

JSGS 882 – Strategic Management in the Public Sector

UNIVERSITY OF SASKATCHEWAN CAMPUS	
INSTRUCTOR:	Irene MacDonald, PhD
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OFFICE HOURS:	Pre-arranged by email
OFFICE LOCATION:	On-Line
TERM/SEMESTER:	Summer 2022
ROOM:	N/A
DATE AND TIME:	Asynchronous Course

The syllabus for this course is comprised of this document and the document titled “JSGS Common Syllabus 2021-22.”

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, goal setting, teamwork & collaboration, creative thinking, influence & persuasion, conflict resolution, and stress management.

LEARNING OBJECTIVES

The specific readings, assignments, and activities will help you to acquire and demonstrate the ability to:

- describe concepts and theories in strategic management, and understand how these apply to working in the public sector;
- use effective methods to think strategically when facing organization challenges;
- apply appropriate techniques to positively influence those around you to achieve organizational objectives;
- approach conflict situations with empathy, flexibility, and effective interpersonal management;
- navigate cultural change in the public sector; and
- ensure that self-awareness and stress management become a force of habit.

COURSE CONTENT AND APPROACH

This course provides an opportunity to explore selected theories of strategic management and how those theories might translate into practical skills that can be applied in public sector leadership roles. Solving problems creatively, promoting staff empowerment, building strategic alliances, setting a vision and achievable outcomes are all strategic leadership competencies. But if the disruptions of the past two pandemic-focused years have taught us anything, it is that we need to adapt and add to our leadership skills.

What were once considered the most important competencies have been redefined. Empathy, flexibility, and understanding and communication of staff needs, not just organizational goals, have become critical to successfully meeting organizational goals. Adapting to change is not enough – strategic leadership means challenging the status quo and proactively creating new visions for the organization and leading change. Leading change comes with the responsibility of understanding the nature, extent, and multiple impacts that the pursuit of organization goals may have on the increasingly diverse community we serve, and the staff we work with.

This course also focuses on the importance of self awareness as a personal commitment to reflect on how well we balance organizational needs with the needs of others. Are the choices we make in setting priorities, and achieving organizational goals fostering genuine teamwork and collaboration? Do we tap into knowledge from a wide variety of sources and demonstrate an authentic curiosity to learn about new approaches that may be opposed to our original way of thinking?

When trust of government, and confidence in the information it shares can be earned or lost by a mere tweet, we have an opportunity over the next few weeks to share our knowledge and experience exploring the role that strategic management plays in today's challenging environment.

COURSE FORMAT

This course relies on the active participation of students in a very compressed timeframe. This could make it challenging to effectively integrate our personal, work and course time. Stress management will be essential as will the need to ensure that our online communications with each other remain professional, respectful, and cordial. Although many of you are working professionals with multiple responsibilities, I hope that we can each find the time to contribute to discussions and welcome divergent views that are respectful and constructive.

While the course is entirely asynchronous, I will be hosting optional discussion sessions via Zoom over the course of the three weeks. These will serve as opportunities to participate in group conversations about the course content and assignments. I recognize that not every student is in the same time zone, and as such will arrange to make myself available to meet with students virtually at alternate and mutually convenient times as can be accommodated.

REQUIRED READINGS

Please review the "Required Readings" assigned within each module.

Watkins, M (2013). *The First 90 Days: Critical success strategies for new leaders at all levels*. Boston, Mass: Harvard Business School Press.

COURSE OUTLINE

Week (2022)	Module Title	Course Activities and Due Dates
June 13 - 17	Week 1: Core Concepts	
	1. What is strategic management?	Discussion Board
	2. Strategic management in the public sector – how is it unique?	Discussion Board
	3. Foresight and scenario analysis	Discussion Board
		Final Assignment Details provided
June 20 - 24	Week 2: Working with others	
	4. Teamwork, collaboration, knowledge sharing	Assignment 1: Strategic Management in the News (due Wednesday June 22nd) 11:59pm CST
	5. Persuasion, motivation and evaluating performance	Discussion Board
June 27 - 30	Week 3: Challenges & Opportunities	
	6. Organizational culture and change management	Discussion Board
	7. Creativity, self-awareness, and stress management	
		Assignment 2: Putting it all together presentation (due Monday June 27th) 11:59pm CST

ASSIGNMENTS

Over the duration of this course, you will be asked to integrate class readings and other materials into responses and analysis as part of your completion of various assignments and discussions. It is essential that you review the nature and requirements of these assignments at the beginning of the course so that you have them in mind as you work your way through the various modules.

Discussion/Chat and Participation: Students are responsible for providing thoughtful comments to small group and large group discussions. Students are expected to monitor the Chat Board and respond respectfully to comments from fellow students, based on issues raised and questions that I posit.

Assignment 1 – Strategic Management in the News: Students are asked to select a news item from 2022. The article should be referenced and accessible to me (e.g., web link). Please identify why you chose this article, why you used the specific source (e.g., the newspaper, social media, blog etc.), the issue(s) raised (e.g., change management, interpersonal conflict in the workplace, stress management), and what strategic management practice(s) could have been, or were applied, and if and why some actions may not have been taken dependent on whether the example pertains to an event in either the public or the private sector. Single spaced, 12-point font, maximum of 3 pages (~ 1,500 words). Due date **June 22nd** at 11:59 p.m. CST.

Assignment 2 – Putting it All Together: This assignment requires that you draw upon material from the course and your lived experience. Putting theory into practice is an essential component of learning and for this reason, your deliverable should reflect a culmination of readings, class discussions and other elements of the course that have made an impression on you. What may make this assignment a challenge is the brevity required (a 4-page maximum, 12- point font, single spaced ~ 2,000 words). Details will be provided in class. Due date **June 27th** 11:59 p.m.

EVALUATION

Discussion/Chat Board and Participation	25% (5 X 5%)
Assignment 1: (Individual): Strategic Management in the News	25%
Assignment 2: (Individual): Putting it All Together	50%
Total	100%

ENROLLMENT

Class enrollment will be normally limited to 30 students.

INTELLECTUAL PROPERTY ACKNOWLEDGEMENT

This course has been revised from its on campus/in person and previous asynchronous/online formats, to accommodate its significantly compressed duration of three weeks. While some adjustments have been

made, at its core, the concepts and topics have greatly benefitted from its previous contributors: Christopher Gunter, Justin Long, Jeremy Rayner, Martin Boucher, and Glenna Dureau-Sargsyan.