

PADM 590

STRATEGIC PLANNING AND STRATEGIC MANAGEMENT FOR PUBLIC ADMINISTRATION ORGANIZATIONS

Class Venue: On-Line, Asynchronous

Instructor:

Paul Musgrave, MBA, FACHE, Professor of Practice

- Office: 3010 Social Science Building
- Email: pmusgrave@unm.edu
- Drop-in, or by appointment, office hours: Thursdays 3:00- 5:00 pm (subject to change)

Course Description

Strategic management and strategic planning for public and non-profit organizations are fundamentally necessary building blocks for the development, management, and sustainability of an organization. “Leaders and managers of public and non-profit organizations must be effective strategists if their organizations are to fulfill their missions, meet their mandates, satisfy their constituents, and create public value”. [Bryson Strategic Planning for Public and Nonprofit Organizations]

The PADM 590 Course will teach students about the value of strategic planning, the processes utilized in the development of a strong and useful strategic plan and the ongoing process of managing an organization with the strategic plan as its guide for success.

After the successful completion of the course, the student will have an understanding of how to apply strategic planning and strategic management concepts and processes to a public and/or not-for-profit organization.

Course Objectives

The PADM 590 Course will teach students about the value of strategic planning, the processes utilized in the development of a strong and useful strategic plan and the ongoing process of managing an organization with the strategic plan as its guide for success.

After the successful completion of the course, the student will have an understanding of how to apply strategic planning and strategic management concepts and processes to a public and/or not-for-profit organization.

Each module will have specific learning objectives listed. The activities in that module (i.e.: discussions, assignments and assessments) are developed so that the student can demonstrate that they have met these objectives:

- Understand different approaches to strategic planning and management, the basic theories guiding them, and when each approach makes sense.
- Understand the impact of the internal and external organizational context on the ability of the organization to fulfill its mission and achieve its goals.
- Have the ability to develop organizational objectives, goals and strategies that guide an organization to meeting its mission and vision
- Have the ability to: 1) develop a feasible strategic planning process for an organization; 2) formulate, reassess, and revise strategic plans.
- Improve teamwork skills.

Course Materials

Required Textbooks

The primary textbook utilized in this course is:

Bryson, J.M. 2018, *Strategic Planning for Public and Nonprofit Organizations, A Guide to Strengthening and Sustaining Organizational Achievement* (5th Edition). John Wiley & Sons, Inc. ISBN 9781119071600 (hardback), ISBN 9781119071617 (epub)

The textbook will be available from the UNM Bookstore. The Bookstore can guide you to the purchase of a physical textbook or to purchase of an electronic copy of the text.

Additional readings and videos will be available in the Canvas course modules each week.

Technical Skills, Requirements, and Web Conferencing Information

Information on the technical skills, technical requirements, and web conferencing software for our class can be found in the Welcome Module of our course on Canvas.

Course Expectations

Course Workload and Expectations for Participation

Due to the online format of this course, students must be self-motivated and attentive to details to stay on track. Learning in this course will occur in a variety of ways: reading, self-study, lecture videos, supplemental readings and videos, written assignments and projects, peer-engaged discussions, and flexibly scheduled check-ins with me twice during the semester. You are urged to keep up with the course schedule, complete weekly readings, homework assignments, and discussions by the posted due dates.

This is a three credit-hour course delivered in an entirely online modality over 16 weeks during the Fall 2024 semester. Please plan for a minimum of 9 - 12 hours per week to learn course materials and complete assignments.

Course Schedule

| MODULE | TOPICS | ASSIGNMENT DUE DATES |
|----------------------------------|---|---|
| Module 1 – Week of 8/19 – 8/25 | 1. Introduction to Course 2. Introduce Yourself and your current organization 3. Review examples of Strategic Plans for Public Administration Organizations | All Module 1 assignments due by 11:59 PM 8/25/24 |
| Module 2 – Week of 8/26 – 9/1 | Why Strategic Planning Is More Important Than Ever | All Module 2 assignments due by 11:59 PM 9/1/24 |
| Module 3 – Week of 9/2 – 9/8 | The Strategy Change Cycle | All Module 3 assignments due by 11:59 PM 9/8/24 |
| Module 4 – Week of 9/9 – 9/15 | Initiating and Agreeing on a Strategic Planning Process | All Module 4 assignments due by 11:59 PM 9/15/24 |
| Module 5 – Week of 9/16 – 9/22 | Stakeholder Identification and Analysis | All Module 5 assignments due by 11:59 PM 9/22/24 |
| Module 6 – Week of 9/23 – 9/29 | Clarifying Organizational Mandates and Mission | All Module 6 assignments due by 11:59 PM 9/29/24 |
| Module 7 – Week of 9/30 – 10/6 | Assessing the Environment to I.D. SWOC/T's | All Module 7 assignments due by 11:59 PM 10/6/24 |
| Mid-Course Review – 10/7 – 10/11 | Meet with Professor Musgrave to review course structure and to review Student progress | |
| Module 8 – Week of 10/14 – 10/20 | Identifying Strategic Issues Facing the Organization | All Module 8 assignments due by 11:59 PM 10/20/24 |

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| Module 9 – Week of 10/21 – 10/27 | Formulating and Adopting Strategies and Plans to Manage the Issues | All Module 9 assignments due by 11:59 PM 10/27/24 |
| Module 10 – Week of 10/28 – 11/3 | Establishing an Effective Organizational Vision for the Future | All Module 10 assignments due by 11:59 PM 11/3/24 |
| Module 11 – Week of 11/4 – 11/10 | Implementing Strategies and Plans Successfully | All Module 11 assignments due by 11:59 PM 11/10/24 |
| Module 12 – Week of 11/11 – 11/17 | Creating Strategic Management Systems | All Module 12 assignments due by 11:59 PM 11/17/24 |
| Module 13 – Week of 11/18 – 11/24 | Leadership Roles in Making Strategic Planning Work | All Module 13 assignments due by 11:59 PM 11/24/24 |
| Thanksgiving Week – 11/25 – 12/1 | | |
| Module 14 – Week of 12/2 – 12/8 | Getting Started with Strategic Planning | All Module 14 assignments due by 11:59 PM 12/8/24 |
| Week of 12/9/24 – 12/14/24 | End of Course Evaluations; Meet With Professor Musgrave | |