

JSGS 882 Strategic Management in the Public Sector

UNIVERSITY OF SASKATCHEWAN CAMPUS	
INSTRUCTOR:	Merelda Fiddler-Potter
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OFFICE HOURS:	Phone/video appts by email request.
TERM/SEMESTER:	Fall 2022
DAY AND TIME:	Fridays, 9am to Noon

CLASS DATES: Sept. 2, 9, 16, 23, (Sept. 30th, no classes) Oct. 7, 14, 21, 28, Nov. 4 (No classes Nov. 11) 18, 25, Dec. 2.

CALENDAR DESCRIPTION:

The course focuses on developing practical knowledge and skills public sector managers require to effectively “get things done” through others. Management skills developed include self - assessment/reflection, goal setting, teamwork/collaboration, verbal/written communication, influence/persuasion, conflict resolution, stress management, and creative thinking.

LEARNING OBJECTIVES:

JSGS has developed a set of three competencies that all graduates will be able to demonstrate. The specific readings, assignments and activities in JSGS 882 will help you both acquire and demonstrate the ability to:

- describe contemporary concepts and theories in strategic management and understand the scope and limits of their application to public sector management
- apply methods for thinking strategically when confronting organizational challenges;
- apply techniques to influence those around you for achieving organizational objectives;
- assess and respond to the forces of change;
- identify culture markers and consider ways to manage cultural change in the public sector;
- consider opportunities for identifying and pursuing higher-level organizational goals;
- Characterize the multiple institutional roles that are necessary for democratic societies to function effectively; and

- Understand the current trend of “self-awareness” in management.

JSGS programs, courses, and assignments are designed to prepare students for successful careers. Student performance is assessed based on a competency framework shaped through ongoing collaboration with researchers, alumni, and other public sector partners. The specific readings, assignments and activities in JSGS 882 will help you acquire and demonstrate competence in the following:

- **Evidence and Strategic Thinking** – develops and applies an evidence-informed approach to policy issues and policy options;
- **Connection and Collaboration** –communication with different audiences to build relationships and harness a diversity of perspectives to gain understanding, design, and advance policy solutions; and
- **Implementation and Improvement** – lead self, teams, and partners to implement policy decisions, manage change initiatives, monitor progress, and support continuous improvement.

COURSE CONTENT AND APPROACH

This course will provide students with an understanding of selected theories of strategic management as applied to the public sector and how those theories might translate into practical skills and strategies for being effective future public service leaders. While effective strategic management is contextualized in the wider framework of external forces and the implementing environment, of having a vision for dealing with an uncertain future and the strength to follow through on that vision, an additional emphasis will be on your ability to work effectively with the networks of people you will need to reach your organization’s strategic objectives.

With that in mind, this course adopts a dual focus: on the forces that influence the world of the public sector manager and policy analyst, and how the strategic manager can use various tools and techniques to respond to those forces; and on learning more about yourself, as an aspiring leader, and how cultivating self-awareness can be the foundation for being a better colleague for the people you will work with and better manager of the processes you will be operating in. Rather than an approach that emphasizes creating a grand strategic vision that will succeed as a consequence of its own brilliance, our approach emphasizes how effective strategic management is built day-by-day, through the continual efforts of the people in an organization working together for common purpose.

COURSE FORMAT

Online, Synchronous Instruction

This course is designed for online participation in real time (also known as synchronous instruction). Scheduled classes complement learning material found on [[URCourses or PAWS](#)]. Please review the learning material in advance of each scheduled class. Your regular attendance in class offers the best opportunity to ask questions, make connections, and participate in discussions based on the learning material.

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REQUIRED READINGS

While this course does not have a textbook, extensive readings are assigned each week. Please review to the individual modules in CANVAS for required and supplementary readings.

COURSE OUTLINE

- Sept. 2:** Welcome, course prep, introductions, and expectations
- Assignments: Self-Reflection as a leader #1** – Due Sept. 9th, Midnight
Discussion Board #1: Due. Sept 8th, Midnight
- Sept. 9:** **Module 1:** What is Strategic Management? Perspectives & Ideas
- Sept. 16:** **Module 2:** Managing Political Environments
- Assignments: Discussion Board #2:** Due. Sept. 22nd, Midnight
- Sept. 23:** **Module 3:** Foresight and Scenario Analysis
- **Sept. 22nd** Last day to withdraw from Fall Classes with 75% tuition credit.
- Sept. 23:** **Module 4:** Working with Others Part 1
- Assignments: Discussion Board #3:** Due: Oct. 6th, Midnight
- Sept. 30: National Day for Truth and Reconciliation. No Classes.
- Oct. 7: Module 5: Working with Others Part 2
- Oct. 14: Module 6: Influence, Persuasion, Motivation, Goal Setting, and Performance Management
- Assignments: Discussion Board #4:** Due: Oct. 20th, Midnight
- Oct. 21: Module 7: Negotiations, Productivity, Creativity, and Stress Management
- Oct. 28: Module 8: Organizational Culture & Change Management
- Assignments: Discussion Board #5:** Due: Nov. 3, Midnight
- Nov. 4: Module 9: Exceptional Organizations, Productivity, Creativity, and Stress Management

Nov. 11: No Class – Remembrance Day

Nov. 18: Module 10: Leadership, Awareness, and Personal Reflection

Assignments: Major Project Due – Written Portion and Class Presentations

Nov. 25: Module 11: Creating Strategies to Manage Diversity – CQ

Assignments: Self-reflection, Part Two. Due Date: Dec. 1, Midnight

Dec. 2: Putting it all together – Becoming Better Leaders

**Dec. 7, Last day to withdraw from Fall Classes without Academic penalty.

ASSIGNMENTS AND EVALUATION:

In general, every module will have one of the following three assignments attached to it as described below and in CANVAS Module 1. In addition, there is a Major Project.

1. Self-Reflection as a Leader = 15% x 2 + 30%

Part 1 Due, Sept. 9th, midnight, Part Two Due: Dec. 2nd, midnight

Leadership plays an important role in strategic management and change. Often those who don't make decisions look to decision makers to create and implement strategies for an organization's success. When things go well, leaders are praised. When things go poorly, leaders are critiqued – often quite harshly. This assignment is broken in to two parts, each have the same technical requirements. Students will write a maximum of 2 pages, double spaced. These assignments ask the students to consider the skills they have and the skills they will need to develop when they assume leadership roles. Additional details, questions, and technical requirements can be found under the assignment tab. Additional instructions embedded in the course. See assignment tab.

2. Discussion Boards: 5 x 5% = 25% - Due dates: See Course Outline Above

The most common assignment across the course, conversations on the course discussion board will allow you an opportunity to build rapport with your class and teammates. Discussion questions will be provided and students will be required to create one top-level comment for each, plus respond to at least two posts made by other students.

3. Class Participation: 10%

Active engagement and participation is required of each student. This means actively listening and participating in class discussions, guest lectures, and presentations. Students should come to class having reviewed the materials, answered discussion boards, and prepared to engage with the Instructor, class colleagues, and guest lecturers and other visitors.

4. Major Project: 35% November 18th (Class Presentations 18th and 25th)

The course's largest assignment is broken into two pieces. A written portion, which I will provide comments on, and a class presentation, which provides your colleagues an opportunity to pose questions and test your understanding of the issue and your recommended solution.

General Note about evaluation: Assignments should reflect the student's efforts to meet the learning objectives of Evidence and Strategic Thinking, Connection and Collaboration, and Implementation and Improvement, as described above.

ENROLLMENT

Class enrollment will be normally limited to 30 students.

LATE ASSIGNMENTS

Late submission will be penalized 10% for every day the assignment is late. As a student in a professional program, you should meet deadlines as professionals are expected to do. If you have extenuating circumstances, please contact the instructor directly.

INTELLECTUAL PROPERTY ACKNOWLEDGEMENT

This development of this course has benefited from the contributions of numerous JSGS staff. The roles of Christopher Gunter, Justin Longo, Jeremy Rayner, Martin Boucher and Dan Florizone are acknowledged and appreciated.

The syllabus for this course is comprised of this document and a companion document titled "JSGS Common Syllabus 2022-23."