

Saskatchewan, Saskatchewan Environment. (2005) "Summary of Consultations."
<<http://www.environment.gov.sk.ca/Default.aspx?DN=7e05143a-2fe9-4e62-b9b9-ecab49e55a52>>

Other Texts and Readings:

Students will find these writings of value from a theoretical and practical perspective.

Allison, Michael and Jude Kaye. 2005. *Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook*. 2nd edition. Hoboken, NJ: John Wiley and Sons.

Bryson, John M and Farnum K Alston. 2005. *Creating and Implementing your Strategic Plan..* 2d edition. San Fransisco, CA: Jossey-Bass.

Henke, Emerson O. 1986. *Accounting for Non Profit Organization*. 4th edition. Kent Publishing. pp. 29-59. [Main HF 5686 N56 H448 1986]

Mintzberg, Henry. Bruce Ahlstrand and Joseph Lampel. 1998. *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. New York, NY.

Mintzberg, Henry, Bruce Ahlstrand and Joseph Lampel. 2005. *Strategy Bites Back*. Glasgow, GB: Prentice Hall.

Pitts, Robert A. and David Lei. 2000. *Strategic Management: Building and Sustaining Competitive Advantage*. 2nd edition. Cincinnati, Ohio: South-Western College Publishing.

Wildavsky, Arron and Michael Thompson (2006) "A Cultural Theory of Information Bias in Organizations". In *Cultural Analysis*. Arron Wildavsky (editor) pp. 283-300 [Main JK 1726 W53 2006]

Wing, R.L. 1988. *The Art of Strategy: A New Translation of Sun Tzu's Classic The Art of War*. New York, NY: Doubleday.

Zietlow, John; Jo Ann Hankin; and Alan Seidner (2007) *Financial Management for Nonprofit Organizations*. John Wiley and Sons, Inc. pp 46-71, 301-355 [Main HG 4027.65 Z54 2007]

Pressman, Jeffrey L and Arron Wildavsky (1984) *Implementation*. University of California Press.

Evaluation

- 1. Participation (15%).** Participation in the class discussions is considered important as it demonstrates not only your knowledge in the area but also one of the primary skills required for strategic planning.
- 2. Critique (15%), due Session 4.** Students will be asked to provide an analysis and critique of a strategic plan of a public or not-for-profit organization of their choice.

Alternately, students can provide a critique of the government of Saskatchewan's strategic planning model. The emphasis will be on a critique using Mintzberg's Rise and Fall of Strategic Planning, and others, as a point of departure. This should be about five pages in length.

3. **Strategy outline (15%), due Session 7.** Individuals will construct a strategic plan outline for an organization of their choice. The strategic plan outline needs to include elements of what, why and how the plan will be done. This should be no more than three pages in length.
4. **Presentation (20%). Session 11 or 12.** Students will present their strategic plans (in Power Point) to the class during the last two sessions. The presentations will be about 30 minutes in length allowing for about 10 minutes of discussion. A copy of the Power Point presentation is to be provided to the instructor for assessment purposes (due session presentation is made).
5. **Written strategic plan (35%).** This is due session 12, or April 14th by 4:30 pm. Students will construct a strategic plan for the organization they identified in the Strategy Outline Assignment. It should include the main elements of a strategic plan, including rationale where appropriate. It is expected that this assignment would be about 20 pages in length when completed.

Late Assignments

Late penalties will be applied, except with documented medical reasons.

Penalties:

- 1 day 5 percent
- 2-4 days 15 percent
- 5-7 days 25 percent

Assignments are not accepted after 7 days without documented medical reasons.

Academic Integrity and Conduct:

Ensuring that you understand and follow the principles of academic integrity laid out in the Graduate Calendar is vital to your success in graduate school (attached; and available at http://www.uregina.ca/gradstudies/calendar/policy_univ.shtml). Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact me and we can discuss your questions.

Students with Special Needs:

Student in this course who, because of a disability, may have a need for accommodations, are encouraged to come and discuss accommodations with the instructor, and to contact the Coordinator of Special Needs Services at 585-4631.

Academic Style

The Chicago style (Turabian) of citation is followed. Information on this style is available on our website at:

<http://www.uregina.ca/gssp/documents/PDF/Referencing%20Guide.pdf>

Overview of Sessions

Area	Session #	Objective
Strategic Planning	1	Overview of class and requirements From strategy to performance. Models and pitfalls of strategic planning
	2	Models and pitfalls of strategic planning
	3	Models and pitfalls of strategic planning. Managing the contradictions: strategic planning reborn or simply understood and managed?
Strategic planning, applied	4	Mandate and Vision: who are we (they) and where are we (they) going? What about values?
	5	SWOT: what is the organizational environment of constraints and enablers. Who are our stakeholders?
	6	Mission, objectives and strategies: what are we going to achieve and how are we going to do it
Strategy formation	7	Strategy formation as a creative process

Area	Session #	Objective
Budgeting	8	Resource allocation: short term constraints and strategy choice in the long term planning cycle
Implementation	9	Implementing strategy: who does what, and when
Performance Management	10	Strategy, performance or accountability?
	11	Presentations
	12	Presentations

Session 1, January 11

Session objectives: This session will provide the students with an overview and understanding of the expectations related to this course. As well, it will look at strategic planning broadly considered from strategy formulation to performance assessment. The session will also start reviewing some of the more familiar components of strategic planning through a discussion of various strategic planning models.

Readings:

Mintzberg, Henry. 1994. *The Rise and Fall of Strategic Planning*. New York, NY: The Free Press. Chapter 1, pp. 5-31

Mintzberg, Henry. Bruce Ahlstrand and Joseph Lampel. 1998. *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. New York, NY. pp.1-122.

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations*. 3d edition. San Fransisco, CA: Jossey-Bass. pp. 3-29

Questions for discussion:

1. What is strategy?
2. What is strategic planning?
3. What is the difference between tactics and strategy?

4. Notio scala?

Session 2, January 18

This session will continue the discussion of strategic planning models and the similarities and differences between them.

Readings:

Mintzberg, Henry. 1994. *The Rise and Fall of Strategic Planning*. New York, NY: The Free Press. Chapters 2, 4, 5.

Mintzberg, Henry. Bruce Ahlstrand and Joseph Lampel. 1998. *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. New York, NY. pp. 123-262

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations* 3d edition. San Fransisco, CA: Jossey-Bass. pp. 30-62

Questions for discussion:

1. Which strategic planning model best describes planning in your organization?
2. Which planning model do you see as representing the best way to achieve success?
3. What is the mos serious flaw in strategic planning?

Session 3, January 25

This session will conclude discussion on planning models and then summarize the strengths and weaknesses of the strategic planning approach and how one can look to overcome, or at least manage, some of its limitations.

Readings:

Mintzberg, Henry. 1994. *The Rise and Fall of Strategic Planning*. New York, NY: The Free Press. pp. 323-416

Mintzberg, Henry. Bruce Ahlstrand and Joseph Lampel. 1998. *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. New York, NY. pp. 263-373

Questions for discussion:

1. Has Mintzberg built a “straw man”?
2. What examples can you identify from your own experience that provide support to Mintzberg’s argument?

Session 4, February 4

To this point we have looked at strategic planning as a theoretical area of study and as ideal type models and the challenges that come with that. In this session we start moving from the theory to the applied by looking at applying some strategic planning building blocks. To this end we will discuss the role consensus, mandates and vision and their role in self identity construction. As well we will look at values as an umbrella under which a strategic plan is created.

Readings:

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations*. 3d edition. San Fransisco, CA: Jossey-Bass. pp. 63-122

Bryson, John M and Farnum K Alston. 2005. *Creating and Implementing your Strategic Plan*. 2d edition. San Fransisco, CA: Jossey-Bass. pp. 47-65

Questions for discussion:

1. Who decides your mandate?
2. Does a mandate constrain or enable?
3. Why is consensus important? If you don't have consensus can you still move forward with a strategic plan?

Assignment: Critique due

Session 5, February 8

This session will deal with the examination of an organization's internal and external environment, its relative situation. To do this we will make use of the SWOT (strengths, weaknesses, opportunities, and threats) analysis that is central to many strategic planning models. We will also consider stakeholder analysis as part of this assessment.

Readings:

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations*. 3d edition. San Fransisco, CA: Jossey-Bass. pp. 123-152; 335-354

Bryson, John M and Farnum K Alston. 2005. *Creating and Implementing your Strategic Plan*. 2d edition. San Fransisco, CA: Jossey-Bass. pp. 77-84

Mintzberg, Henry. 1994. *The Rise and Fall of Strategic Planning*. New York, NY: The Free Press. pp. 221-322

Saskatchewan, Saskatchewan Environment. (2005) "Consolidated Stakeholder Consultation Information."

<<http://www.environment.gov.sk.ca/Default.aspx?DN=7e05143a-2fe9-4e62-b9b9-ecab49e55a52>>

Questions:

1. Is there always a response to an organizational weakness?
2. What are some of the strengths and weaknesses in your organization?
3. How do you know when to stop building your SWOT list?
4. The Saskatchewan Solid Waste consultation process identified a number of strengths, weaknesses, opportunities and threats. What are the most important ones?

Session 6, February 15

This session will examine the mission statement and objectives as means to identify what we want to achieve. The session will look at ways to choose between multiple priorities.

Readings:

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations*. 3d edition. San Fransisco, CA: Jossey-Bass. pp. 94-122, 153-182

Bryson, John M and Farnum K Alston. 2005. *Creating and Implementing your Strategic Plan..* 2d edition. San Fransisco, CA: Jossey-Bass. pp. 67-69

Allison, Michael and Jude Kaye. 2005. *Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook*. 2nd edition. Hoboken, NJ: John Wiley and Sons. pp.237-240

Saskatchewan, "Crown Investments Corporation Annual Report 2006".
<<http://www.cicorp.sk.ca/>>

Argue, Greg. 1998 . "The Balanced Scorecard: A Framework for Evaluating Economic Development Initiatives in Saskatchewan". Draft prepared for the Cabinet Committee on Economic Development.

Questions:

1. What mission statements are you familiar with? What do they say about the organization.
2. How can you tell if CIC's Mission statement is applied or ignored? What would you suggest to revise their mission statement?
3. Why chose between competing priorities?

Session 7, February 29

In this session we will look at strategy formation, considered a creative process closer to art than analysis. One of the issues to be considered is, if strategy is a creative activity can it be planned? The session will discuss some ways that may help encourage strategic thinking and learning. We will also examine the notions of policy windows and paradoxes and look for their application to strategic thinking and management.

Readings:

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations*. 3d edition. San Francisco, CA: Jossey-Bass. pp. 183-223

Bryson, John M and Farnum K Alston. 2005. *Creating and Implementing your Strategic Plan..* 2d edition. San Francisco, CA: Jossey-Bass. pp. 85-108

Mintzberg, Henry. 1994. *The Rise and Fall of Strategic Planning*. New York, NY: The Free Press. pp. 323-333, 361-416

Questions:

1. Is a “strategy window” necessary for a strategy to be successful?
2. Why is intuition valuable in strategic thinking?
3. What does art and strategic thinking have in common?
4. What’s a “skunk works”?

Assignment: Strategy Outline

Session 8, March 7

This session will look at where budgeting fits in the strategic planning process. It will also examine resource allocation through the budget process and how it can impact objectives, strategies and strategic planning.

Readings:

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations* 3d edition. San Francisco, CA: Jossey-Bass. pp. 244-248

Allison, Michael and Jude Kaye. 2005. *Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook*. 2nd edition. Hoboken, NJ: John Wiley and Sons. pp. 240-250

Mintzberg, Henry. 1994. *The Rise and Fall of Strategic Planning*. New York, NY: The Free Press. pp. 126-133

Saskatchewan, Department of Finance. "Planning Guidelines (Detailed)." <http://www.finance.gov.sk.ca/Default.aspx?DN=e34c1d84-2e26-4ba1-9110-e47b9fd472dc>

Budget Planning in Saskatchewan. Handout in Class.

Questions:

1. How can budgets end up driving strategy.
2. Are budgets used in government and not-for-profits to drive strategy. What is the process used to do so? What is the implication for strategy, and for strategic planning?

Session 9, March 14

Operational or implementation planning represents the the link between organizational objectives, capacity and strategies, and their institutionalization. This session will explore breaking down strategic planning objectives and strategies into specific actions that are discreet, time bound and measurable.

Readings:

Bryson, John M. 2004. *Strategic Planning for Public and Nonprofit Organizations*. 3d edition. San Fransisco, CA: Jossey-Bass. pp. 238-263

Bryson, John M and Farnum K Alston. 2005. *Creating and Implementing your Strategic Plan..* 2d edition. San Fransisco, CA: Jossey-Bass. pp.121-128

Allison, Michael and Jude Kaye. 2005. *Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook*. 2nd edition. Hoboken, NJ: John Wiley and Sons. pp.287-298

Mintzberg, Henry. 1994. *The Rise and Fall of Strategic Planning*. New York, NY: The Free Press. pp. 333-361

Questions:

- 1.What is strategic programming?
- 2.Why is implementation required?
- 3.What are some of the characteristics of a good implementation plan?
- 4.What role does learning play in implementation?

Session 10, March 28

This session will look at performance management, and reassessment of the strategic plan. We will consider the notion of public accountability that is pervasive in recent years and has been built into public sector performance management approaches. To do this we will look at both the Crown Investments Corporations (CIC) Balanced Score Card and at Executive Government's Accountability Framework.

Readings:

Saskatchewan, Department of Finance. "Planning Guidelines (Detailed)."
<http://www.finance.gov.sk.ca/Default.aspx?DN=e34c1d84-2e26-4ba1-9110-e47b9fd472dc>

Saskatchewan, Crown Investment Corporation. 2006 Annual Report.
<http://www.cicorp.sk.ca/pubs/annreport2006.html>

Questions:

1. Why is performance management considered so important to public agencies?
2. Has performance management resulted in the death of strategic thinking?
3. Crown Investments Corporation and Executive Government house performance planning in their financial units. What does this say about performance management?
4. Do you see quantifiable outcome measures more valuable than qualitative ones? Why? What does 7.3 mean?

Session 11, April 4

Assignment: Presentations

Session 12, April 11

Assignment: Presentations

April 14th, 2008

Assignment: Plans due by 4:30 pm.