, understand a variety of strategic and associated planning tools (e.g., SWOT\TOWS analysis, human-centered design thinking) and develop the ability to apply the concepts, tools and processes through exercises and dialogue. The course will also help students to appreciate the distinctions and challenges associated with change management efforts, organizational designs and ultimate implementation of strategic plans. In addition to the introduction and exposure to theoretical and practical cases to help illustrate and understand the processes, students will learn how to apply the learnings by analyzing a strategic plan for an organization. As part of a collaborative learning approach, students will also work in small groups on a number of strategic planning exercises during class time to encourage and support active participation.

Upon completion, the course will enable students to:
- Gain an advanced knowledge and understanding of strategic planning and management techniques, approaches and tools;
- Articulate and apply strategic planning and management to a variety of organizational situations and needs in support of strategic decision-making;
- Appreciate and practice strategic and transformational leadership skills and methods to manage and address change drivers for public sector organizations;
- Design and deliver policy and program implementation methodology to develop vision statements, goals, outcomes, strategies and action plans;

- Lead active and responsive engagement with public sector employees, stakeholders and clients using citizen-centered approaches;
- Analyze, synthesize, assess and translate data and information gathered in support of planning processes and strategic decision-making; and,
- Determine and assess strategies through the development of appropriate performance measures and associated monitoring and evaluation plans.

University Statements:

- Academic Integrity is constituted by the five core fundamental values of honesty, trust, fairness, respect and responsibility (see www.academicintegrity.org). These values are central to the building, nurturing and sustaining of an academic community in which all members of the community will thrive. Adherence to the values expressed through academic integrity forms a foundation for the "freedom of inquiry and exchange of ideas" essential to the intellectual life of the University (see the Senate Report on Principles and Priorities http://www.queensu.ca/secretariat/policies/senate/report-principles-and-priorities).

- Students are responsible for familiarizing themselves with the regulations concerning academic integrity and for ensuring that their assignments conform to the principles of academic integrity. Information on academic integrity is available in the Graduate Studies Calendar (http://www.queensu.ca/calendars/sgsr/Academic_Integrity_Policy.html). Departures from academic integrity include plagiarism, use of unauthorized materials, facilitation, forgery and falsification, and are antithetical to the development of an academic community at Queen's. Given the seriousness of these matters, actions which contravene the regulation on academic integrity carry sanctions that can range from a warning or the loss of grades on an assignment to the failure of a course to a requirement to withdraw from the university.

- *Disability Accommodations statement*
  The following statement on disability accommodations builds on a definition approved by Senate that clearly articulates both the commitment that Queen's University has to facilitating the integration of students with disabilities into the University community and the responsibility that students with disabilities have to identify needs requiring accommodation. All educators are encouraged to add the following statement to their course syllabi provided by the Queen's University Equity Office
  (http://www.queensu.ca/equity/accessibility/policystatements/accommodation-statement)
  Queen's University is committed to achieving full accessibility for persons with disabilities. Part of this commitment includes arranging academic accommodations for students with disabilities to ensure they have an equitable opportunity to participate in all of their academic activities. If you are a student with a disability and think you may need accommodations, you are strongly encouraged to contact Student Wellness Services (SWS) and register as early as possible. For more information, including important deadlines, please visit the Student Wellness website at: http://www.queensu.ca/studentwellness/accessibility-services/

Course Outline:

Module	Topic	Main Areas of Focus
UNIT 1 – SETTING THE CONTEXT		
1 April 26	Introduction to Strategic Planning	Introductions; Objectives and structure of the course; Assignments, class work and marking; Strategic Planning and change management defined including history, benefits, principles and application in the public sector; a critical perspective on strategic planning; group exercise.
		Readings/References: - *Strategic Planning*; <u>Scandinavian Journal of Public Health</u>, 2014; 42(Suppl 14): 106–112. - *An Overview of Strategic Management: An Analysis of the Concepts and the Importance of Strategic Management*; <u>International Journal of Scientific and Research Publications,</u> Volume 6, Issue 2, February 2016 - *The Rise and Fall of Strategic Planning: Reconceiving Roles for Planning, Plans, Planners*; New York: The Free Press, 1994 - Henry Mintzberg - *The Crafts of Strategy*; <u>Long Range Planning</u>, 41 (2008) - Your Strategy Needs a Strategy; TED talks, <u>https://www.ted.com/talks/martin_reeves_your_strategy_needs_a_strategy</u>
2 April 27	The Need for Change – Public Administration in the 21st Century	Understanding the changing world and planning for the future; Organizational learning and adaptation; Building and planning for a dynamic public sector organization in a changing environment; Introduction to change management theories.
		Readings/References: - *Organisational Change Management: A Critical Review*, <u>Journal of Change Management</u> Vol. 5, No. 4, 369 –380, December 2005 - *Overview on the Importance of Organizational Learning and Learning Organization*; <u>Journal of Research and Development</u> Vol. 1, No.2, 44-49, 2013
Unit 2 – PLANNING FOR STRATEGIC PLANNING		
3 May 13	Strategic and Transformational Leadership	Examining the importance of visioning; the distinction between strategic thinking and strategic planning; the role of transformational leadership and dynamic team building; latest thinking around social leadership; team exercises.
		Readings/References: - <u>https://hbr.org/1994/01/the-fall-and-rise-of-strategic-planning</u> - <u>https://julianstodd.wordpress.com/2016/02/23/10-things-a-social-leader-does/</u> - *Strategic Thinking: Lessons for Leadership from the Literature* - *Strategic thinking or strategic planning?* <u>Long Range Planning</u> 31(3):481-487 · June 1998
4 May 14	The Strategic Planning Process	Introduction to a variety of traditional strategic planning models and approaches (SWOT/TOWS), key elements of the planning process (vision, mandate, mission) and steps in a basic planning process, identifying and assessing options; Group exercise 1 – SWOT analysis.
		Readings/References: - *Seven Stroke Strategic Analysis for Business Improvement*; <u>Research Journal of Management Sciences</u> 1171 Vol. 4(1), 1-7, January (2015)

Module	Topic	Main Areas of Focus
		- https://www.strategicmanagementinsight.com/topics/strategic-planning-process.html - *Swot Analysis: A Theoretical Review*; <u>The Journal of International Social Research</u>: Volume: 10 Issue: 51 August 2017 - *SWOT Analysis in Strategic Management* - Public Example - *SOARing from SWOT*; Jen Hetzel Silbert et. Al., Spartina, 2007
5 May 15	Stakeholder and Citizen Engagement	Introduction to the evolution of stakeholder and citizen engagement; engaging diverse communities; knowing and understanding your clients; human-centered design thinking approach; Group exercise 2 - client assessment.
		Readings/References: - *Public Engagement, Local Policies, and Citizens' Participation*; <u>Social Media + Society</u> July-September 2016: 1–11 - *Assessing the Impacts of Public Participation*; Julia Abelson and François-Pierre Gauvin, 2006 - *Designing Citizen Centred Governance*; Marian Barnes et. Al., 2008 - *What Is Design Thinking and Why Is It Important?* <u>Review of Educational Research;</u> September 2012, Vol. 82, No. 3, pp. 330–348
6 May 16	Environmental Scanning, data analysis and Open Government	Techniques and methods for environmental scanning; Big Data and the use of technology to support planning processes; Open Government principles; Behavioural insights analysis and nudging.
		Readings/References: - *Environmental Scanning*; The Millennium Project Futures Research Methodology—V3.0, 2009 - *Open Government and Democracy*; <u>Social Science Computer Review</u> 1-16, 2014 - *The challenges of behavioural insights for effective policy design*; <u>Policy and Society</u>, Colin R. Kuehnhanss, 2018
7 May 17	Introducing Innovation in the Public Sector	Defining and developing an understanding of public sector innovation; approaches and methods of building an innovative culture in public sector organizations. There will also be opportunity to review and discuss the first assignment.
		Readings/References: - An Introduction into Public Sector Innovation; World Bank, Wouter van Acker, 2018
UNIT 3 – A FOCUS ON IMPLEMENTATION		
8 June 3	Vantage Points on Strategy	A close examination of how different sectors and organizations have approached strategic planning to guide and transform their organization or community (examples, case studies and guests). Themes include land use, resource management, Indigenous, international development and ISO 26000 to the strategic management processes.
		Readings/References: - *Strategic Planning: A Ten-Step Guide*; World Bank Group, 2016

Module	Topic	Main Areas of Focus
		-ISO 26000 and the Standardization of Strategic Management Processes for Sustainability and Corporate Social Responsibility; <u>Business Strategy and the Environment</u> · November 2013
9 June 4	Strategic Planning Today	Examination of more contemporary manifestations of strategic planning including commissioning and growth planning.
		Readings/References: - Helen Dickinson, '*Public Service Commissioning: What can be Learned from the UK Experience*?', <u>Australian Journal of Public Administration</u>, (2014) Vol.73, No.1, pp.14-18 - Kate Blatchford & Tom Gash, *'Commissioning for Success: How to Avoid the Pitfalls of Open Public Services'*, Institute for Government, 2012 - *Growth Plan for the Greater Golder Horseshoe*; Neptis Foundation, 2007
10 June 5	Strategy Implementation and Performance	Creating an implementation and action plan; Determining and assessing strategic options; Identifying and understanding outcomes vs. outputs; Developing performance indicators and measures – monitoring and evaluation process; Group exercise 3 – simple M&E plan.
		Readings/References: - *The role of strategy implementation in organization development*; <u>Organization Development Journal</u>, January 2000 - *Strategic Planning and Implementation Success in Public Service Organizations: Evidence from Canada*; <u>Public Management Review,</u> August 2016 - *Monitoring and Evaluation Guide*; <u>Journal of. Agricultural Economics</u> 62(2) 393–402 - *A step by step guide to Monitoring and Evaluation*; University of Oxford, version 1.0, January, 2014
11 June 6	Communications, Collaboration and Partnerships	Developing a shared vision amongst stakeholders; the role of communications; the art of story telling; developing partners and collaborators to support and guide implementation.
		Readings/References: - *The importance of inspiring a shared vision*; <u>International Practice Development Journal</u>, 4(2), [4], 2014. - *The power of vision: statements that resonate*; <u>Journal of Business Strategy,</u> Vol. 31 No. 1, 2010, pp. 37-45 - *The power of organizational storytelling*; <u>Journal of Management Development,</u> October 1997
12 June 7	Review and Application of Learnings	The final session will be used to provide a brief review of the course learnings with a perspective of how each of the components knit together and can be applied in various settings. There will also be opportunity to review and discuss the final assignment.
		Readings/References: N/A

Student Evaluation Measures:

Marking Structure:

Assignment 1	30	Due May 31, 2019
Assignment 2	45	Due June 21, 2019
Group Exercises	15	Due at end of class time
Participation	10	

A. Each student will complete written assignment 1 (30 points) of approximately 4-5 pages in length. The first assignment will take a closer examination of the differences between strategic thinking and strategic planning (modules 2-3). Details of the assignment will be distributed and discussed in class.

B. The second written assignment (45 points) of approximately 8-10 pages in length will involve a case study. The assignment will entail an examination of an existing strategic plan selected by the student from on-line (or other) sources. Proposed cases can be initially discussed with the instructor. The student will compare and contrast that plan with the key learnings of the course. It will not be necessary to include a lengthy summary of the case and any assumptions relating to the case (where not evident) can be described and explained. Details of the assignment will be distributed and discussed in class.

C. Students will be able to earn up to 15 total points through the participation in a series of three (3) group exercises (during class time) that relate to specific sessions of the course. Short presentations will be made for each of the exercises to illustrate and summarize group discussions on the topic. Groups will be assigned by the instructor.

D. Participation (10 points) includes attendance, class work, overall engagement with colleagues in group activities and discussions, challenging assumptions and seeking clarification.

Note:
-Course materials, including presentations, will be managed through on-Q. Further information on this platform (which you should be registered on) is available at: https://www.onq.queensu.ca .
-Reading and reference material are not mandatory but provide additional background and insight into session topics. Highly recommended readings will be identified by the instructor at the beginning of the course.