

JSGS 882 – Strategic Management in the Public Sector

	UNIVERSITY OF SASKATCHEWAN CAMPUS	UNIVERSITY OF REGINA CAMPUS
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OFFICE HOURS:	By appointment	
OFFICE LOCATION:	Diefenbaker Centre	
TERM/SEMESTER:	Spring 2022 (June 13 – 30)	
ROOM:	Zoom	
DATE AND TIME:	Tuesday, Thursdays 2:30 – 4:30 pm	

The syllabus for this course is comprised of this document and the document titled “JSGS Common Syllabus 2022-23.”

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;

- understand the contemporary fascination with “self-awareness” in management.

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

Remote learning may be a new experience to some of you. Given that this course relies heavily on the active participation of students, it is important for us all to make extra effort at ensuring our online communications with each other are professional and cordial. We can disagree without being disagreeable.

It is also important that we all protect time in our schedules to make meaningful contributions to online discussions, and doubly so for your work on the course’s team-based major project. Many of your classmates are working professionals with multiple responsibilities and we need to ensure we are each pulling our weight. This can be particularly challenging when teams meet virtually rather than in person, but I encourage you all to take advantage of the online tools available to build rapport and good working relations with your teammates.

You may find it advantageous to “work ahead” at certain points in the course. There will typically be several weeks’ worth of content available to you on the CANVAS course page and completing a unit ahead of its calendar discussion date may help you manage your schedule. While the course is entirely asynchronous, I will be hosting optional discussion sessions via Zoom over the course of the semester. 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 I am happy to make myself available to meet with you virtually at a more convenient time. My contacts are shared above and in CANVAS and please feel free to contact me.

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

Module	Due	Topic
1	13 June	Strategic Management
2	15 June	Managing in a Political Environment
3	17 June	Foresight and Scenario Analysis
4	19 June	Working with Others – Part 1
5	19 June	Working with Others – Part 2
6	21 June	Influence, Persuasion, Motivation, Goal Setting, and Performance Management
	22 June	Written portion of Major Project is due by 11:59 pm on 22 June
7	23 June	Negotiations, Conflict Resolution, and Interpersonal Workplace Challenges
8	25 June	Organizational Culture and Change Management
9	27 June	Exceptional Organizations, Productivity, Creativity, and Stress Management
	29 June	The presentation portion of the Major Project is due by 11:59 pm on 29 June.
10	30 June	Leadership, Self-awareness, and Personal Reflection

ASSIGNMENTS

Module	Week	Assignment
1	13 June	Critical Journal #1 Discussion Board #1
2	15 June	Annotated Bibliography #1 Discussion Board #2
3	17 June	Critical Journal #2 Discussion Board #3
4	19 June	Discussion Board #4
5	19 June	Critical Journal #3 Discussion Board #5
6	21 June	Annotated Bibliography #2 Discussion Board #6
	22 June	Written Portion of Major Project due at 11:59 pm on 22 June
7	23 June	Discussion Board #7 Comments on Written Portion of Major Project will be returned by 11:59 pm on 24 June
8	25 June	Critical Journal #4 Discussion Board #8
	25 June	Discussion Board #9
9	27 June	Presentation Portion of Written Project due by 12 noon on 27 June.
10	29 June	Questions to fellow students on Presentation Portion / Discussion Board #10
	30 June	Responses to questions due by 11:59 pm on 30 June.

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.

Critical Journaling

A useful tool for tracking your own learning over time, this assignment will see you identify your preexisting interpretations and understandings of course content and contrast these assumptions against the interpretations you arrive at following the unit.

Annotated Bibliography

A concise summary of the content and significance of a given course reading, this assignment provides you with an opportunity to collect and review material of use in completing your major project.

Discussion Board

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.

Major Project

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. Presentations will be made using the same asynchronous method as the rest of the course and can be posted anytime in the final two weeks of the course. Students will be expected to pose at least one question to every presentation, and presenters will have until the end of the course to respond. The two parts will be marked as a complete project. You have the option of revising the written portion of your project and submitting it with the presentation.

EVALUATION

Critical Journaling (4 @ 5% each)	20%
Annotated Bibliography (2 @ 5% each)	10%
Discussion Board (10 @ 3% each)	30%
Major Project	40%

ENROLLMENT

Class enrollment will be normally limited to 30 students.

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, and Martin Boucher are acknowledged and appreciated.