

## **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](mailto:pmusgrave@unm.edu)
- Drop-in, or by appointment, office hours: Thursdays 4:30 to 5:30 pm (subject to change)

### **Purpose of a Syllabus:**

A syllabus is meant to serve as a guide to students and represents an agreement between the instructor and students. You should use this syllabus to engage with the course. I have set up the syllabus to help you manage the course work while establishing my expectations and boundaries for this course.

### **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**

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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 4 -6 hours per week to learn course materials, and complete assignments.

### Course Communication and Instructor Response Time

Please use UNM email to contact me regarding any questions you may have for the class. I try to respond to emails within 48 hours. If you have not heard from me within that time, please feel free to send a follow up email.

## **Course Requirements**

### Assignments

All reading, listening, video, analysis, and individual/team assignments are outlined in the Modules.

### Late Assignment Submissions

If you anticipate trouble meeting our course deadlines, please contact me before the assignment or project is due so we can come up with a solution or extend the project deadline. That way you can remain engaged in the class and keep up with your course work. Use UNM email to contact me and explain what trouble you might be having (technology, time management, life circumstances, etc.). Exceptions for late work submitted after an assignment due date will be made on a case-by-case basis at your instructor's discretion.

In the unlikely event that Canvas is down for unscheduled maintenance at the time when an assignment is due, late work will be accepted.

### Course Grading Policies

The PADM 590-004 Course will have a total of 500 possible points assigned to Individual Assignments and Team Assignments.

### Course Grading Scale

100 - 98% = A+    97 - 92.9% = A    92.9 - 90% = A-  
89.9 - 87% = B+    86.9 - 83% = B    82.9 - 80% = B-  
79.9 - 77% = C+    76.9 - 73% = C    72.9 - 70% = C-  
69.9 - 60% = D    59.9% or less = F

### Course Grading Totals

Homework Assignments    100 %

Rubrics for Individual Assignments and Team Assignments can be found in the Course Navigation Menu.

Your final grades will be based on the sum of all possible points for assignments in our course.

### Grading and Feedback Response Time

I will provide written feedback on assignments and/or feedback through use of rubrics on assignments submitted in our class throughout the semester. I will do my best to provide feedback and/or grades within one week of the assignment due date.

## **Course Schedule**

[PADM 590 Fall 2025 Course Schedule.docx](#)

## **UNM and Course Policies**

### Netiquette

Students are expected to follow the guidelines for netiquette in our course. Netiquette refers to a set of guidelines in online communication that help to ensure positive interactions. In this case specifically, these guidelines seek to keep this online class a positive learning environment for everyone. It is especially important to keep these in mind while creating your initial posts and interacting with your peers through the course discussions throughout the semester.

### Tracking Course Activity

Canvas automatically records all students' activities including: your first and last access to the course, the pages you have accessed, the number of discussion messages you have read and sent, web conferencing, discussion text, and posted discussion topics. This data can be accessed by the instructor to evaluate class participation and to identify students having difficulty.

For UNM Canvas Technical Support please contact (505) 277-0857 (24/7) or visit the Canvas Info Site. Although unexpected Canvas system outages are rare, if they do occur, I will contact you by email to let you know how to proceed.

### Use of AI Writing Tools

AI Writing tools are not permitted for any stage or phase of work in this class. If you use these tools, your actions will be considered academically dishonest and in violation of the UNM Academic Dishonesty Policy.

### Academic Integrity

Plagiarism is a form of theft. It is grounds for failing the course. Plagiarism occurs when a writer uses someone else's phrasing, sentences, or distinctive insights without giving proper credit. Be sure to acknowledge your sources! In this age of downloadable papers, remember that turning in work that, in whole or in part, is not your own is also plagiarism. When in doubt about quotation, citation, or acknowledgment of sources, see me for help.

Academic Misconduct. You should be familiar with UNM's Policy on Academic Dishonesty and the Student Code of Conduct, which outline academic misconduct defined as plagiarism, cheating, fabrication, or facilitating any such act.

Copyright Issues. All materials in this course fall under copyright laws and should not be downloaded, distributed, or used by students for any purpose outside this course.

The UNM Copyright Guide has additional helpful information on this topic.

### Accessibility and Accommodations

UNM is committed to providing equitable access to learning opportunities for students with documented disabilities. As your instructor, it is my objective to facilitate an inclusive classroom setting, in which students have full access and opportunities to participate. To engage in a confidential conversation about the process for requesting reasonable accommodations for this class and/or program, please contact the Accessibility Resource Center (located in 2021 Mesa Vista Hall) at [arcsrvs@unm.edu](mailto:arcsrvs@unm.edu) or by phone (505) 277-3506.

For additional support, please contact me by email.

### Course Drop Policy

[This section states your departmental policy for dropping students – edit or include your own statement. An example statement is included below.]

This course falls under all UNM policies for last day to drop courses. Please see the UNM Registrar for important semester dates and deadlines.

### Title IX: Gender Discrimination

Our classroom and our university should always be spaces of mutual respect, kindness, and support, without fear of discrimination, harassment, or violence. Should you ever need assistance or have concerns about incidents that violate this principle, please access the resources available to you on campus. Please note that, because UNM faculty, TAs, and GAs are considered "responsible employees" by the Department of Education, any disclosure of gender discrimination (including sexual harassment, sexual misconduct, and sexual violence) made to a faculty member, TA, or GA must be reported by that faculty member, TA, or GA to the university's Title IX coordinator. For more information on the campus policy regarding sexual misconduct, please see Administrative Policies and Procedure Manual (Policy 2740).

For additional support: LoboRESPECT Advocacy Center and the supported services listed on its website, the Women's Resource Center, and the LGBTQ Resource Center all offer confidential services and reporting.

### Respectful and Responsible Learning

We all have shared responsibility for ensuring that learning occurs safely and equitably. UNM has important policies to preserve and protect the academic community, especially policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the Student Pathfinder and the Faculty Handbook. Please ask for help in understanding and avoiding plagiarism or academic dishonesty, which can both have very serious consequences.

### Connecting to Campus and Finding Support

UNM has many resources and centers to help you thrive, including opportunities to get involved, mental health resources, academic support including tutoring, resource centers for people like

you, free food at Lobo Food Pantry, and jobs on campus. Your advisor, staff at the resource centers and Dean of Students, and I can help you find the right opportunities for you.

For academic support, The Center for Academic Program Support (CAPS) offers time management workshops that can help students meet their goals and tutoring services for online students and students attending classes on campus. You can learn more about CAPS under the “Services” section of the website.

### **Land Acknowledgement**

Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico -Pueblo, Navajo, and Apache - since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

### **Statement of Inclusion**

UNM campuses – from classrooms to communal spaces, from events to ethos – are inherently inclusive, accessible and readily accommodating to all students, staff, faculty, administration, and community members, inclusive of race, ethnicity, gender, sexual orientation, gender identity and expression (SOGIE), religion, first-generation college status, ability/disability status, and all other categories/identities.