TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Government / SOLGM

MAPP 529
STRATEGIC MANAGEMENT
(15 Points)

Trimester Two 2007

COURSE OUTLINE

Contact Details

Course Coordinator: **Dr Lance Beath**
Room RH 507, Level 5, Rutherford House, Pipitea Campus
Telephone: 027 436 5234
Email: lance.beath@vuw.ac.nz

Lecturer: **Professor Claudia Scott**
Room RH 805, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463 5377
Email: claudia.scott@vuw.ac.nz

Course Administrator: **Carolyn Lampp**
SOLGM Opus Business School
Level 8, 114 Lambton Quay, Wellington
Telephone: (04) 978 1243
Email: clampp@solgm.org.nz

Academic Administrator: **Raewyn Baigent**
Room RH 803, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463 5453
Email: raewyn.baigent@vuw.ac.nz

Course Dates, Times and Locations

Dates: Monday 29 October – Thursday 1 November 2007 (inclusive)
Times: 9.00am – 9.00pm   Monday 29 – Wednesday 31 October 2007
                   9.00am – 12.00pm   Thursday 1 November 2007
Locations: Brentwood Hotel, 16 Kemp Street, Kilbirnie, Wellington
NOTE: This is a residential course. Accommodation will be provided at the venue and is included in the course cost.

Course Objectives

MAPP 529 Strategic Management is a specially designed and customised course that has been prepared for the local government sector in consultation with SOLGM.

Candidates completing this course are expected to achieve the following learning outcomes:

- New levels of understanding of theories, models and issues relating to strategic management, particularly in relation to the public sector in the context of 21st century society;
- Knowledge of current thought and contemporary debates around strategy;
- Deepened knowledge of the legislated requirements for planning for central and local government in NZ and emerging thinking in ongoing reform;
- Knowledge of some important tools and techniques of strategic analysis;
- New levels of understanding of strategic planning processes, particularly in relation to creation of key planning documents (e.g. Long Term Council Community Plans, Statements of Intent).

Course Content

The course draws on literature discussing strategic management in the public sector, guidance documents currently in use in New Zealand and on candidates' experiences and critical reflections on current practice. The course contents will be organized as follows:

DAY 1	INTRODUCTION TO STRATEGY Readings
Session One The vocabulary of strategy: outline of key terms and concepts. Strategic planning and management as fields of study; Strategic planning paradigms. Lance Beath	J. Bryson, (2004) Strategic Management and Planning, in Peters, G. and J. Pierre (2003) *Handbook of Public Administration*, London: Sage, pp. 38-47. H. Mintzberg (1994). *The Rise and Fall of Strategic Planning. Ch 2: Models of the Strategic Planning Process.* Strategy Unit, UK Cabinet Office (2004) (Summary) accessed at www.strategy.gov.uk M. Mankins (2006) Stop Making Plans, Start Making Decisions, *Harvard Business Review*, pp. 78-84.
Session Two Strategic planning and management in local government Claudia Scott	L. Worrall, C. Collinge and T. Bill (1998) Managing Strategy in Local Government, *International Journal of Public Management*, No. 6, pp. 472-493. Local Futures Research Project *Local Government Strategy and Communities*, chapter 2, Annex: and chapter 5, pp. 155-178. J. Bryson (2004) *Strategic Planning for Public and Non Profit Organisations*, Chapter 2. San Francisco: Jossey-Bass. Local Futures Research Project (2006), *Local Government Strategy and Communities*, chapter 5, pp. 155-178. C. Eden and F. Ackermann, (1998). 'Strategy as Journey' in *Making Strategy. The Journey of Strategic Management*. Sage Publications, London, pp. 20-44.

Session Three Assessing Strategic Management Performance Claudia Scott	D. Osborne and P. Plastrik (2000) in Performance Measurement: The Critical Competence in *The Reinventor's Fieldbook: Tools for Transforming Your Government*, Jossey Bass, pp. 247-271. T. Poister and G. Streib (2005) Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades, Public Administration Review Vol. 65(1), pp. 45-56.
Session Four Leadership, vision and ambition Lance Beath	Webcast: Robert Reich (2002). *Politics and principles* Lee Iacocca (2007). *Where Have All The Leaders Gone? Ch 1: Had Enough?* New York: Scribner. Pgs 3-14. Ross McLeod (2004) Leading with a Purpose, IPS discussion paper. Solace Commission (2005) Political and Managerial Leadership Roles in *Leadership United Executive Summary: Managing in a Political Environment*, pp. 9-19.
Evening Introduce syndicate work on the NZ local government performance and capability Lance Beath and Claudia Scott	UK Civil Service Capability Review: Communities and Local Government

DAY 2	STRATEGIC MANAGEMENT PRACTICE
Session One Managing for Outcomes: measurement and management issues Guest presenter: Greg Claridge	Based on selected *Pathfinder* documents, how can community outcomes be framed so as to gain alignment between strategic planning and management? www.ssc.govt.nz/pathfinder (Skim these documents) Building Block 1: Identifying Outcomes Building Block 2: Outcome Indicators Building Block 3: Intervention Logic Learning Paper: Managing for Outcomes in Complex Policy Environments Supporting Paper: Strategic Planning
Session Two Performance Evaluation in Local Government	DPMC, TPK, Treasury and SSC (2005) *Getting Better at Managing for Outcomes*, Wellington.
Session Three Local Government and Network Governance Claudia Scott	S. Goldsmith and W. Eggers (2004) in The *New Shape of Governance in Governing by Networks: The New Shape of the Public Sect*or, Washington: The Brookings Institution, pp. 3-24. C. Huxham (2003) Theorizing Collaboration Practice, *Public Management Review* Vol. (3), pp. 401-23

Session Four Local Government Strategic Management Practice Guest presenter: Jim Harland, CEO Dunedin City Council	Dunedin 2006-16 LTCCP (excerpt)

DAY 3	**STRATEGY ANALYSIS: TOOLS AND TECHNIQUES**
Session One Class exercise: asking a strategic question relating to community based outcomes Lance Beath	Geoff Coyle (2004). *Practical Strategy: Structured Tools and Techniques.* Pearson Education. pp. 10-15.
Session Two Class exercise: Dealing with complexity at the local government level: The use of mind maps, influence wheels and other futures techniques. Lance Beath	Geoff Coyle (2004). *Practical Strategy: Structured Tools and Techniques.* Pearson Education. pp. 18-46.
Session Three Lance Beath	Report back by Syndicate Groups
Session Four Innovation and Entrepreneurship	Gary Hamel webcast plus webcast resources from Stanford Educational Corner

DAY 4 (ends at 12.00pm noon)	**STRATEGIC MANAGEMENT LESSONS AND CHALLENGES**
Session One Strategy and Strategic Decisionmaking	L. A. Beath (2006) Strategy and Strategic Decisionmaking, Local Futures Working Paper. Eisenhardt, Kathleen M and Zbaracki, Mark J (1992). Strategic Decision Making. *Strategic Management Journal.* Chichester: Winter 1992. Vo. 13 pg. 17-21
Session Two Strategic Management Challenges	Group Discussion

Learning Commitment

For the attendees taking this course for academic credit (including assessments), the learning objectives are reasonably demanding. To achieve them, you must make a significant commitment in time and effort to reading, studying, thinking, and completion of all assessment items. This will require that you devote considerable time to preparation before the start of the course.

SOLGM will give preference to those taking the course for academic credit (with assessment). Those who opt for professional development (without assessment) are still required to read the course materials and participate in all of the activities during the course. Upon completing the course, professional development participants will receive a Certificate of Completion from SOLGM.

NOTE: If you sign up to take this course for academic credit, you may not later change this to professional development, and vice versa.

Readings

Required Readings are provided in the course reader. The following list of references are not required but can assist further learning either during or after the course. Two interesting books on strategic management in the public sector are G. Johnson and K. Scholes (2001) (eds) *Exploring Public Sector Strategy*, Pearson Education, Harlow, and Mark H Moore (1995). *Creating Public Value: Strategic Management in Government*. Harvard University Press, Cambridge, Massachusetts.

Additional References:

Adams, D. (2003). Navigating the Future: A Case Study of Growing Victoria Together, *Australian Journal of Public Administration*, 62(2), June 2003.

Alford, J. (2001) The Implications of 'Publicness' for Strategic Management Theory in G. Johnson and K Scholes (ed) *Exploring Public Sector Strategy*, Pearson: Essex, UK: pp. 1-16.

Cook, Anna-Luis (2004) 'Managing for Outcomes' in the New Zealand Public Management *System* - Working Papers - The Treasury.

Harrison, E Frank (1996). A Process Perspective on Strategic Decision Making. *Management Decision*. London: 1996. Vol. 34, Issue 1; pg. 46.

ICMA (2001) From Strategic Planning to Visioning: Tools for Navigating the Future, *Public Management* 83(4): 23-27.

Irwin, D (2002) 'Strategy Mapping in the Public Sector' *Long Range Planning* 35: 637-647.

Johnson, Gerry and Scholes, Kevin (1997). *Exploring Corporate Strategy*. Prentice Hall, Europe.

Kaufman S., (1991). Decision Making and Conflict Management Processes in Local Government. In Bingham, R.D. et al, *Managing Local Government*. Newbury Park, Cal.: Sage.

Klitgaard, Robert and Light, Paul eds., (2005). *Strategic Thinking for High-Performance Management.* Rand Corporation.

Leitka, J. (1998) Linking Strategic Thinking with Strategic Planning, *Strategy and Leadership* 1: pp. 120-129.

Local Futures Research Project (2006). *Local Government Strategy and Communities.* Institute of Policy Studies, School of Government, Victoria University of Wellington.

Local Government New Zealand (2003) *The Local Government Act 2002: An Overview.* Wellington.

Local Government New Zealand (2000) *The State of Strategic Planning in Local Government in New Zealand*, Wellington.

Millett, Stephen M., (2006). Futuring and Visioning: complementary approaches to strategic decision making. *Strategy and Leadership*. Chicago: 2006. Vol. 34, Iss. 3; pg. 43.

Mintzberg, Henry (1996). The Machine Organisation. In H Mintzberg and J B Quinn, eds., *The Strategy Process*. Upper Saddle River, NJ: Prentice Hall.

Mintzberg, Henry, Bruce Ahlstrand, and Joseph Lampel. (1998) *Strategy Safari: A Tour through the Wilds of Strategic Management*, Free Press.

Mintzberg, H; Raisinghani D; and Theoret A (1976). The Structure of Unstructured Decision Processes. Administration Science Quarterly, 21, pp. 246-275.

Mitchell, R., Agle, B., Wood, D. (1997) 'Toward a Theory of Stakeholder Identification and Salience: *Academic of Management Review*, 22(4): pp. 853-886.

Mulgan, Geoff (2006) Good and Bad Power: The Ideals and Betrayals of Government. Penguin. See also www.strategy.gov.uk

Poister, T. and G. Streib (1999) Strategic Management in the Public Sector: Concepts, Models and Processes, *Public Productivity and Management Review*, Vol. 22 No. 3, March 1999, pp. 308-325

Quinn, James Brian (1980). *Strategies for Change: Logical Incrementalism.* Homewood, Ill.: Richard D Irwin.

Rajagopalan, N; Rasheed, A and Datta, D (1993). Strategic Decision Processes: Critical Review and Future Directions. *Journal of Management*, Vol. 19, No. 2, 349-384.

Roberts, Nancy (1997). Public Deliberation: An Alternative Approach to Crafting Policy and Setting Direction. *Public Administration Review*. Washington: Mar/April 1997. Vol. 57(2) 9 pgs.

Senge, Peter (1990). *The Fifth Discipline: The Art and Practice of the Learning* Organisation. New York: Doubleday.

Steele, Jane and Seargeant, John (1999). Does Public Involvement Work? *Public Money & Management*. Oxford: Jul-Sep 1999. Vol. 19, Iss. 3; pg. 9.

Stok, J (1989) Toward a Definition of Strategic Management for the Public Sector, *American Review of Public Administration*, Vol. 19(2), pp. 133-147.

Streib, G. (1992) Applying Strategic Decisionmaking in Local Government, *Public Productivity and Management Review*, Vol. 14 (3), pp. 341-354.

Treasury and State Services Commission (2006) *Guidance and Requirements for Departments: Preparing the Statement of Intent*, Wellington.

Whittington, Richard (2004) *What is Strategy and Does it Matter?*, Thomas Learning,

Assessment Requirements

First item: Critical Review
Length: 1500 words (30% of assessment)
Due date: Monday 29 October 2007 (the first day of the course)

Drawing on the article by Mintzberg and the two Bryson articles in the required readings, assess the effectiveness of the strategic processes and practices of your organisation.

Second item: Syndicate Case Study
Length: 2000 words (30% of assessment); presentation (10% of assessment)
Due date: 5.00pm, Thursday 15 November 2007

The requirements of the Syndicate Case Study will be explained to course members on the first evening of the course (Monday 29 October 2007). Each syndicate will work on some aspect of strategic management performance and capability, drawing on international and local literature and practice.

Syndicates will make a 10 minute presentation on their work (10%) on the afternoon of Day 3 of the course (Wednesday 31 October 2007).

Third item: Critical Reflections
Length: 1500 words (30% of assessment)
Due date: 5.00pm, Monday 26 November 2007

Prepare 3-4 reflections based on your course work and other work experiences on the theory and practice of strategic management.

Please submit items 2 and 3 in HARD COPY to:

> Francine McGee,
> School of Government,
> Victoria University of Wellington,
> Level 8 Reception, Rutherford House,
> 23 Lambton Quay,
> P.O. Box 600,
> Wellington.

Students should keep a copy of all submitted work.

Penalties

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks may be deducted where assignments are submitted after the due date. For out of town students, two calendar days' grace is given to allow for time in the post.

If ill-health, family bereavement or other personal emergencies prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. Note that this applies only to extreme unforeseen circumstances and is not necessarily awarded. You should let your Course Coordinator know as soon as possible in advance of the deadline if you are seeking an extension.

Mandatory Course Requirements

To fulfil the mandatory course requirements for this course, you are required to:

1. Submit all assignments by the due date;
2. Attend all contact sessions of the course.

Communication of Additional Information

Additional information may be provided in class, by post, by email or via Blackboard.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office
The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA 005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.

Notice of Turnitin Use

Student work provided for assessment in this course **may be** checked for academic integrity by the electronic search engine www.turnitin.com. Turnitin is an online plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. **At the discretion of the School, handwritten work may be copy typed by the School and subject to checking by Turnitin.** You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

> *The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

> *Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at
www.vuw.ac.nz/home/studying/plagiarism.html

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied. See the Victoria University Calendar available in hardcopy or under "About Victoria" on the VUW homepage at www.vuw.ac.nz/home/about_victoria/calendar_intro.html

Information on the following topics is available electronically at
www.vuw.ac.nz/home/studying/downloads/course_outlines_general_information.pdf

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.